Oracle

Exam 1z0-466

Project Lifecycle Management Essentials

Version: 6.0

[Total Questions: 98]

Question No : 1

Select the three statements that are true about the Project management Plan.

A. It is created in the Manage Project Execution and Control phase.
B. It is the single most important work product produced by the project manager.
C. Its main focus is on scheduling the project.
D. It is created by the project manager and the client.
E. It is a conceptual work product comprised of process components detailing the tools and/or approach for each OUM Manage process.
F. It provides a framework for the Analysis and Design processes.

Answer: B,D,F

Explanation: *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.

*The project manager creates the project management plan following input from the project team and key stakeholders. The plan should be agreed and approved by at least the project team and its key stakeholders.

Incorrect:
Not A:Project Execution and Control runs concurrently with the Implement focus area phases. The purposeof the Project Execution and Control Phase is to provide adequate visibility into actual progress so thatmanagement can take effective actions when the project's performance deviates significantly from theproject plans. The Project Execution and Control Phase includes tracking and reviewing the projectsaccomplishments and results against documented WBS, project estimates, time schedule, resourcesplan, and cost budget, and adjusting these plans based on the actual accomplishment and results.

Question No : 2

Select the threeconstraints that are missingin this TripleConstraint triangle.

A. Usability
B. Scope
C. Cost
D. Complexity
E. Product
F. Schedule

Answer: B,C,F

Explanation: *Scope, Time & Cost together are termed as the Triple Constraints of a Project.

*Risk avoidance involves changing the project plan to eliminate therisk or to protect the project objectives (time, cost, scope, quality) from itsimpact. The team might achieve this by changing scope, adding time, oradding resources (thus relaxing the so-called "triple constraint")

Note:

https://blogs.oracle.com/smarks/resource/triple-constraint.gif

Question No : 3

Which two statements are true about the Change Control Board (CCB)?

A. It meets daily during Project Execution and Control.
B. It is an internal project organization that is responsible for reviewing and resolving change requests.
C. It is a person, group, or business that has a shared interest in a particular set of activities.
D. It escalates changes affecting scope to the steering committee.

Answer: B,D

Explanation: B:CCB 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:A Steering Committee is a group of high-level stakeholders who are responsible for providing guidance on overall strategic direction. They do not take the place of a Sponsor, but help to spread the strategic input and buy-in to a larger portion of the organization. The Steering Committee is usually made up of organizational peers and is a combination of direct clients and indirect stakeholders. Some members on the Steering Committee may

also sit on the Change Control Board.

Question No : 4

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

Answer: A,D

Question No : 5

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.

Answer: B,C

Explanation: 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.

InceptionElaborationConstructionTransitionProduction
Reference:OracleUnified Method (OUM)Oracle's Full Lifecycle Method for Deploying
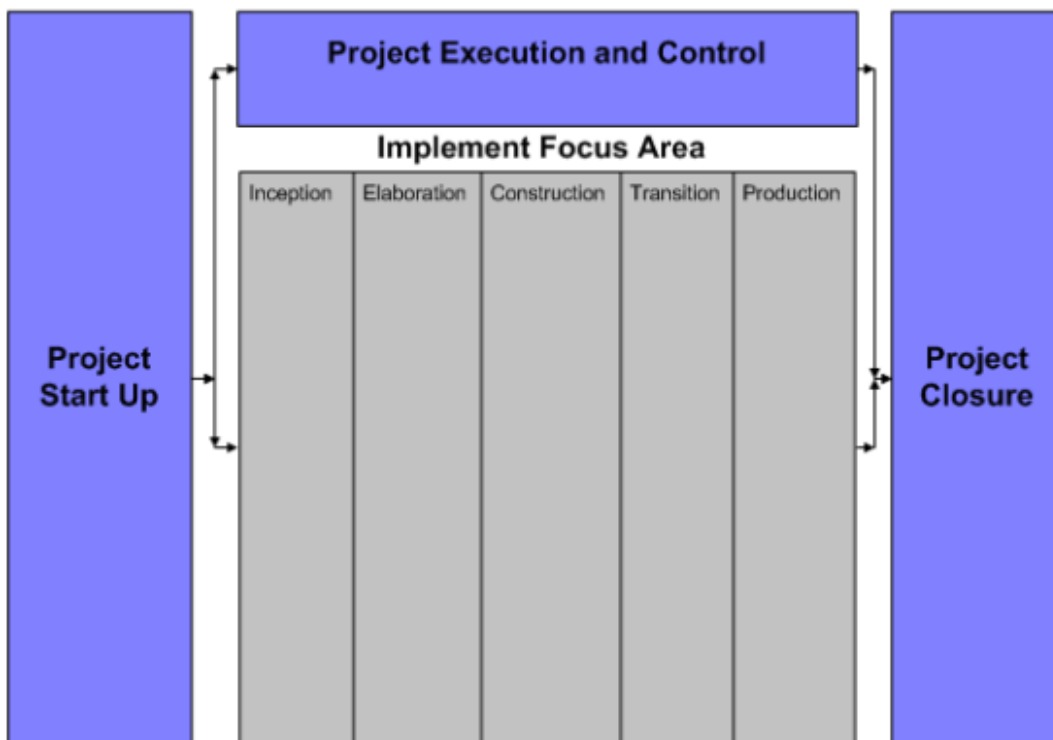Oracle-Based Business Solutions

