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# 000-188

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*IBM WebSphere Lombardi Edition V7.2 BPM Program Management*

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**QUESTION:** 1
It is discovered while running Playback 0 that an important but not strictly necessary sub-process was missed in the analysis. How should the program manager recommend handling the missed sub-process?

A. Redo Playback 0 and include the sub process.
B. Note the sub-process as a user story and save it for the next release.
C. Include the sub-process in Playback 1 without validating with the process owner.
D. Schedule a special iteration and playback to address the sub-process after Playback 3.

**Answer:** B

**QUESTION:** 2
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 x 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).

**Answer:** B

**QUESTION:** 3
The BPM program manager and process owner for a new hire onboarding process project need to ensure that the solution developed by the team will be accepted and adopted by the target users. To facilitate this, they decide to:

A. plan additional playbacks for user screens.
B. agree with users to postpone the release until every feature is correct.
C. involve champion SMEs in the discovery and implementation including playbacks.
D. insist on documentation of all user requirements before having the development team begin work.

**Answer:** C

**QUESTION:** 4
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)

**Answer:** D

**QUESTION:** 5
A program manager is helping an organization optimize their BPM development practices. After talking with the development leads of a number of projects, the program manager suspects that there is a lot of duplication of effort between the projects. What is the first thing the program manager should recommend to reduce this duplication of efforts?

A. Create an enterprise model.
B. Create a catalog of service interfaces.
C. Create a common taxonomy of BPM projects.
D. Create a centralized repository for all BPM artifacts.

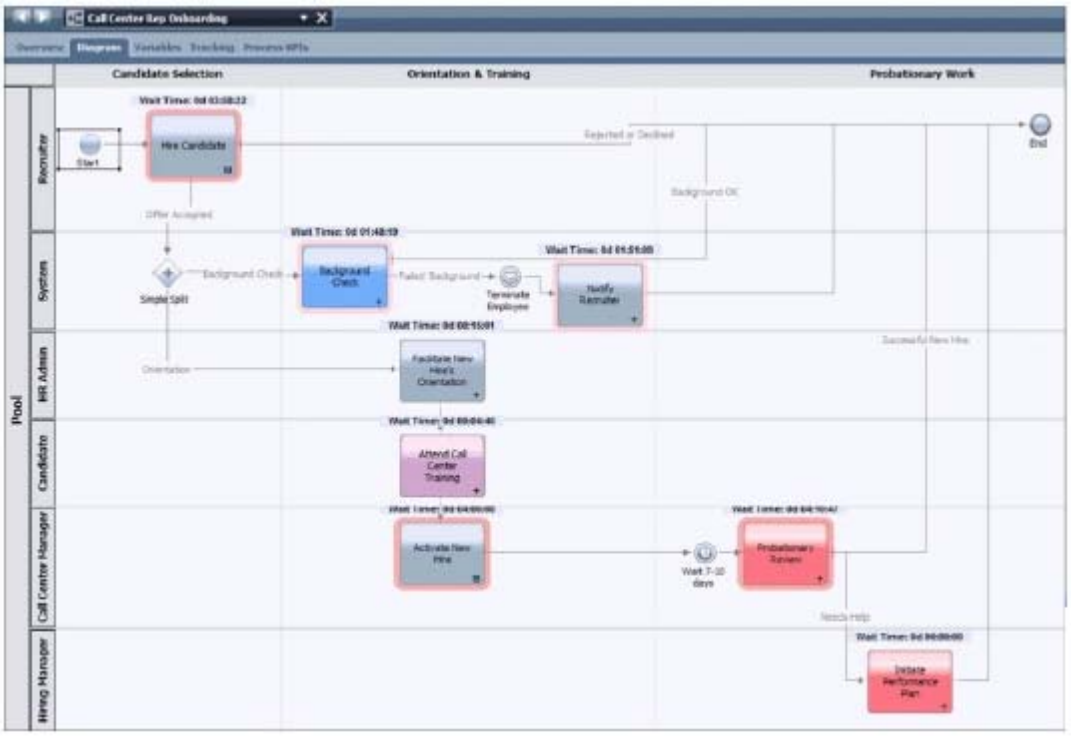
**Answer:** C

**QUESTION:** 6
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.

**Answer:** A

**QUESTION:** 7
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".

**Answer:** C

**QUESTION:** 8
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.

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