



C2180-188^{Q&As}

IBM WebSphere Lombardi Edition V7.2 BPM Program Management

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**QUESTION 1**

The project team has completed the discovery and documentation of a process application for new hire onboarding. The project business sponsor and IT leadership have asked the BPM program manager to create a detailed project plan that identifies the estimated effort in hours and scheduled date of completion for each specific development task. In accordance with an agile BPM project, this request should be:

- A. deferred until the software requirements specification document is complete.
- B. delegated to the BPM Developer(s) since they have the most direct knowledge of the scope and nature of the development tasks.
- C. fulfilled by providing an iteration and release plan built with user story point estimate and a resource plan.
- D. fulfilled as quickly as possible since the full scope of the project is frozen and it is necessary to schedule and budget for the necessary resources.

Correct Answer: C

QUESTION 2

After completing the initial process discovery and documentation work, the process definition and user story documentation needs to be reviewed to ensure that appropriate emphasis has been placed on process improvement and on identification and definition of appropriate process metrics. With whom does the program manager and process owner conduct this review?

- A. BPM Analyst
- B. BPM Architect
- C. BPM Developer
- D. BPM Administrator

Correct Answer: A

QUESTION 3

A process owner needs to monitor the performance of multiple processes in the aggregate. What should the program manager plan on developing first to satisfy this requirement?

- A. A report
- B. Scoreboards
- C. Service Level Agreements (SLAs)
- D. Key Performance Indicators (KPIs)

Correct Answer: D

**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 at development phase.

Correct Answer: D

QUESTION 5

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



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