Question No : 6

Select two objectives of the OUM Manage Project Execution and Control phase.

A. Manage the project resources to deliver on time and in budget.
B. Gain project acceptance.
C. Release staff.
D. Execute against the Project Management Plan.

Answer: A,D

Explanation: Integration of the Manage focus area phases with the Implement focus area phases is illustrated below:

Note:

The Manage focus area has three phases:

*Project Start Up Phase

*Project Execution and Control Phase

*Project Closure Phase

Reference:OracleUnified Method (OUM)Oracle's Full Lifecycle Method for Deploying Oracle-Based Business Solutions

Question No : 7

Which three risks does Organizational Change Management seek to mitigate?

A. Employee attrition

B. Vendor delivery rates

C. Lack of personal effectiveness

D. Interruptions to the business

E. Natural disasters

Answer: A,C,D

Explanation:

Note:

*Organizational change management (OCM) is a framework for managing the effect of new business processes, changes in organizational structure or cultural changes within an enterprise. Simply put, OCM addresses the people side of change management.

*A systematic approach to OCM is beneficial when change requires people throughout an organization to learn new behaviors and skills. By formally setting expectations, employing tools to improve communication and proactively seeking ways to reduce misinformation, stakeholders are more likely to buy into a change initially and remain committed to the change throughout any discomfort associated with it.

Successful OCM strategies include:

Agreement on a common vision for change -- no competing initiatives.

Strong executive leadership to communicate the vision and sell the business case for change.

A strategy for educating employees about how their day-to-day work will change.

A concrete plan for how to measure whether or not the change is a success -- and follow-

up plans for both successful and unsuccessful results.
Rewards, both monetary and social, that encourage individuals and groups to take
ownership for their new roles and responsibilities.

Question No : 8

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

Answer: D

Explanation:
* 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 No : 9

What is the purpose of the Project Execution and Control Phase?

A. To prove the solution described in the scope document meets the project requirements.
B. To provide adequate visibility into actual progress so that management can take effective actions when necessary.
C. To successfully transition from the sales team to the delivery team.
D. To provide an adequate foundation for the Project Management Plan.

Answer: B

Explanation: Project Execution and Control runs concurrently with the Implement focus area phases. The purposeof the Project Execution and Control Phase is to provide adequate visibility into actual progress so thatmanagement can take effective actions when the project's performance deviates significantly from theproject plans. The Project Execution and Control Phase includes tracking and reviewing the projectsaccomplishments and results against documented WBS, project estimates, time schedule, resourcesplan, and cost budget, and adjusting these plans based on the actual accomplishment and results.

Question No : 10

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.

Answer: A

Explanation: 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.

