



1Z0-466^{Q&As}

Project Lifecycle Management Essentials

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**QUESTION 1**

Select three statements that are true about the OUM Implement Core Workflow.

- A. It helps accelerate practitioner's understanding of the Oracle Unified Method.
- B. It helps project teams focus on the essentials.
- C. It focuses on custom development projects.
- D. It can be used to identify the weak points of a project.
- E. It identifies the most important tasks.
- F. It focuses on configuration projects.

Correct Answer: ABE

A: OUM Implement Core Workflow should serve to accelerate the understanding of OUM by new practitioners.

B: The Implement Core Workflow also highlights the tasks that are at the heart of the Implement focus area.

E: The first step is to start from a core set of tasks. We recommend that you consider using the OUM Implement Core Workflow for this purpose along with an OUM view that best matches the needs of your project. Remember, though, that the views tend to be a superset of tasks related to a particular solution, discipline, or technology. Therefore, the core workflow and views should be used together to achieve the right balance for your project.

QUESTION 2

What is the basis for the Project Management Plan [PMP]?

- A. the Project Framework
- B. the project deliverables
- C. the resourcing plan
- D. the procurement plan

Correct Answer: A

The creation of the PMP is started with the Project Management Framework in the task BT.070 ?Create Project Management Framework, which is part of the OUM Manage Focus Area's Project Startup Phase. The project manager creates the Project Management Framework, along with the project sponsor and other stakeholders. At this point in the project, the Project Management Framework represents the PMP at the strategic level. In fact, the Project Management Framework can be thought of as the initial or high-level version of the PMP.

QUESTION 3

Select the three key project roles as prescribed by OUM Manage.



- A. Stakeholder
- B. Change Control Board
- C. Issue Review Board
- D. Project Team
- E. Testing Committee

Correct Answer: ABD

A: Project managers use OUM to make sure they and their stakeholders develop a shared understanding of what is needed, choose an appropriate architecture, and transfer the ownership of the end-product to the stakeholders.

B: CCB (Change Control Board) is a review committee that discusses and approves requests for changes to On Demand customer system configurations. The change requests are fulfilled in the following ways:

A work guideline is generated by engineering for operations to use and implement.

The changes are included in Oracle Certified Configurations.

D: Project teams take advantage of this experience by leveraging these leading practices along with industry standards.

QUESTION 4

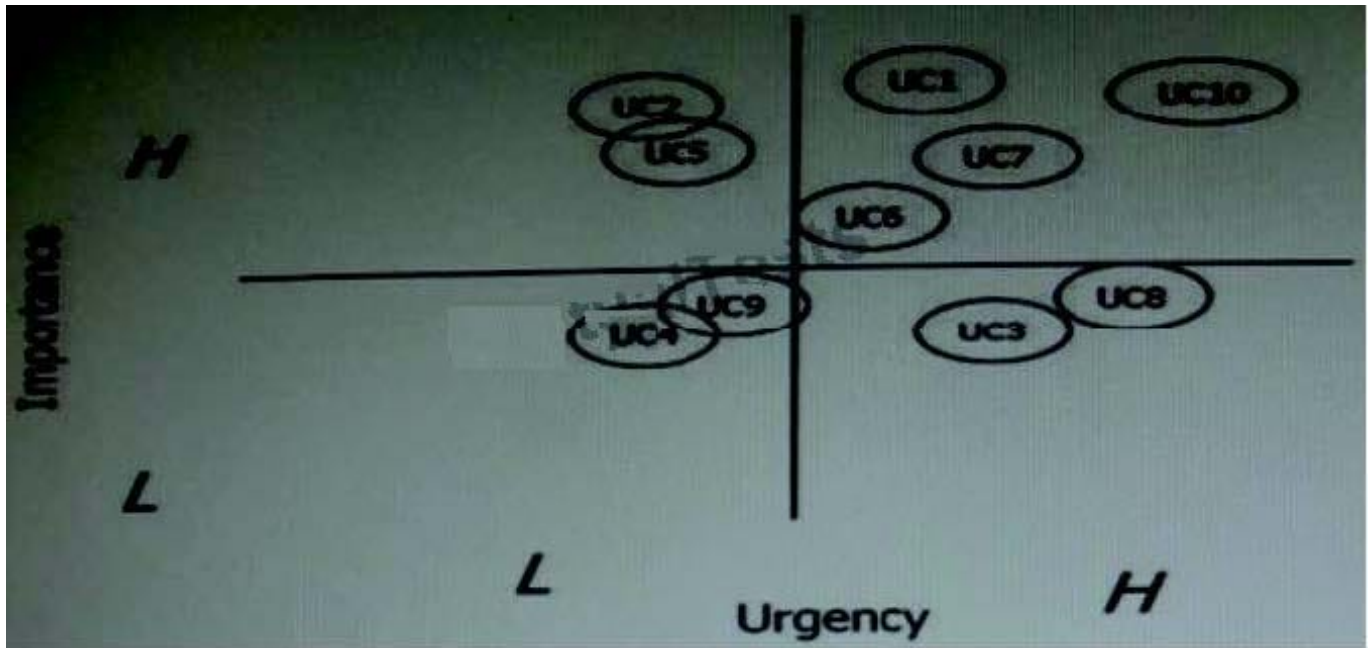
Which term means monitoring specific results to determine whether they comply with the relevant standards?

