



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

The business requirements for the BPM platform dictate that the runtime environment supports up to 10,000 unique users with up to 2,000 concurrent users during an 18 hour daily usage window with response times for user actions of less than 6 seconds in 95% of cases and no more than 10 seconds in any case. Who is responsible for ensuring that this expectation is met?

- A. BPM Analyst
- B. BPM Developer
- C. BPM Administrator
- D. BPM Program Manager

Correct Answer: C

QUESTION 3

One week prior to the start of Iteration 5, which is planned for a two week duration, the BPM Program Manager has asked developers to review the proposed user stories assigned to the iteration, define implementation tasks and provide estimates in hours. During the commitment meeting prior to iteration start, one of the user stories has a single implementation task with an estimate of 80 hours. What should the BPM Program Manager recommend?

- A. Break down the user story into child stories because it is an epic.
- B. Break down the implementation work into tasks that can be described in 8 hours or less.
- C. Pad the task with 20% more hours because developers typically under-estimate their required effort.
- D. Cancel the user story and move it to a future iteration because 80 hours too large to fit into a two-week iteration with confidence.

Correct Answer: B

**QUESTION 4**

A company establishes a BPM Governance Model with an Executive Review Committee and a BPM Project Review Committee. Once the project is initiated it is built out with resources from the Center of Excellence (COE) that design and develop the solution. In the course of working with the BPM Platform and SOA team, the program manager realizes that the project integration costs are greatly increased over the amount of the initial estimate. What should the program manager do?

- A. Press the SOA team to reduce their estimates.
- B. Negotiate a cheaper integration approach with the Executive Steering Committee.
- C. Present the cost over-run to the COE so that additional funds can be allocated.
- D. Present the cost over-run to the BPM Project Review Committee so that the integrations can be prioritized and placed into a development phase.

Correct Answer: D

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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