Question No : 11

What is true about the Work Management Plan?

A. It outlines the major milestones of the project.
B. It is a document produced during the contract process.
C. It documents the strategy, control processes, and policies that are used to manage, support, and implement the work during the project.
D. It is produced by the Configuration Management team.
E. It defines the competencies of the project team.

Answer: C

Explanation:

Note:

*The purpose of the Work Management Plan is to establish procedures for defining,

monitoring, and directing all work performed on the project.

*The Work Management Plan should clearly state the procedures for defining, documenting, gaining agreement on, and communicating the project's work plan and the processes to be used for which the plan would be executed and controlled.

The project work plan is the hub of project management as it denotes all activities that the team will be participating in within the project's scope, objectives, and approach and it provides a repository of data that the project manager can utilize to manage the project to plan. Processes that would be used for work plan execution and control would include the following:
•Developing the Baseline Project Work Plan
•Controlling the Work Plan through the life cycle of the project.
•Executing the Work Plan
•Managing Team Work
•Managing Team Time

Question No : 12

According to the recommended training for this exam, an engagement becomes a project when _____.

A. There is a specific result, a budget, and a targeted end date
B. The client signs the contract
C. The client signs the statement of Work
D. The sales cycle has ended

Answer: B

Question No : 13

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.

Answer: A

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

Question No : 14

Select the three major activities in the Project Closure phase.

A. Manage Project Workplan
B. Gain Acceptance
C. Complete Project Management Plan
D. Close Processes and Contract
E. Document Lessons Learned and Archive Project
F. Customer Acceptance

Answer: B,D,F

Explanation: *The Project Closure phase occurs after the Production phase. During this phase, the project is
"closed" from an administrative and contractual standpoint. This includes making sure that the projectwork products are complete and meet the customer's expectations; gaining final acceptance(F); andsecuring all documents(E)for reuse, collection and retention.

*Project Closure Phase is the last phase of the Project Life Cycle. The commencement of the Project Closure Phase is determined by the completion of all Project Objectives and acceptance of the end product by the customer. Closure of any financial issues,Collection and Completion of All Project Records & Archiving of All Project Records are typical elements of this phase.

Question No : 15

Select three benefits of using the OUM Manage Focus Area on an implementation.

A. It manages acceptance of work products.
B. It focuses on accurate estimating.
C. It supports improved communication.
D. The client creates and produces project plans that drive the project.
E. It encourages early client involvement.
F. It allows for quicker project durations.

Answer: A,C,E

Explanation: /The Manage focus area provides a framework in which all types of projects can be planned, estimated,controlled, and completed in a consistent manner. Oracle's Project Management Method (PJM) is partof the Manage focus area. Consistency is required in today's business environment, where projectsoften implement packages, develop application extensions, and create a data warehouse in order tosatisfy a business need.

