

QUESTIONS & ANSWERS

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BEA

OB0-107

BEA SOA Adoption and Implementation

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- A. Black box reuse traditionally has a non-linear cost profile; SOA gives reuse a linear cost profile.
- B. SOA is focused primarily on reuse as a means to business agility, not as a means to cut cost.
- C. SOA provides standard-based and effective solutions to interface and contract change management and low cost interoperability.
- D. SOA enables black box re-use in a less intrusive fashion than component oriented development approaches

Answer: B, C

QUESTION: 59

Widgets Manufacturing Co. is in the process of planning its SOA roadmap. A key legacy system provides functionality that should be service enabled. Unfortunately, the legacy system is poorly documented, and not well understood by any of the existing developers; the original developers have long since retired. Widgets Co. would like to understand whether it is cost-justified to harvest that functionality from the legacy system or if it would be better off to re-write it altogether using modern application infrastructure. Which of the below are the two most useful approaches to evaluate this problem for Widgets Co.?

- A. Compare the current maintenance costs vs. projected maintenance costs of a rewrite
- B. Analyze the financial value added from a rewrite.
- C. Determine the costs of harvesting vs. rewrite using a cost model such as COCOMO or SLIM
- D. Count the number lines of code of the legacy system to determine its complexity

Answer: A, C

QUESTION: 60

An accountant in Acme Incs IT finance department has analyzed their proposed SOA program, and noted that the overall capital and operational costs are significantly less if it is undertaken monolithically (a one year project) as opposed to incrementally (four projects, each 3 months in duration). Specifically, the costs of retraining personnel, re-marketing new product features, and release management are all larger in the incremental case, thus leading to a lower overall ROI. Is this true? (Choose the best answer)

- A. Yes, incremental delivery is only necessary as a form of risk mitigation, and can risk-adjust its revenue figures to arrive at a similar ROI of a monolithic program.

B. No, incremental delivery provides a similar ROI to monolithic ROI since it enables reprioritization, risk mitigation, and the opportunity to perform rework that better aligns the result with the business strategy.

C. Yes, incremental delivery is a piece-meal approach to SOA, and is inefficient. An enterprise-wide monolithic delivery program provides the highest ROI.

D. No, incremental delivery provides much higher ROI than a monolithic approach if each increment is directly in support of an effective revenue-driving, productivity-enhancing, or cost-cutting business strategy, even though the costs are higher due to rework and extra releases.

Answer: D

QUESTION: 61

Click the Exhibit button. Three sets of services have been identified as increments for an SOA program. Their relative cost and revenue projections have been estimated over 5 periods (see exhibit). Determine the most Net Present Value (NPV)-optimized delivery sequence for these services, and whether a service should be deferred.

Cost / Revenue Projections per Service Set					
Set/Period	1	2	3	4	5
A	-200	100	120	140	160
B	-250	50	80	100	120
C	-200	160	140	120	100

Starting Period	A NPV	B NPV	C NPV
1	\$232	\$45	\$241
2	\$106	-\$42	\$157
3	\$1	-\$111	\$63

NPV assumes interest rate of 6% per period.

- A. C, A, B
- B. A, B, C
- C. A, C, defer B
- D. C, A, defer B

Answer: C

QUESTION: 62

Business agility is the ability to deliver revenue-generating or cost-cutting business results more frequently? Which of the following is NOT a financial benefit of agility?

- A. Business agility enables the business strategy to evolve by being tested in the marketplace, allowing for corrections for missteps and the exploitation of unforeseen opportunities.
- B. Business agility delivers quicker results, providing a competitive edge which can lead to longer term revenue growth.
- C. Business agility significantly reduces the amount of capital investment and working capital in a program or project that spans several phases.
- D. Business agility helps prevent project failures, which are frequent in IT and software, from becoming major financial disasters.

Answer: D

QUESTION: 63

The architects and planners for a particular SOA program have determined there are two sets of services that can deliver tangible business value, each with its own required infrastructure investment. What principle should be followed to determine the order in which these should be delivered?

- A. The most inexpensive infrastructure should be scheduled first.
- B. The highest revenue stream service sets infrastructure should be scheduled first.
- C. The highest Net Present Value (NPV) of the infrastructure costs vs. its set of service revenue projections should be scheduled first.
- D. The optimal Net Present Value (NPV) of both sets of infrastructure and both service sets projected cash outflows and inflows will determine the appropriate order.

Answer: D

QUESTION: 64

Click the Exhibit button. The architects and planners for a particular SOA program have determined there are three sets of services that can provide tangible business value, but have discovered a tradeoff in infrastructure investment. All of the services can take advantage of an enterprise service bus, which would reduce each service sets development cost, but would require a larger up front investment. Alternatively, they can use programmatic techniques to achieve the same results, with a smaller up-front investment to build out a framework. Or they can start with one and switch to the other infrastructure mid-project. From a Net Present Value (NPV)-optimized perspective, over 8 periods, what is the most optimal order of delivery? See the exhibit for cost/revenue projections.

