

# 1Z0-466<sup>Q&As</sup>

Project Lifecycle Management Essentials

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### QUESTION 1

What is true about the Implementation Plan?

- A. It shows the detailed tasks for the duration of the project.
- B. It is not modified after the Project Execution and Control phase begins.
- C. It is a subset of the Project Management Plan.
- D. It focuses on the objectives, milestones, and number of iterations for the project
- E. It covers a single phase.

Correct Answer: D

In a project setting, the Implementation Plan is a high level plan that focuses on milestones, objectives, and the number of iterations. It is the plan that is typically developed at the start of an engagement identifying the project phases and milestones.

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### QUESTION 2

According to the recommended training for this exam, proper management ensures and .

- A. Value to the client
- B. Value to your company
- C. Value to the industry
- D. Value to the community

Correct Answer: A

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### QUESTION 3

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

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#### QUESTION 4

Select three benefits of using OUM manage.

- A. It encourages early stakeholder involvement.
- B. It is less costly.
- C. It emphasizes clearly documenting the scope of the project and the terms and procedures to implement change.
- D. It encourages use of third-party resources.
- E. It supports improved communication.
- F. It provides incentives to finish projects early.

Correct Answer: BCE

Note:

\*OUM includes three focus areas: OUM Envision, OUM Implement and OUM Manage and OUM Operate

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#### QUESTION 5

Earned value is a technique to report project status using which three variables?

- A. EV ?Earned Value
- B. PV ?Planned Value
- C. AC ?Actual Cost
- D. PC ?Planned Cost
- E. EC ?Earned Cost

Correct Answer: ABC

EV -earned value, estimated value of work done. PV -planned value, estimated value of planned work AC -actual cost, what you paid

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#### QUESTION 6

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

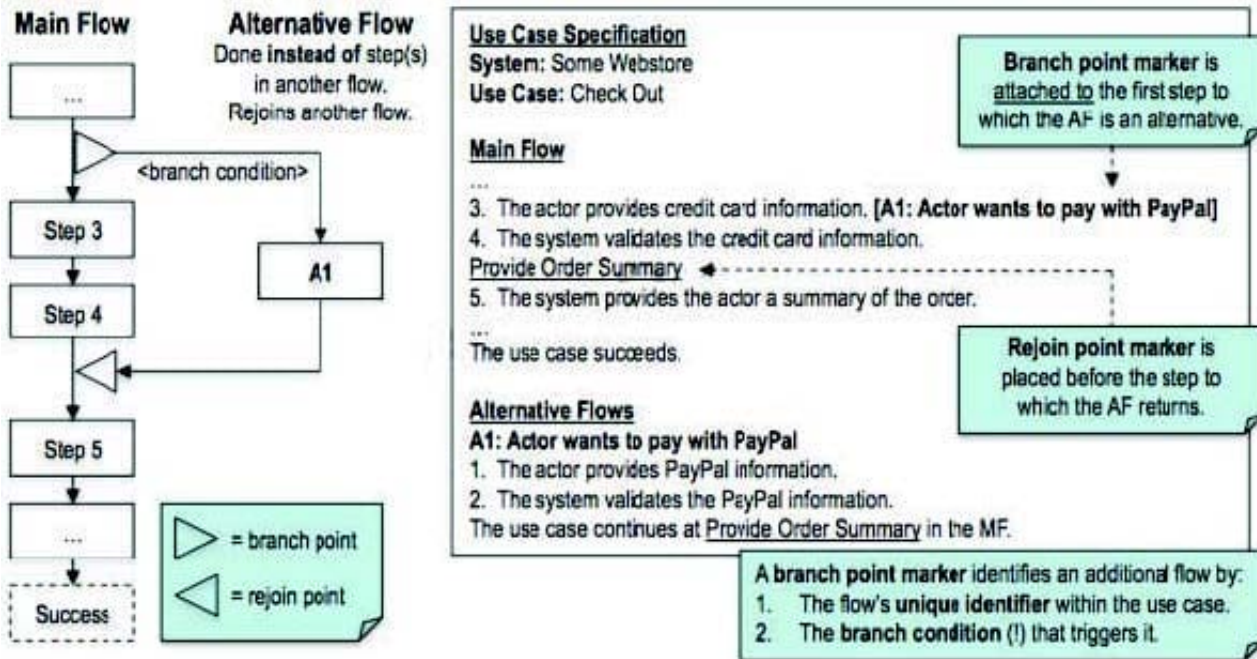


- A. Exception
- B. Main Success
- C. Alternate
- D. Secondary

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 7**

Select four objectives of the OUM Manage Project Start UP phase.

