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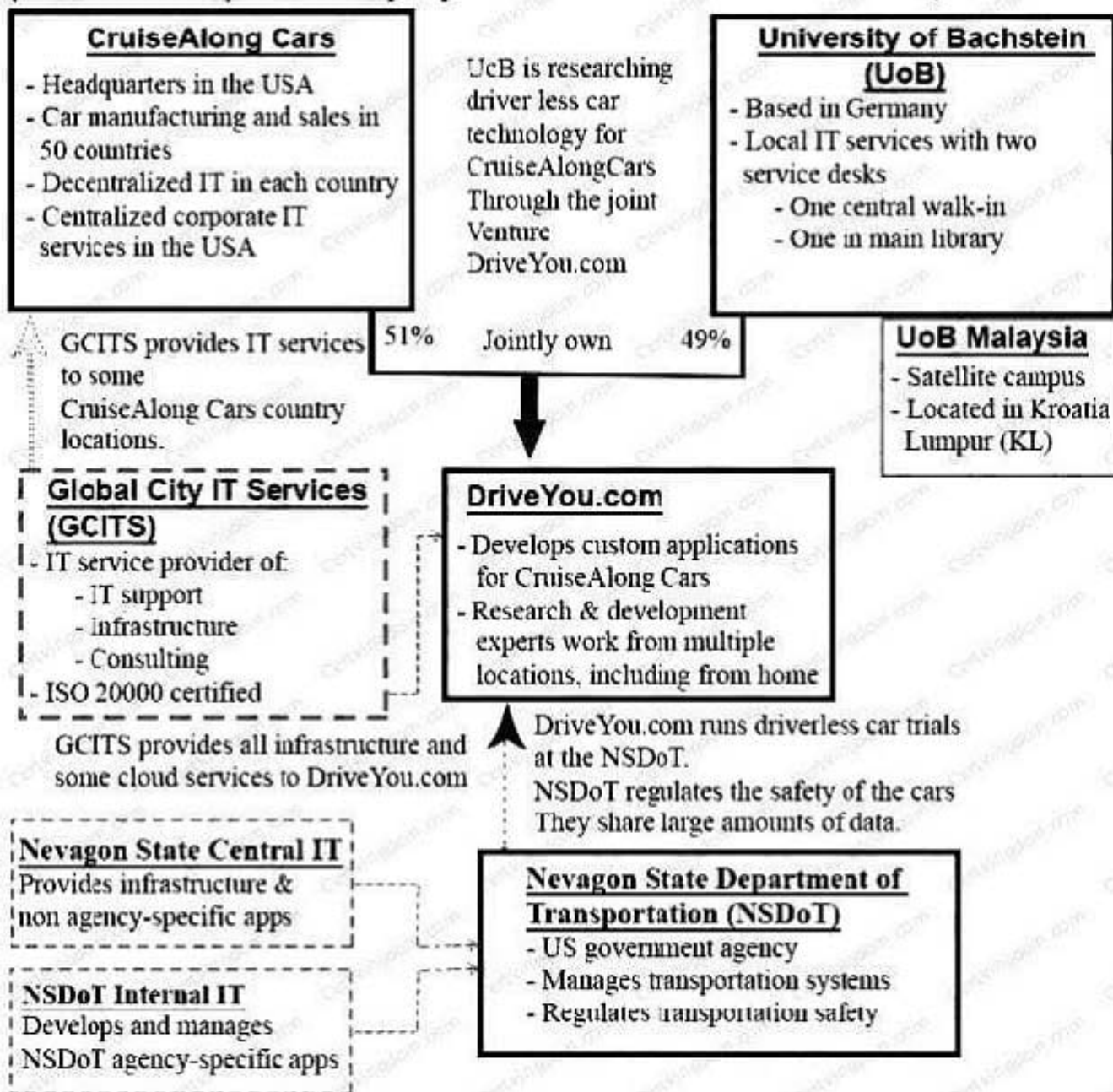


QUESTION 1

See the scenario for additional informational.

