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Vendor:IBM

Exam Code:C2180-188

Exam Name:IBM WebSphere Lombardi Edition V7.2
BPM Program Management

Version:Demo

QUESTION 1

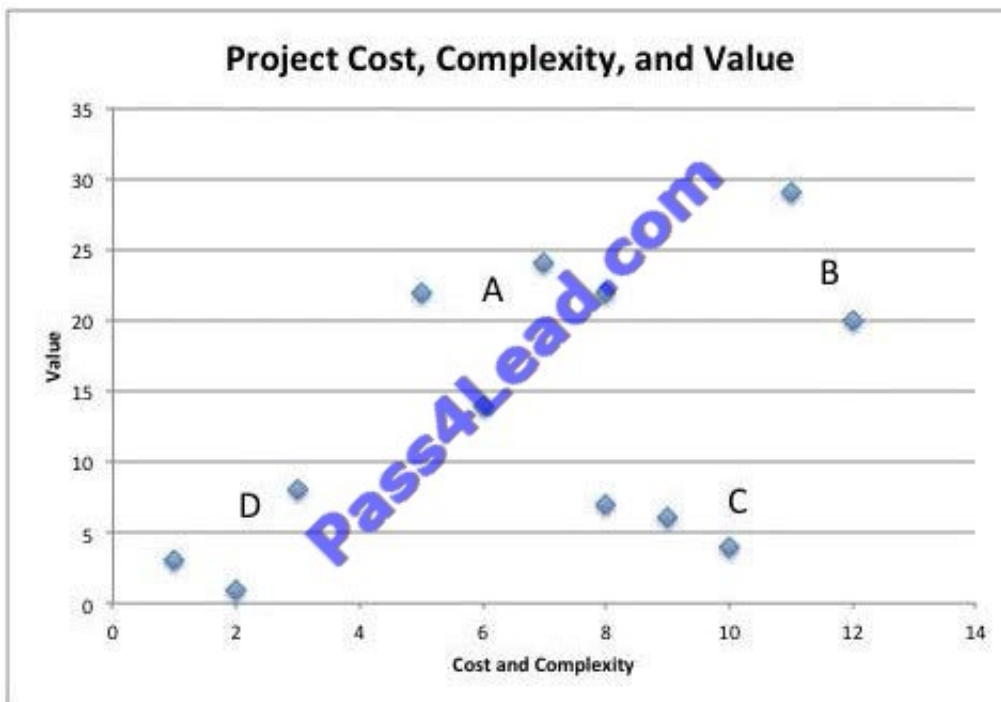
It is discovered while running Playback 0 that an important but not strictly necessary sub-process was missed in the analysis. How should the program manager recommend handling the missed sub-process?

- 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.