- A. Manage the project resources to deliver on time and budget.
- B. Understand the client's objectives and expectations and validate project scope.
- C. Close out the contractual agreement.
- D. Baseline in Project Workplan, Finance Plan, and staffing needs.
- E. Obtain a client reference.
- F. Agree with the client on project approach and document it in the Project Management Plan.
- G. Establish the project infrastructure.

Correct Answer: BCDF

Note:

\*The Project Start Up phase precedes the Inception phase. Project startup is where all of the project planning activities take place and where policies, procedures, and strategies are defined for each of the processes, which govern the conduct of the engagement.

**QUESTION 8**

Select the three major activities in the Project Start Up phase.

- A. Develop Staff Plan and Budget
- B. Manage Project Quality
- C. Validate Scope, Stakeholders, and OCM Strategy
- D. Review Bid and Contract
- E. Establish Estimate
- F. Develop DetailProject Plan

Correct Answer: ACD

\*The Project Start Up phase precedes the Inception phase. Project startup is where all of the project planning activities take place and where policies, procedures, and strategies are defined for each of the processes, which govern the conduct of the engagement.

\*In OUM Manage, one of the first activities that occur during the Project Startup phase involves the Project Manager and the client (Project Sponsor) jointly creating the Project Management Framework. This framework establishes the ground rules for the project and is the first step in communicating, establishing trust, and setting expectations.

The key focus for the remainder of the Project Startup Phase is to evolve the Project Management Framework into a detailed Project Management Plan based on the agreed upon foundation. In prior versions of OUM Manage, the equivalent work product was named the "Terms of Reference". Literally, this was the work product referenced to sort out problems when future misunderstandings occurred.

Incorrect: Not B Not F

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## QUESTION 9

Which is true about planning in OUM?

- A. The project workplan must be developed from the full OUM work breakdown schedule.
- B. The project workplan should be scaled up, rather than tailored down, to the level of discipline appropriate to the identified risks and requirements.
- C. The project workplan should be scaled down, rather than tailored up, to the level of discipline appropriate to the identified risks and requirements.
- D. The project workplan should be rigorously conformed to an existing set of work products.

Correct Answer: B

In OUM, this principle is extended to refer to the execution of the method processes themselves. Project managers and practitioners are encouraged to scale OUM to be fit-for-purpose for a given situation. It is rarely appropriate to execute every activity within OUM. OUM provides guidance for determining the core set of activities to be executed, the level of detail targeted in those activities and their associated tasks, and the frequency and type of end user deliverables. The project workplan should be developed from this core. The plan should then be scaled up, rather than tailored down, to the level of discipline appropriate to the identified risks and requirements.

Note: \*To develop our Project Workplan, we have several options. We can employ a top-down approach and start with all of OUM and tailor it down. We can employ a bottom-up approach and start with the Core Workflow and build up from there. The best approach is probably to start with the workplan that most closely matches our engagement and tailor up

and down. That is, immediately tailor down to a pre-tailored Workplan and continue to tailor from there based on the requirements of the engagement, while simultaneously keeping in mind the Core Workflow and building up from there.

\*tailoring of the actual OUM Project Workplan for your project for activities and tasks (tailoring steps 2.0 through 5.2) including tips for applying a bottom-up as well as a top-down technique for tailoring the Project Workplan. For our example, we are starting with the OUM Project Workplan that is located in the Method Resources section of the Key Components of most view pages. In OUM 5.6, a new Project Workplan template was introduced with pre-tailoring capability for most Implement views.

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#### QUESTION 10

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 carefully 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

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### QUESTION 11

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.

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### QUESTION 12

What is true about Organizational Change management in OUM Manage?



- A. Understanding how the clients deals with change is critical to driving user acceptance.
- B. It involves only the end-user community.
- C. It increases the risk of organizational disruptions.
- D. New technology will overcome people's resistance.

Correct Answer: A

The Organizational Change Management process starts at the strategic level with executives and then identifies the particular human and organizational challenges of the technology implementation in order to design a systematic, time-sensitive, and cost-effective approach to lowering risk that is tailored to each organization's specific needs. In addition to increasing user adoption rates, carefully planning for and managing change in this way allows organizations to maintain productivity through often difficult technological transitions. This in turn enables the organization to more easily meet deadlines, realize business objectives, and maximize return on investment

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### QUESTION 13

Select two objectives of the OUM Implement Elaboration phase.

- A. Confirm the project scope.
- B. Identify and validate the architecturally significant requirements.
- C. Identify key configuration decisions.
- D. Prepare the system for acceptance test and deployment.
- E. Address critical operational issues.
- F. Obtain acceptance.

Correct Answer: BC

The goal of the Elaboration phase is to develop the detailed requirements, partition the solution, create any necessary prototypes, and baseline the architecture of the system. This effort results in a stable basis for the design and implementation effort in the Construction phase. The architecture evolves from the most significant requirements (B), those that have the greatest impact on the architecture of the system, and an assessment of risk. The stability of the architecture is evaluated through one or more architectural prototypes. During the Elaboration phase, the project team's understanding of the client's business requirements is verified to reduce development risk.