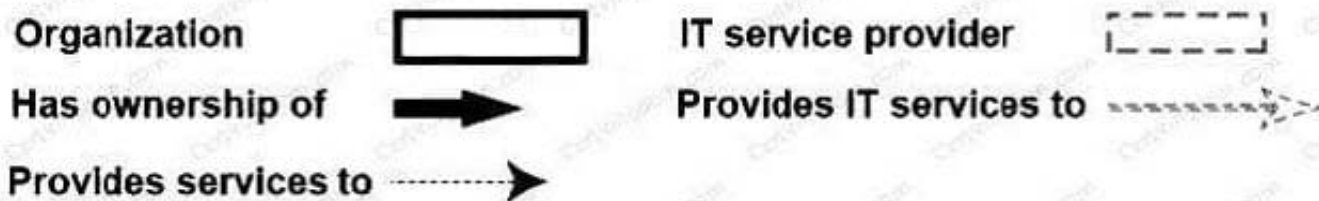
Scenario:

(Note: The companies and people within the scenario are fictional)





Legend



CruiseAlong Cars CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America; It has grown by acquisition over the last 20 years and has operations in over 50 countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include: Inefficiencies caused by the current IT structure Inconsistency of IT services when employees are travelling CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share. DriveYou.com This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein (UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevegon State Department of Transportation. Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager. Some of the issues that DriveYou.com needs to address include: Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

University of Bachstein (UoB) The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia; In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved. The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area; Some of the issues that the UoB needs to address include: Complete the centralization and consolidation of IT Manage growth and increasing IT demand Demonstrate value through competitive, responsive and transparent services

Global City Services (GCITS) GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification. GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include: Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT) NSDoT is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data; The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department. GCITS have a major audit coming up to verify continued compliance to the ISO/IEC 20000 standard. In preparation for the audit, they are conducting a series of internal audits. GCITS has grown through acquisition. The latest acquisition, Optimolv, does not comply with ISO/IEC 20000. Optimolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimolv is compliant. The project manager has identified the relevant stakeholders in the initiative.

What is the BEST step to take next in the stakeholder management process, and why?



	Action	Why
a)	Devise a communication plan for each stakeholder	To understand how the new Optimisolv staff are likely to react, and win their support
b)	Devise a communication plan for each stakeholder	To understand the importance of each stakeholder to the initiative
c)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand the importance of each stakeholder to the initiative
d)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand how the new Optimisolv staff are likely to react, and win their support

A. Action: Devise a communication plan for each stakeholder Why: To understand how the new Optimisolv staff are likely to react, and win their support

B. Action: Devise a communication plan for each stakeholder Why: To understand the importance of each stakeholder to the initiative

C. Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor' Why: To understand the importance of each stakeholder to the initiative

D. Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor' Why: To understand how the new Optimisolv staff are likely to react, and win their support

