



000-188^{Q&As}

IBM WebSphere Lombardi Edition V7.2, BPM Program Management

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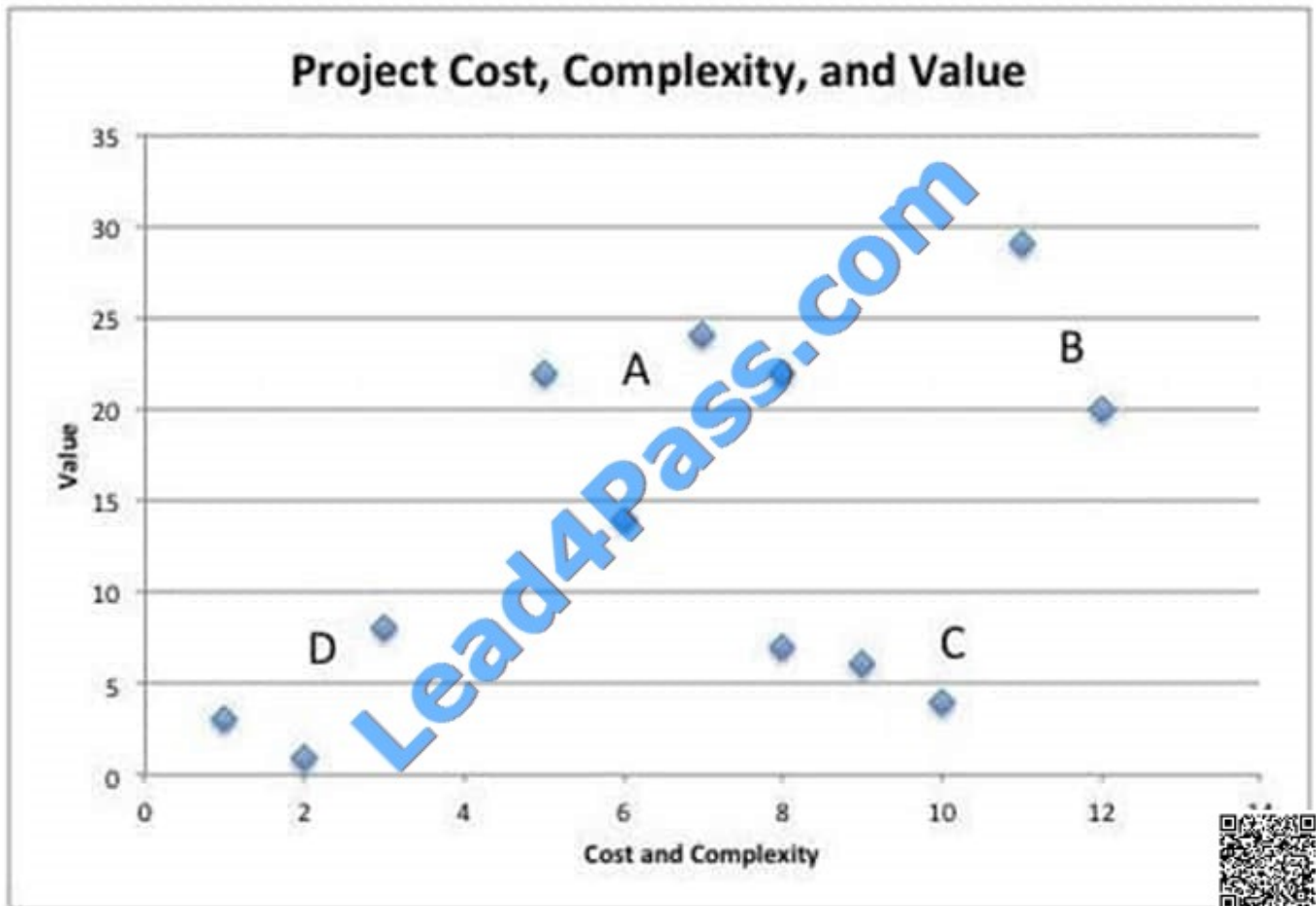
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QUESTION 1

A program manager is advising a new client who has begun analyzing process projects to determine which ones should be selected for their first BPM projects. The client presents the diagram below visualizing the projects in terms of their cost/complexity and the value to the company.



What should the program manager advise the client?

- A. Consider appetite for BPM as a third axis in this analysis.
- B. Immediately pursue projects in the B quadrant because of their high value.
- C. Redo the business value analysis to ensure customer satisfaction was included.
- D. Remove projects in C quadrant from the inventory because of high complexity and low value.

Correct Answer: A

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 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

QUESTION 4

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 5

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

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