



000-188^{Q&As}

IBM WebSphere Lombardi Edition V7.2, BPM Program Management

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**QUESTION 1**

Key Performance Indicators (KPIs) are used by the process owner and stakeholders to:

- A. measure the operations within a process.
- B. notify stakeholders when a threshold is violated.
- C. determine the source of business data in the process.
- D. reward participants for superior performance in the process.

Correct Answer: A

QUESTION 2

What are the primary challenges that business process governance addresses?

- A. Many processes, many BPM developers, and many BPM assets.
- B. Bad relationships between business and IT, inconsistent results in delivering BPM value, and developing BPM skills within the organization.
- C. Inconsistent decision making in selecting BPM projects, not meeting regulatory compliance goals, and automating labor intensive processes.
- D. Developing BPM skills within the organization, adopting BPM methodology to the organization's needs, and gathering lessons learned from failed BPM projects.

Correct Answer: A

QUESTION 3

A program manager consults with a client on how to improve their BPM Center of Excellence (COE). The program manager asks what metrics are being used to track the success of the COE. The client offers examples of the metrics that are being collected for several processes related to the cycle time and efficiency. What course of action should the program manager suggest?

- A. Suggest no changes to the metrics.
- B. Suggest that an additional category of metrics for defect rates be collected.
- C. Suggest that the COE should aggregate information on the ROI for each project.
- D. Suggest that greater emphasis be granted to the metrics gathered on cycle time.

Correct Answer: C

QUESTION 4



The BPM Program Manager, Process Owner, and Lead Developer are collaborating to define the theme and assign user stories for the next iteration. The team is planning the 7th of 15 iterations in the Release Plan for Release One. The Program Manager displays a Team Velocity chart showing that the Development team has shown significant growth in story points accepted from iterations 1 to 4 and has been leveling off to roughly 200 story points in iterations 5 and 6.

Given there are 9 iterations remaining in the release plan, the Process Owner immediately recognizes there is room for roughly 1800 story points in the remaining time for Release One. However, the backlog contains 2400 story points marked as "high" priority and another 1200 story points marked as "medium" priority. The Process Owner asks to reduce the points assessed to the high priority user stories to bring the total points down to roughly 1800 so as to make them fit in the remaining time. The Program Manager agrees.

What is wrong with this scenario?

- A. This is a conversation for a Release Planning meeting and not during Iteration Planning.
- B. Team Velocity is fixed and changing the method of estimating story points mid-way through a release will not increase the scope of work that can be completed.
- C. Process Owner forgot to include a risk factor of 1.4 that should be applied to 1800 resulting in roughly 2500 story points ($1.4 \times 1800 = 2520$) remaining in the Release. No action should be taken.
- D. Both "high" and "medium" priority stories should be included in the Release Plan meaning all user story points should be reduced by 50% to get all high/medium priority stories to fit in 1800 points remaining ($2400 + 1200 = 3600 : 3600 / 2 = 1800$).

Correct Answer: B

QUESTION 5

A program manager is planning a project after Playback 0 with a customer. The first proposed plan includes releasing the process with no integrations to external systems. In this plan the process participants will key in data into the process application manually for the first release. The customer replies that this is not a good solution because the integrations are required. The customer proposes a second plan where all the integrations are built for the first release and it will take nearly 3 times as long to deliver with a duration of 9 months. After discussing the pros and cons of the different approaches the customer states that the plan with integrations will be less work and cost overall because they know that they will eventually build all the integrations. How should the program manager respond?

- A. Accept the second plan because it will lock the customer into a much longer implementation during which the program manager can push for shorter releases.
- B. Accept the customer's proposed plan as the customer has confirmed that the integrations will eventually be implemented. The program manager will document the integration risks.
- C. Continue to support the first plan because it gives the process participants the ability to work with the data first hand and greatly reduce the user acceptance testing.
- D. Continue to support the first plan because partial solutions that bring about an earlier release will often demonstrate that the full scope of initial planned integrations are not required.

Correct Answer: D



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