Project management enables the project manager to manage delivery of an agreed upon level of
solution quality while planning for and controlling the scope, cost, and schedule.
The Manage focus area has three phases:
*Project Start Up Phase
*Project Execution and Control Phase
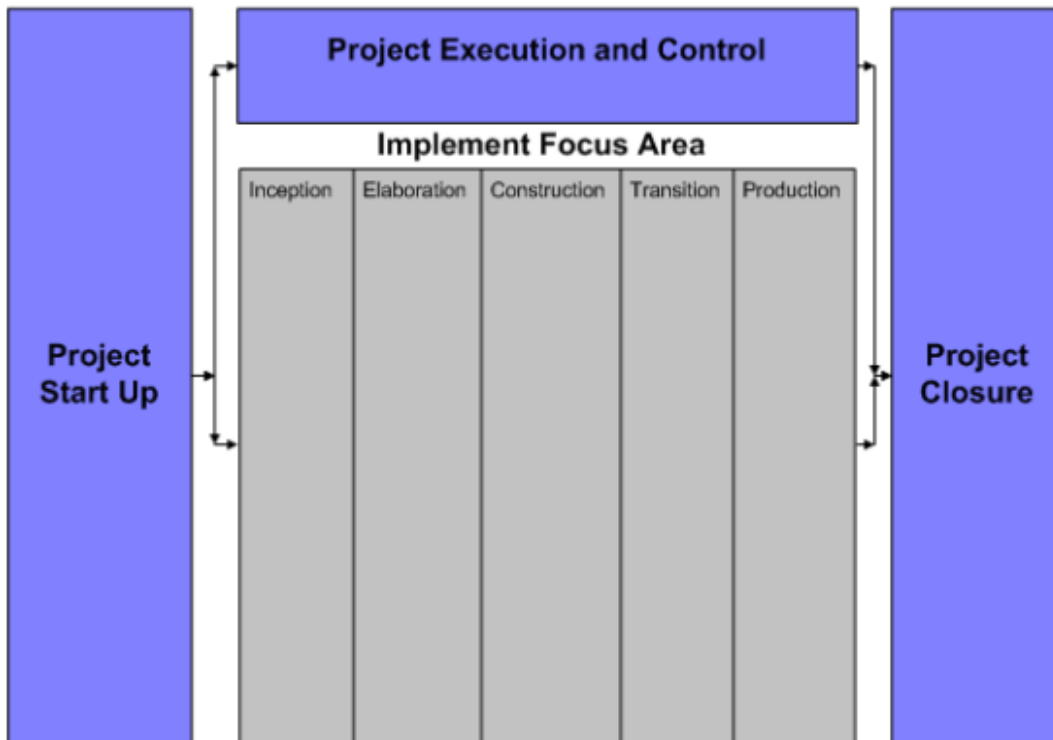*Project Closure Phase

/Collectively, the processes listed below 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.

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

Quality Management
Configuration Management
Infrastructure Management
Procurement Management
Organizational Change Management

/OUM Manage Focus Area

Question No : 16

At the end of iteration phase, during Project Execution and Control,which three key tasks should be conducted?

A. QM.050 Perform Quality Assurance
B. WM.050 ManageApprovals
C. CMM.030 Manage Project Team Communication
D. PKM.020 Conduct Baseline Risk Assessment
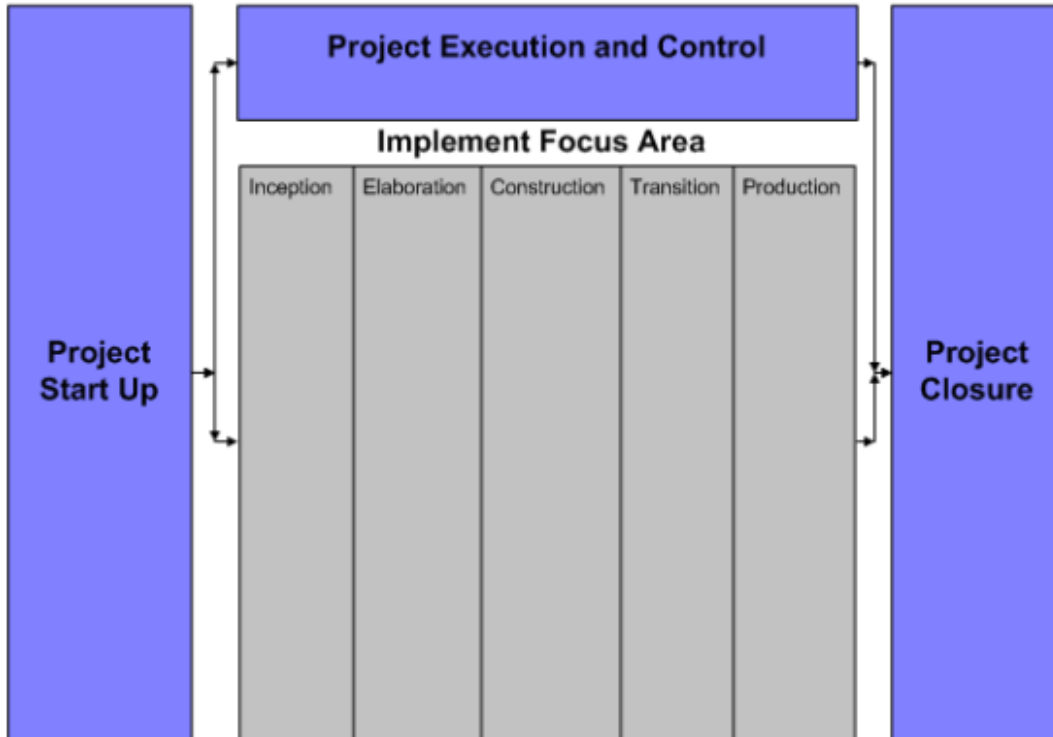**E.** SM.060 Close Scope management