Cost / Revenue Set/Period	1	2	3	4	5	6	7	8
With Infra #1 - Custom Framework								
A	-150	20	120	140	150	160	160	160
B	-90	20	80	100	120	140	160	180
C	-100	160	140	120	100	100	100	100
With Infra #2 - Enterprise Service Bus								
A	-100	60	120	140	160	170	170	170
B	-50	50	110	120	120	140	160	180
C	-60	160	140	120	100	100	100	100
Infrastructure Cost Projections (Spent in one period)								
1 (Custom Framework)	-50							
2 (Enterprise Service Bus)	-150							
Starting with infrastructure investment @ 6% Interest:								
Starting Period with Custom				Starting Period with ESB				
	1A NPV	1B NPV	1C NPV		2A NPV	2B NPV	2C NPV	
1	N/A	N/A	N/A	1	N/A	N/A	N/A	
2	\$443	\$412	\$458	2	\$453	\$417	\$399	
3	\$329	\$288	\$376	3	\$332	\$293	\$321	
4	\$221	\$183	\$299	4	\$218	\$187	\$247	
5	\$119	\$94	\$226	5	\$111	\$99	\$177	
After infrastructure investment is sunk @ 6% interest:								
Starting Periods with Custom			Starting Periods with ESB					
	A NPV	B NPV	C NPV		A NPV	B NPV	C NPV	
1	N/A	N/A	N/A	1	N/A	N/A	N/A	
2	N/A	N/A	N/A	2	N/A	N/A	N/A	
3	\$278	\$238	\$361	3	\$365	\$332	\$395	
4	\$168	\$142	\$282	4	\$244	\$230	\$313	
5	\$70	\$63	\$206	5	\$135	\$146	\$236	
6	-\$17	\$0	\$124	6	\$45	\$67	\$152	

- A. 1 A B 2 C
- B. 1 C A B
- C. 2 A C B
- D. 1 C 2 B A

Answer: C

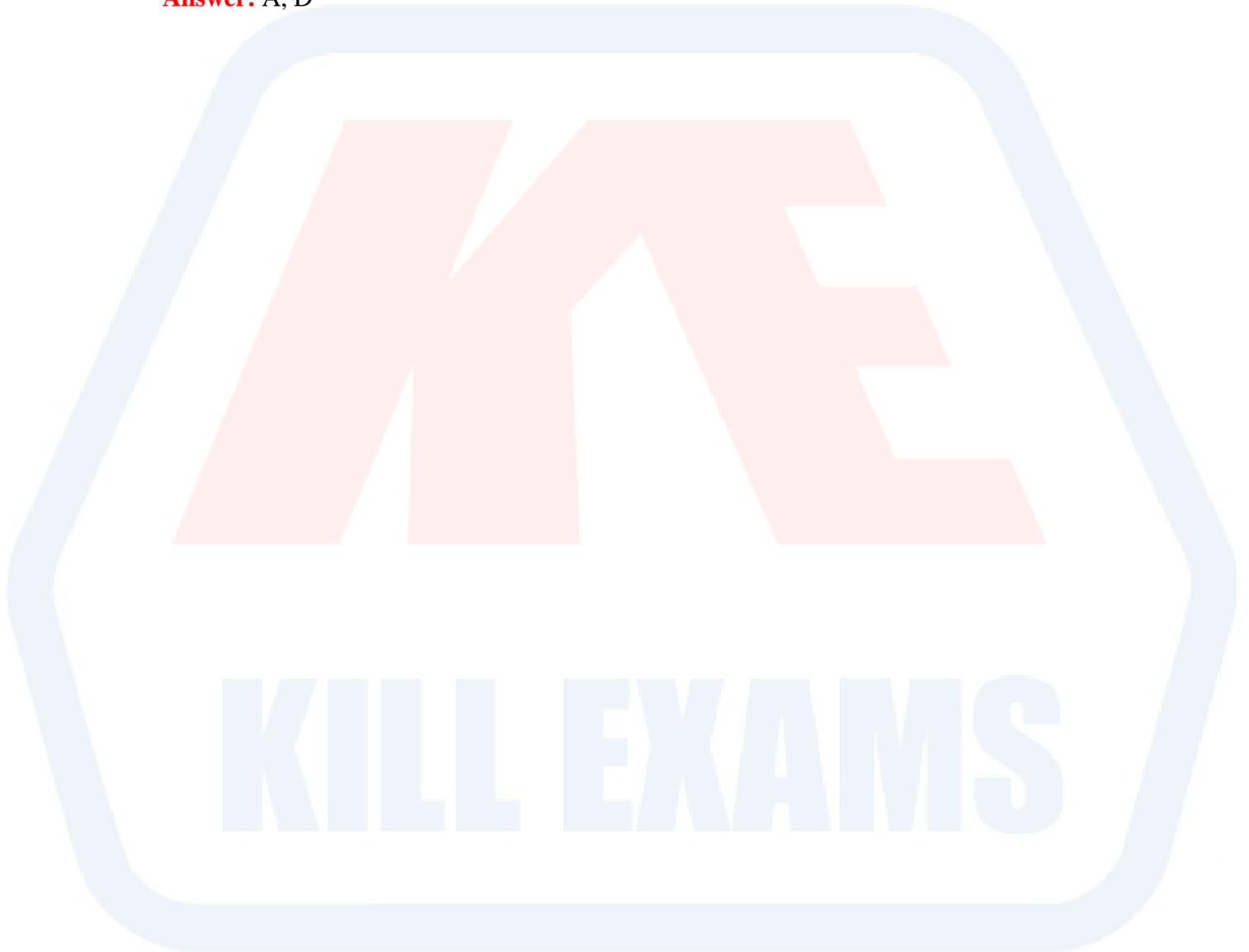
QUESTION: 65

What are the financial justifications for investment in service infrastructure? Choose the best two answers.

- A. Infrastructure investment is only justifiable if it is directly required to implement a set of services with measurable business results.
- B. Infrastructure directly reduces labor costs and thus reduces total project costs.
- C. Infrastructure ensures quality of service delivery and thus mitigates financial risk and ensures optimal Net Present Value (NPV).

D. Infrastructure can enable more frequent updates and/or delivery of new services through improved interoperability and change management. This implies a more optimized NPV.

Answer: A, D



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