- A. Quality Planning
- B. Quality Control
- C. Process Improvement
- D. Quality Assurance

Correct Answer: D

QUESTION 5

Using the 2 x 2 Urgency/Importance Matrix below, select the use case with highest priority.



- A. UC2
- B. UC4
- C. UC6
- D. UC8
- E. UC10

Correct Answer: E

QUESTION 6

Which identifies the quality standards that are relevant to the project and how to satisfy them?

- A. Quality Assurance
- B. Quality Control
- C. Quality Planning
- D. Process Improvement

Correct Answer: AD

QUESTION 7

In which process does the Review and Analyze Bid Materials drive the Validated Scope in the Scope Management



process?

- A. Financial Management
- B. Infrastructure Management
- C. Organizational Change Management
- D. Bid Transition

Correct Answer: D

*

Bid Transition The Bid Transition process, Typically represented in Project Start Up, is in reality more of a project initiation task. The first major activity that a project manager is expected to perform is to participate in the handoff from the "sales cycle" to the "delivery cycle".

*

The Manage focus area is organized into 13 processes:

„h Bid Transition „h Scope Management „h Financial Management „h Work Management „h Risk Management „h Issue and Problem Management „h Staff Management „h Communication Management „h Quality Management „h Configuration Management „h Infrastructure Management „h Procurement Management „h Organizational Change Management Collectively, these processes form a comprehensive set of tasks required to manage Oracle- based development and implementation projects. Every project includes most, if not all, of these processes, whether they are the responsibility of a consulting organization, a client organization, or a third party.

QUESTION 8

Select the type of use case scenario indicated by the red line in the following picture.

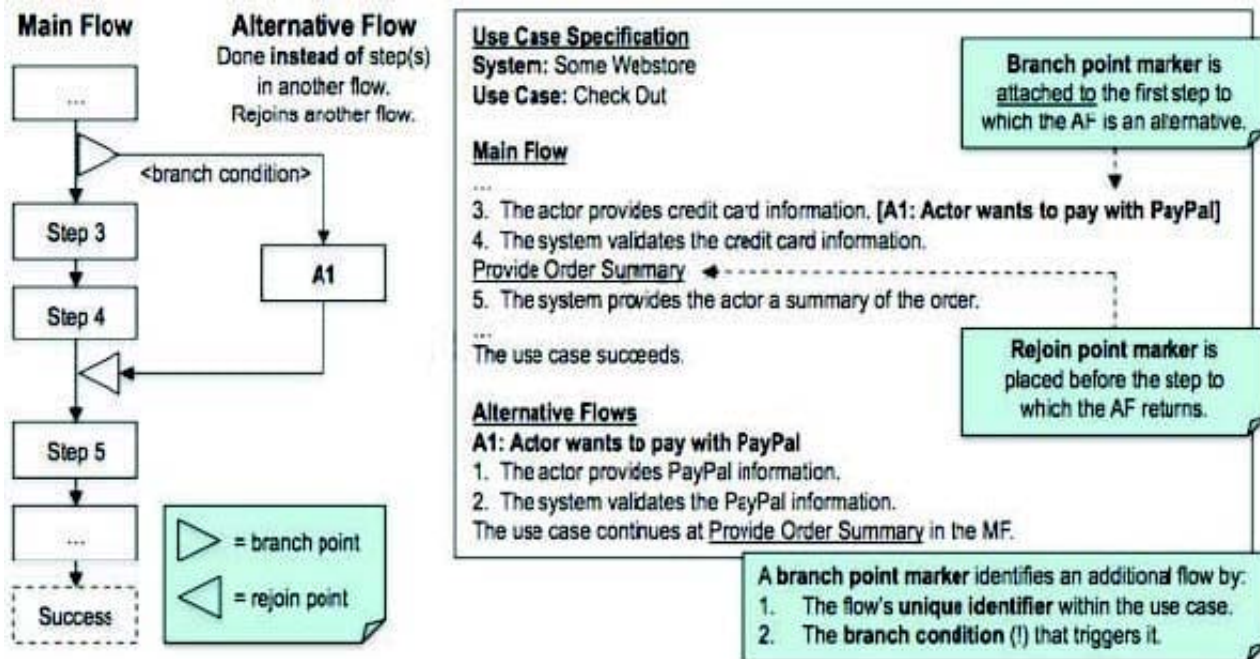


- A. Exception
- B. Main Success
- C. Alternate
- D. Secondary

Correct Answer: C

An alternative flow Definition: A conditional set of steps that are an alternative to one or more steps in another flow (the alternative flow is performed instead of the other step or steps), after which the use case continues to pursue its goal.