F. PKM.060 Conduct Post-Production Risk Assessment
G. OCHM.040 Establish Follow-Up process

Answer: A,B,C

Explanation:

Note:

Incorrect:

Not D: Belongs to project start up-

Not E: Belongs to project closure.

Not F: Belongs to project closure.

Not G: Belongs to project closure.

Question No : 17

Where can you access all the phases, activities, tasks, supplemental content, and reference files associated with the OUM Manage Focus Area?

A. Implement Models View

B. Manage View
C. Implement View
D. Project Manage View
E. Envision View
F. Project Plan

Answer: B

Explanation: OUM 5.6 provides the following views:

*Manage Views

/Manage Focus Area

*Implement Views

*Envision Views

* Other Views

Question No : 18

What is not an activity in the OUM Manage Project Closure Phase?

A. Contract Closure
B. Release Staff
C. Close Scope Management
D. Close User Acceptance Test
E. Close Work Management

Answer: B

Explanation: The Project Closure phase occurs after the Production phase. During this phase, the project is
"closed"(not A)from an administrative and contractual standpoint. This includes making sure that the projectwork(not E)products are complete and meet the customer's expectations(not D); gaining final acceptance; andsecuring all documents for reuse, collection and retention.

Note:
The Manage focus area is organized into 13 processes:
• Bid Transition
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.

Question No : 19

What is not an approach for risk mitigation?

A. Reducing the probability of occurrence by choosing an alternate approach

B. Reducing the impact of the risk by having a plan in place to immediatelyreadto the event.

C. Accepting some of the risks and adding them to the Issues log since they will probably become an issue anyway.

D. Accepting some of the risks from the onset and controlling those risks throughout the project lifecycle.

Answer: C

Question No : 20

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

Answer: D

Question No : 21

Which Oracle Unified Method phase includes Bid Transition?

A. Project Start Up
B. Project Closure
C. Project Executing & Control
D. Financial Management

Answer: A

Question No : 22

Tasks in the Project Execution and Control phase are ongoing. How often are they executed?

A. In each iteration
B. In each Phase
C. Five times per iteration
D. At the beginning of each week
E. As needed

Answer: A

Question No : 23

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

Answer: D

Question No : 24

Select three benefits of the Oracle Unified Method.

A. It provides a common language.
B. Easier integration of acquisitions.
C. It decreases implementation time.
D. It reduces duplication and focus methods investment on deeper materials
E. It decreases implementation costs.

Answer: C,D,E

Explanation: *More Cost Effective – OUM facilitates improved control of project expenses by using a flexible work breakdown structure that allows you to perform only necessary tasks.

Note:The Oracle Unified Method (OUM) is Oracle's standards-based method that enables the

entire Enterprise Information Technology (IT) lifecycle. OUM provides an implementation approach that is rapid, broadly adaptive, and business-focused. OUM includes a comprehensive project and program management framework and materials to support Oracle's growing focus on enterprise-level IT strategy, architecture, and governance. Oracle's Global Methods team has packaged OUM to accelerate your IT projects. OUM presents an organized, yet flexible, approach. Its defined, operational framework helps anticipate critical project needs and dependencies. With OUM, you can move efficiently through the IT lifecycle to quickly achieve measurable business results.

Question No : 25

According to the recommendedtrainingfor this exam, proper management ensures _____ and _____.