Correct Answer: B

QUESTION 2

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 3

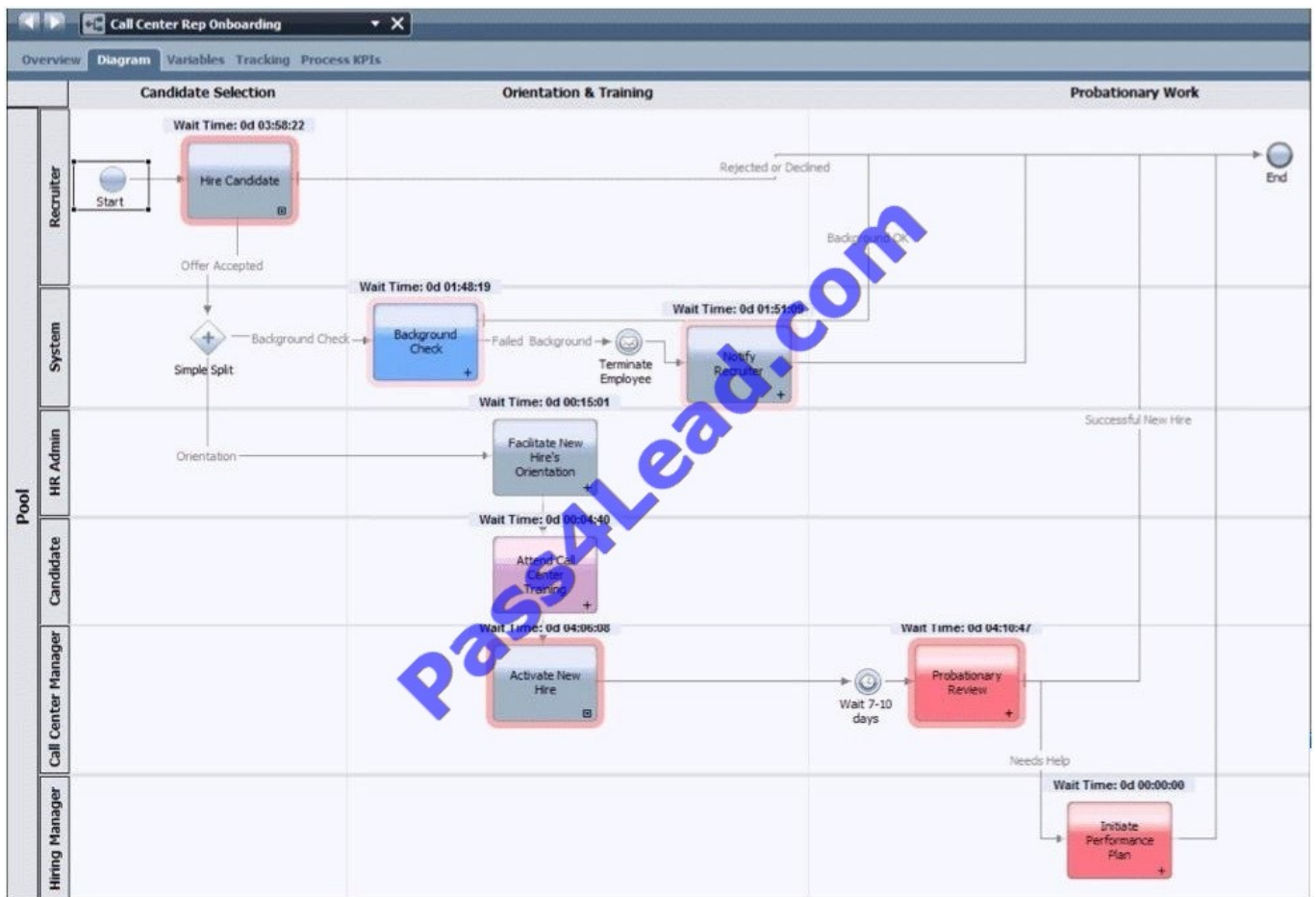
What serves as a repository for all project assets created in WebSphere Lombardi Edition Authoring Environment?

- A. Process Portal
- B. Process Center
- C. Process Designer
- D. Process AdminConsole

Correct Answer: B

QUESTION 4

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

QUESTION 5

A development team is preparing Playback 2. The Playback includes system integrations. When preparing for a playback, what should the program manager do? Advise the development team to:

- A. use power point slides with screenshots.
- B. create a script and practice the playback.
- C. postpone the playback if a technical problem is found.
- D. warn stakeholders with possible technical problems in advance.

Correct Answer: B

QUESTION 6

The BPM Program Manager revises the project plan after Playback 0. The team has completed further analysis and definition of user stories with point estimates that were validated by both BPM Solution Architect and the user story owners. What is an appropriate level of confidence in the accuracy of this revised estimate at this stage in the project life cycle?

- A. 40% or less
- B. 55% - 65%
- C. 60% - 80%
- D. 80% or more

Correct Answer: C

QUESTION 7

What are the three interfaces provided by the Process Designer?

- A. Designer, Optimizer, Inspector
- B. Designer, Optimizer, Coach Designer
- C. Process Portal, Optimizer, Inspector

D. Process Portal, Optimizer, Coach Designer

Correct Answer: A

QUESTION 8

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 9

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

QUESTION 10

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 11

The following is an example of a user story: As a hiring manager, I need a web form to enter results of my interview with the candidate. If I decided not to hire the candidate, I need to email the candidate. As a hiring manager, I need a web form to enter results of my interview with the candidate. If I decided not to hire the candidate, I need to email the recruiter so that he/she can call the candidate. If I decided to hire the candidate, I need to open an MS Word template and draft an offer for employment? What feedback should the program manager give on the user story?

- A. It is a poorly written user story because it specifies implementation details.
- B. It is a poorly written user story because it documents what the user needs to do.
- C. It is a good user story because it leaves out all implementation details as to how the work will actually get done.
- D. It is a good user story because it maintains a clear definition of what the hiring manager needs to accomplish and why.

Correct Answer: A

QUESTION 12

A program manager consults with a client on how to improve their BPM Center of Excellence (COE). The program manager asks what metrics are being used to track the success of the COE. The client offers examples of the metrics that are being collected for several processes related to the cycle time and efficiency. What course of action should the program manager suggest?

- A. Suggest no changes to the metrics.
- B. Suggest that an additional category of metrics for defect rates be collected.
- C. Suggest that the COE should aggregate information on the ROI for each project.
- D. Suggest that greater emphasis be granted to the metrics gathered on cycle time.

Correct Answer: C

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