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Project Lifecycle Management Essentials

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Questions
& Answers

Question: 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: BDF

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 purpose of the Project Execution and Control Phase is to provide adequate visibility into actual progress so that management can take effective actions when the project's performance deviates significantly from the project plans. The Project Execution and Control Phase includes tracking and reviewing the projects accomplishments and results against documented WBS, project estimates, time schedule, resources plan, and cost budget, and adjusting these plans based on the actual accomplishment and results.

Question: 2

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



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

Answer: BCF

Explanation:

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

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

Note:



Question: 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: BD

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: 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: AD

Question: 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: BC

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.

Inception
Elaboration
Construction
Transition
Production

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

Question: 6

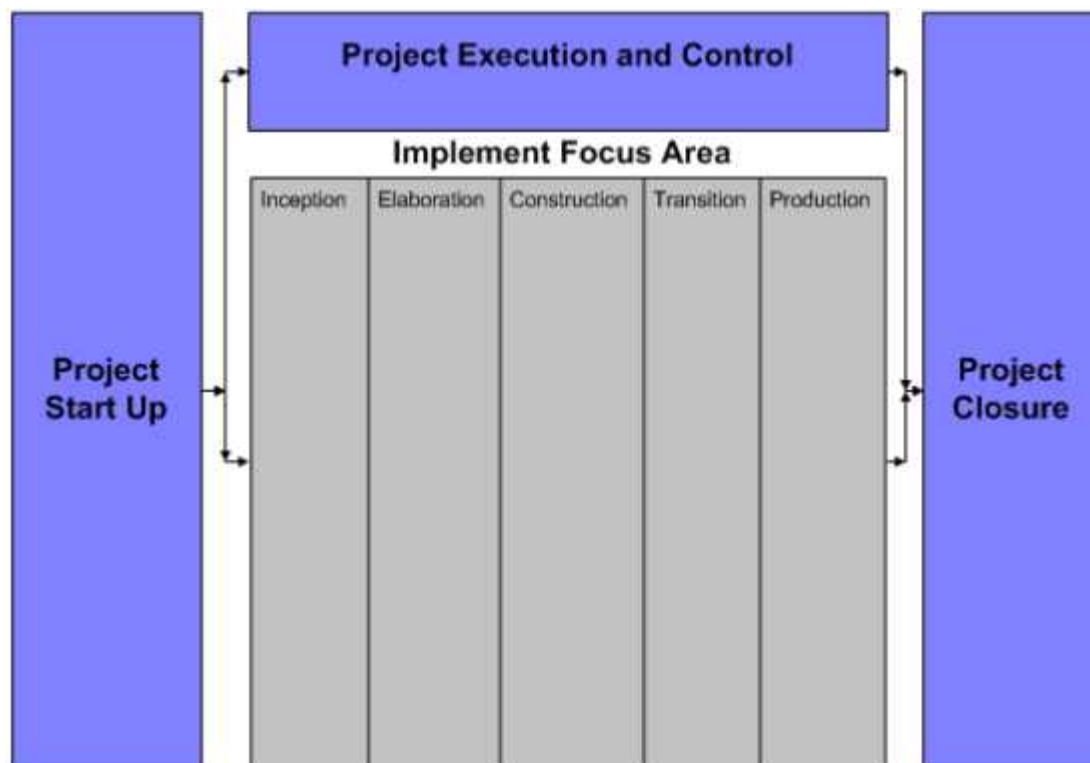
Select two objectives of the OUM Manage Project Execution and Control phase.

- 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: 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: ACD

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: 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: 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 purpose of the Project Execution and Control Phase is to provide adequate visibility into actual progress so that management can take effective actions when the project's performance deviates significantly from the project plans. The Project Execution and Control Phase includes tracking and reviewing the projects accomplishments and results against documented WBS, project estimates, time schedule, resources plan, and cost budget, and adjusting these plans based on the actual accomplishment and results.

Question: 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.

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