1Z0-466 Q&As

Project Lifecycle Management Essentials

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QUESTION 1

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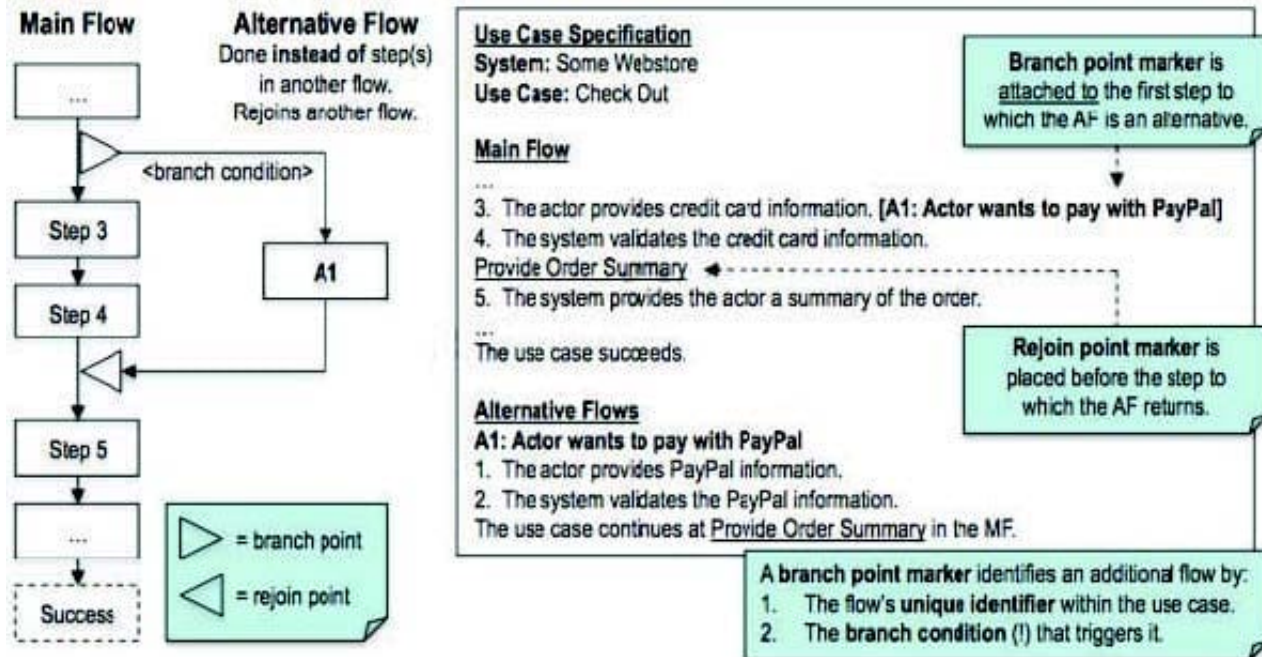

A. Exception

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:

Main Flow — **Alternative Flow** Done instead of step(s) in another flow. Rejoins another flow.

Step 3
Step 4
Step 5
Success

= branch point
= rejoin point

Use Case Specification
System: Some Webstore
Use Case: Check Out

Main Flow
...
3. The actor provides credit card information. [A1: Actor wants to pay with PayPal]
4. The system validates the credit card information.
Provide Order Summary
5. The system provides the actor a summary of the order.
...
The use case succeeds.

Alternative Flows
A1: Actor wants to pay with PayPal
1. The actor provides PayPal information.
2. The system validates the PayPal information.
The use case continues at Provide Order Summary in the MF.

Branch point marker is attached to the first step to which the AF is an alternative.

Rejoin point marker is placed before the step to which the AF returns.

A branch point marker identifies an additional flow by:
1. The flow's unique identifier within the use case.
2. The branch condition (!) that triggers it.

QUESTION 2

What is true about planning a project in OUM Manage?

A. All tasks are executed to the same degree during the Project Execution and Control phase.

B. There is no distinction between executing and controlling the project and executing and controlling an iteration/phase.

C. The project plan that is established in the Project Startup phase details each task through the end of the project.

D. Manage tasks are not included in the project work plan.

Correct Answer: B

Note: 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

QUESTION 3

Select the two plans that are always active in the project at any given time.

