



# C2180-188<sup>Q&As</sup>

IBM WebSphere Lombardi Edition V7.2 BPM Program Management

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**QUESTION 1**

One week prior to the start of Iteration 5, which is planned for a two weeks duration, the BPM Program Manager has asked developers to review the proposed user stories assigned to the iteration, define implementation tasks and provide estimates in hours. During the commitment meeting prior to iteration start, one of the user stories has a single implementation task with an estimate of 80 hours. What should the BPM Program Manager recommend?

- A. Break down the user story into child stories because it is an epic.
- B. Break down the implementation work into tasks that can be described in 8 hours or less.
- C. Pad the task with 20% more hours because developers typically under-estimate their required effort.
- D. Cancel the user story and move it to a future iteration because 80 hours too large to fit into a two-week iteration with confidence.

Correct Answer: B

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**QUESTION 2**

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

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**QUESTION 3**

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

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**QUESTION 4**



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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#### QUESTION 5

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.

Correct Answer: C

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