Note:

OUM includes the following phases.

Inception Elaboration Construction Transition Production Reference: Oracle Unified Method (OUM) Oracle's

## Full Lifecycle Method for Deploying Oracle- Based Business Solutions

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### QUESTION 14

Which is true about OUM Manage?

- A. It emphasizes clearly documenting the scope of the project and the exact procedures to implement changes to this scope.
- B. It is not possible to control the project timeline without a detailed project plan.
- C. It is necessary to only document the items in the scope.
- D. If the project sponsor requires a functional change, the project team must comply with the request.

Correct Answer: A

The Manage focus area is organized into 13 processes: Bid Transition (A)Scope Management Financial Management Work Management Risk Management Issue and Problem Management Staff Management Communication Management Quality Management Configuration Management Infrastructure Management Procurement Management 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.

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### QUESTION 15

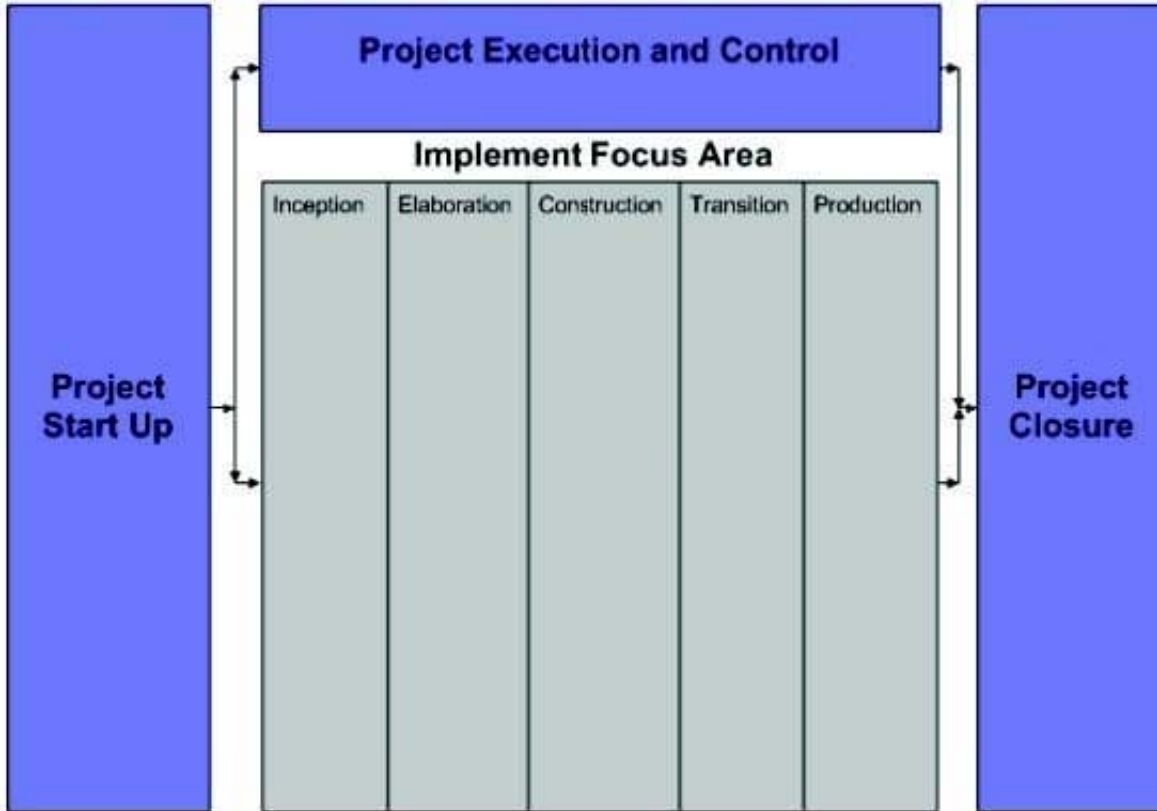
Select the three applicable goals of the OUM Manage Focus Area.

- A. Identify and communicate with project stakeholders.
- B. Effectively transition from the sales (bid) process to Project Start Up
- C. Manage to reduce overall project risk.
- D. Define scope of work.
- E. Decreases implementation time.
- F. Create better project plans.

Correct Answer: ABD

/The Manage focus area is organized into 13 processes: (B)Bid Transition (D)Scope Management Financial Management Work Management Risk Management Issue and Problem Management Staff Management (A)Communication Management Quality Management Configuration Management Infrastructure Management Procurement Management Organizational Change Management

/OUM Manage Focus Area



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