



C2180-188^{Q&As}

IBM WebSphere Lombardi Edition V7.2 BPM Program Management

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QUESTION 1

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 2

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 3

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 4

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.

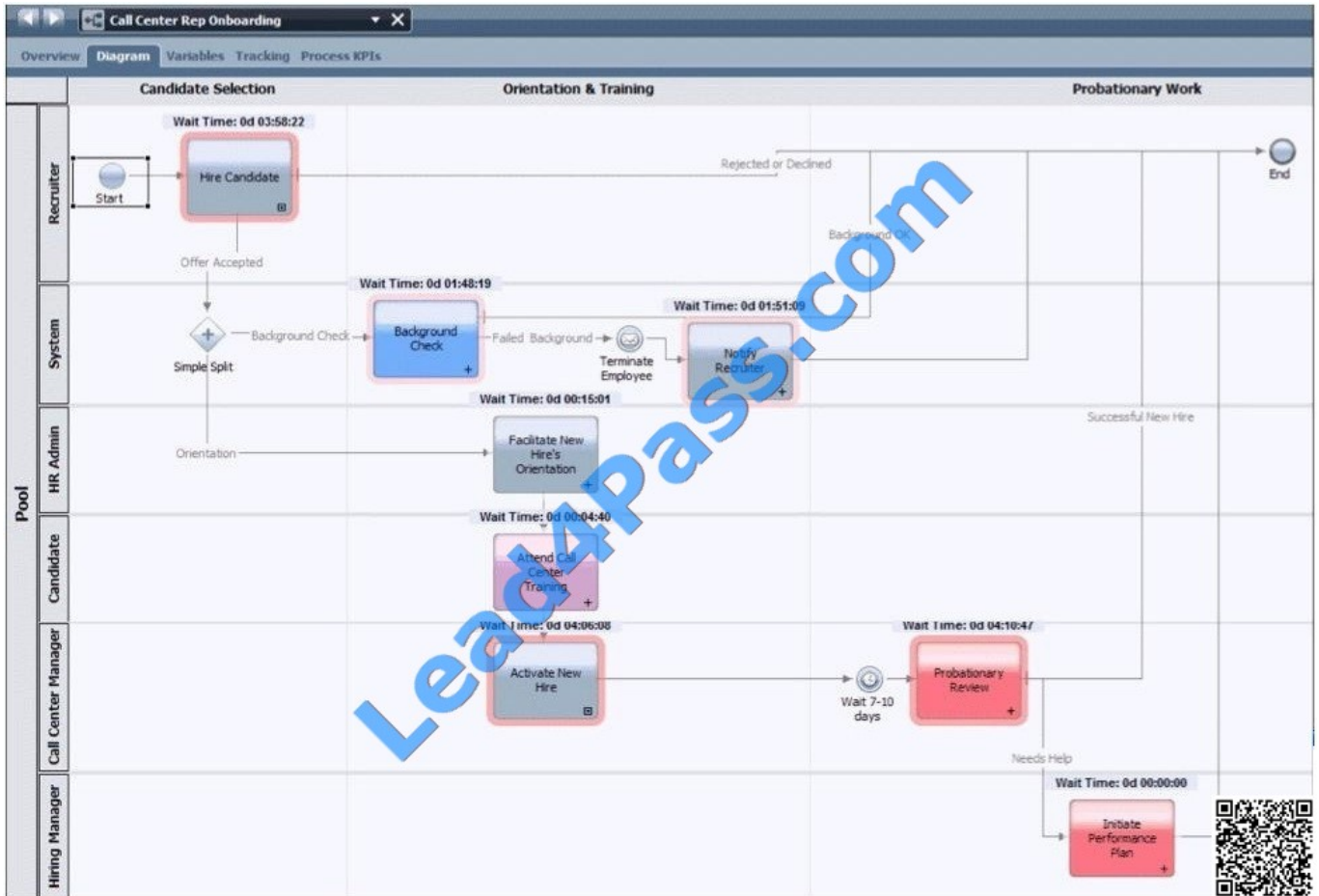
C. fulfilled by providing an iteration and release plan built with user story point estimate and a resource plan.

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 5

A company needs to speed up its hiring process. A proposal to accomplish this goal is modeled in the following BPD diagram and run against historical data with the Optimizer. The proposed process no longer waits for the background check to complete before putting the new hire into orientation and training.



What is the Service Level Agreement (SLA) that is key to optimizing this process?

- A. Wait time on "Background Check".
- B. Total time on "Facilitate New Hire's Orientation".
- C. Percentage of new hires that fail "Background Check".
- D. Percentage of new hires that pass "Probationary Review".

Correct Answer: C

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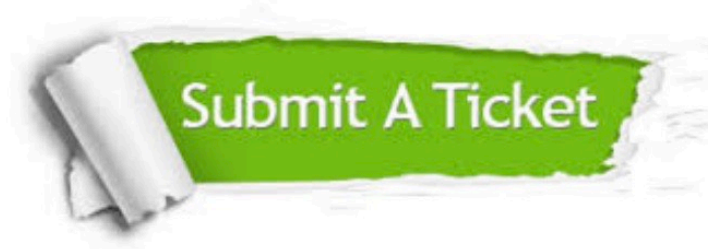
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