A. Transition Plan

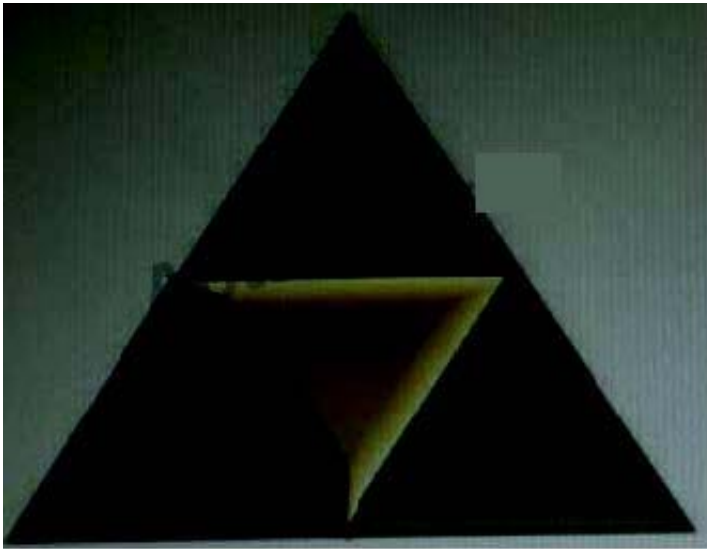B. Training Plan

C. Implementation Plan

D. Iteration Plan

E. Inception Plan

Correct Answer: CD

There are two plans active in the project at any given time ?the implementation plan and the iteration plan.

QUESTION 4

Select the three constraints that are missing in this Triple Constraint triangle.

A. Usability

B. Scope

C. Cost

D. Complexity

E. Product

F. Schedule

Correct Answer: BCF

*Scope, Time and 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:

QUESTION 5

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

A. In each iteration

B. Three times

C. Five times

D. At the beginning of each week

E. As needed

Correct Answer: A

QUESTION 6

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 7

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 projectplanning activities

take place and where policies, procedures, and strategies are defined for each of theprocesses, 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

QUESTION 8

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 9

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 to take advantage of this experience by leveraging these leading practices along with industry standards.

QUESTION 10

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 be 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.

QUESTION 11

Which is a recommended starting point when building a project workplan?

A. OUM Implement Core Workflow

B. OUM Implement full work breakdown structure

C. The OUM Inception Phase work breakdown structure

D. The work products identified from the scope of work

Correct Answer: A

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.

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QUESTION 12

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

A. It meets dailyduringProject 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 setof activities

D. It escalates changes affecting scope to the steering committee.

Correct Answer: BD

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 13

Which statement is true about the Project Management Plan and the Project Workplan in OUM?

A. They are the same document.

B. A change to one may necessitate a change to the other.

C. The Project Management Plan does not change after Project Startup, while the Project Workplan may change at anytime.

D. The Project Workplan and Project Management plan have no Impact on one another.

Correct Answer: B

*OUM Manage provides the framework for consistently managing a project regardless of the project approach. The project manager must be familiar with the project approach being used, and must make the necessary adjustments in the Project Management Plan (as well as in the Project Workplan) to incorporate the concepts and activities that support the given approach.The same concepts apply to projects using offshore resources or third parties. *OUM Manage and Other Project Approaches OUM Manage can be used with any project approach. OUM Manage does not required any specific project approach. The project manager should adjust the Project Management Plan and Project Workplan in order to execute the project following the designated project approach.

QUESTION 14

According to the recommended training for this exam, what is the key to proper project management?

A. Consistency and predictability

B. Expected results

C. A multi-layered project plan

D. A single layered project plan

Correct Answer: A

Note:*Oracle Project Management is an integrated part of Oracle Projects, a comprehensive set ofsolutionsthat can help you predictably and successfully deliver global projects by integrating, managing, and providing insight into enterprise project information.

QUESTION 15

According to the recommended training for this exam, what is the "triple constraint"?

A. time, resources, quality/scope

B. time, quality/scope, performance

C. client availability, budget, modifications

D. products licensed, service requests limits, annual maintenance

Correct Answer: A

*Scope, Time and 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:

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