Example:



QUESTION 9

The client asks that the project be thoroughly documented. How many of the documents available through the Manage Focus Area should be used?

- A. all of them
- B. none of them
- C. only those that are fit for the project
- D. only those that the client selects

Correct Answer: C

QUESTION 10

What describes the initial Iteration Plan for the Inception phase?

- A. It is a static plan, which is set during Bid Transition.
- B. It is created in the Project Startup Phase.
- C. It focuses on the milestones for the Elaboration Phase.
- D. It is not needed because Inception is a short phase.

Correct Answer: B

Note:



The overriding goal of the Inception phase is to gain concurrence among all stakeholders on the lifecycle objectives for the project. The Inception phase is critical for all projects because the scope of the effort, the high-level requirements, and the significant risks must be understood before the project can proceed. The Inception phase is used to kick off a project; review the strategic direction of the business; and confirm, document, and prioritize the high-level business requirements for the project.

It is also the time to begin assembling and integrating the project team, to scope the entire engagement, and develop the initial project plan.

QUESTION 11

Select the three ways OUM Manage can be scaled or made fit-for-purpose.

- A. by considering the depth to which specific tasks and activities are executed
- B. by adding more iterations to the workplan
- C. by combining tasks or executing at the activity level
- D. by including additional tasks to the workplan
- E. by eliminating unnecessary tasks from the workplan

Correct Answer: BCE

B: Iterative and Incremental

OUM recognizes the advantages of an iterative and incremental approach to development and deployment of information systems. Any of the tasks within OUM may be iterated. Whether or not to iterate, as well as the number of iterations, varies. Tasks may be iterated to increase quality of the work products to a desired level, to add sufficient level of detail, or to refine and expand the work products on the basis of user feedback

C: you should consider whether it is advisable or appropriate to combine tasks or to execute your project using OUM's activities ? which are groupings of tasks.

E: Example:

Our next step is to eliminate activities/tasks that are not needed. Consider the following:

1. Don't eliminate anything in the Core Workflow without careful consideration.
2. Review any available supplemental guidance.
3. Consider removing activities/tasks NOT included in the Estimate and/or Proposal.
4. Determine if it's



possible to eliminate all if not most of some processes. For example, consider removing the following processes and corresponding activities and/or tasks, if your project does not include ANY requirements for them:

performance Management

Organizational Change Management

Training

Data Acquisition and Conversion

QUESTION 12

Select three types of Envision engagements.

- A. Establish an enterprise IT Governance process.
- B. Install and configure an application.
- C. Define a SOA enterprise engineering process.
- D. Design and build a custom application.
- E. Implement an Enterprise Repository.
- F. Integrate an off-the-shelf application with another application.

Correct Answer: ACD

The Envision focus area provides a framework for development and maintenance of enterprise level IT strategy, architecture, and governance. The Envision guidance helps project team's transition from enterprise-level planning and strategy activities to the identification and initiation of specific projects.

QUESTION 13

What is not true about planning in OUM?

- A. OUM has been developed with the intent that the approach for a given project be built up from a core set of activities.
- B. Projects should be tailored down from the full OUM work breakdown structures.
- C. OUM takes an iterative and incremental approach to planning a project.
- D. Tasks within OUM are considered place holders for work.

Correct Answer: D

Incorrect:



Not A: OUM is designed to support a broad range of project types. As such, it must be flexible and scalable.

The appropriate point of balance for a given project will vary based on a number of project risk and scale factors. The method has been developed with the intent that the approach for a given project be "built up" from a core set of activities to implement an appropriate level of discipline, rather than "tailored down".

Not B: OUM facilitates improved control of project expenses by using a flexible work breakdown structure that allows you to perform only necessary tasks.

Not C: OUM recognizes the advantages of an iterative and incremental approach to development and deployment of information systems. Any of the tasks within OUM may be iterated. Whether or not to iterate, as well as the number of iterations, varies. Tasks may be iterated to increase quality of the work products to a desired level, to add sufficient level of detail, or to refine and expand the work products on the basis of user feedback.

QUESTION 14

Which three items must be updated when scope changes are approved?

- A. Project scope
- B. Project budget
- C. Project component value ratio
- D. Project cost center
- E. Project schedule

Correct Answer: ABE

Note:

Project scope is the part of project planning that involves determining and documenting a list of specific project goals, deliverables, tasks, costs and deadlines.

QUESTION 15

According to the recommended training for this exam, when does the Project Manager assume responsibility for the project profitability?

- A. When the Project Manager accepts it during the transaction from sales to delivery
- B. Never



C. At the start of the sales cycle

D. When the client requests it

Correct Answer: D

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