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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.

QUESTION 2

What is not a step within the Infrastructure Close task?

A. Conduct a final system back-up.

B. Revoke consultant access to client systems.

C. Conduct training of client IT staff.

D. Document the technical environment.

Correct Answer: C

QUESTION 3

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

Correct Answer: B

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 4

What involvement is a critical success factor in reviewing the project scope and approach and determining the Project Management Framework?

A. Client

B. Sales

C. Delivery

D. Consulting

E. Steering Committee

F. Stakeholders

Correct Answer: F

Note:

All people and organizations that have an interest in the project or its outcome are called project

stakeholders. The stakeholders provide input to the requirements of the project and the direction the

project should take throughout its life cycle.

The list of stakeholders can be large and can change as the project matures. One of the first requirements

to properly manage a project is the creation of a key stakeholder list. Be very careful to include all key

stakeholders. Many projects have been derailed due to the political fallout of excluding a key stakeholder.

Every potential stakeholder cannot be included in all aspects of a project, so it is important to identify the

stakeholders who represent all stakeholders.

QUESTION 5

Select three objectives of the OUM Envision phase.

A. Staff the project.

B. Provide the vision for one or more projects in order to achieve a focused set of business objectives.

C. Identify areas of project risk and develop mitigation strategies.

D. Establish or bolster broad set of enterprise IT processes that are to be continued.

E. Configure an application.

F. Define an enterprise "strategy" on such topics as Governance, Business Intelligence, or Business Process
Improvements prior to an OUM project that supports implementation specific technology in these areas.

Correct Answer: BDF

Note: The Envision focus area is organized into six processes: Envision Roadmap Enterprise Business Analysis
Organizational Change Management Enterprise Architecture IT Portfolio Management Governance The Envision focus
area extends OUM\\'s capabilities beyond implementation and management of ITprojects into the realm of vision and
strategy. It is not likely that all of Envision\\'s processes and taskswill be executed within any single enterprise, nor is it
likely that Envision will ever contain anexhaustive set of enterprise level processes. Rather, Envision should serve as a
framework that can bescaled to suit the needs of a particular enterprise.

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