Correct Answer: C

QUESTION 2

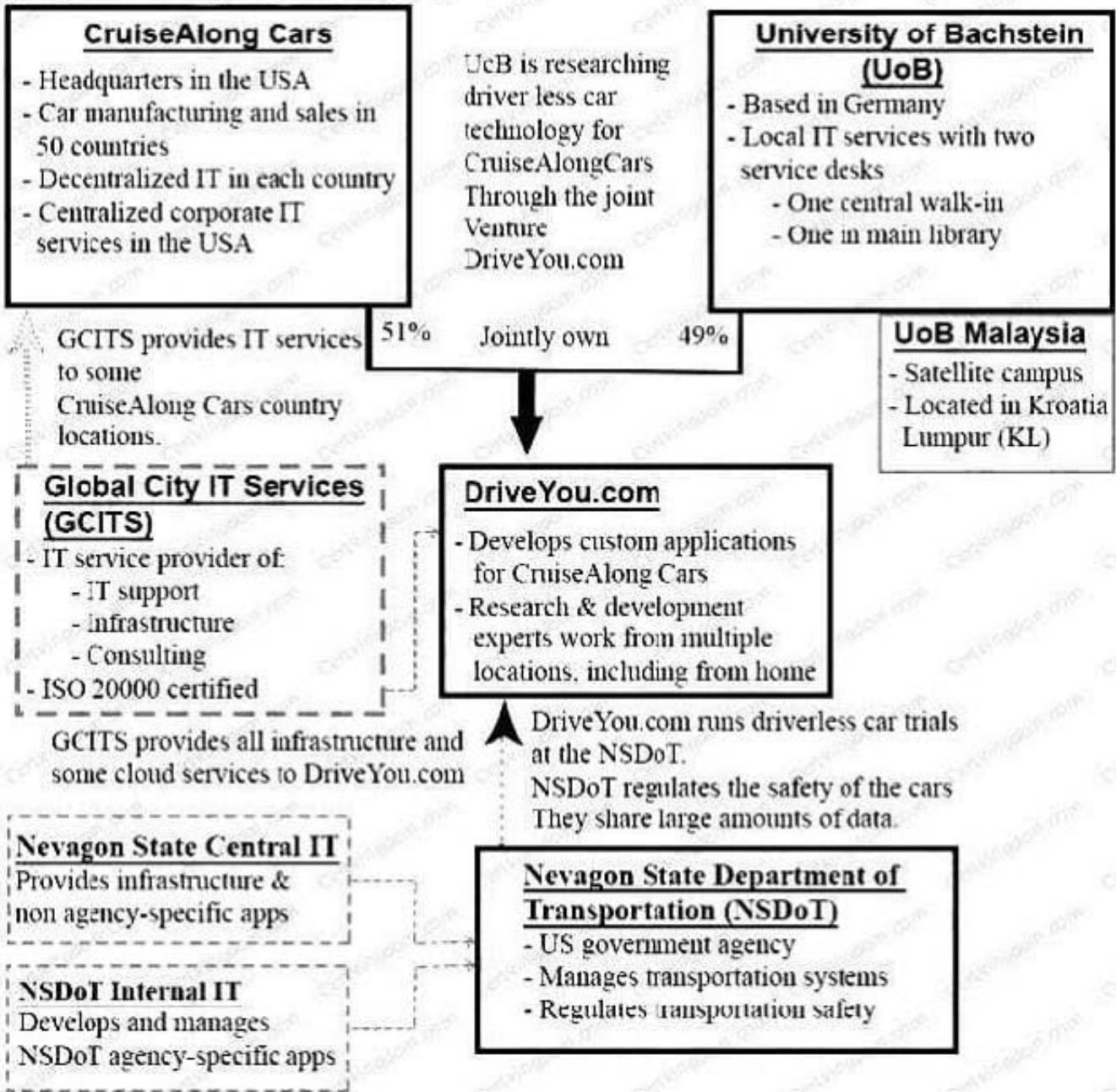
The improvement initiative has been running for a year and the BRMs believe it has been successful. What is the BEST way to demonstrate its success?

- A. By completing a benefits realization review.
- B. By facilitating a customer service review workshop.
- C. By conducting a service catalogue gap analysis.
- D. By undertaking a stakeholder review analysis.

Correct Answer: C

QUESTION 3

See the scenario for additional informational.

**Scenario:****(Note: The companies and people within the scenario are fictional)****Legend****Organization****IT service provider****Has ownership of****Provides IT services to****Provides services to**

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countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries. Some of the issues that CruiseAlong Cars needs to address include: Inefficiencies caused by the current IT structure Inconsistency of IT services when employees are travelling CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share. DriveYou.com This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein (UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevagon State Department of Transportation. Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager. Some of the issues that DriveYou.com needs to address include: Better structure and accountability around their work practices Compliance with safety and other regulatory requirements. University of Bachstein (UoB) The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia; In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved. The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area; Some of the issues that the UoB needs to address include: Complete the centralization and consolidation of IT Manage growth and increasing IT demand Demonstrate value through competitive, responsive and transparent services Global City Services (GCITS) GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification. GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include: Succeed in establishing a strategic partnership with CruiseAlong Cars Nevagon State Department of Transportation (NSDoT) NSDoT is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data; The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department. CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks. They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative. KPIs have been defined to measure the success of the improvement initiative. They will be measured quarterly.

Which KPI is the MOST appropriate?

- A. Customer satisfaction with mobile services is higher than 90%.
- B. Network availability for mobile services is maintained at 99.6%.
- C. Incident turnaround time for mobile services is improved by 15%.
- D. Cost per incident for mobile services is within 2% of target

Correct Answer: A

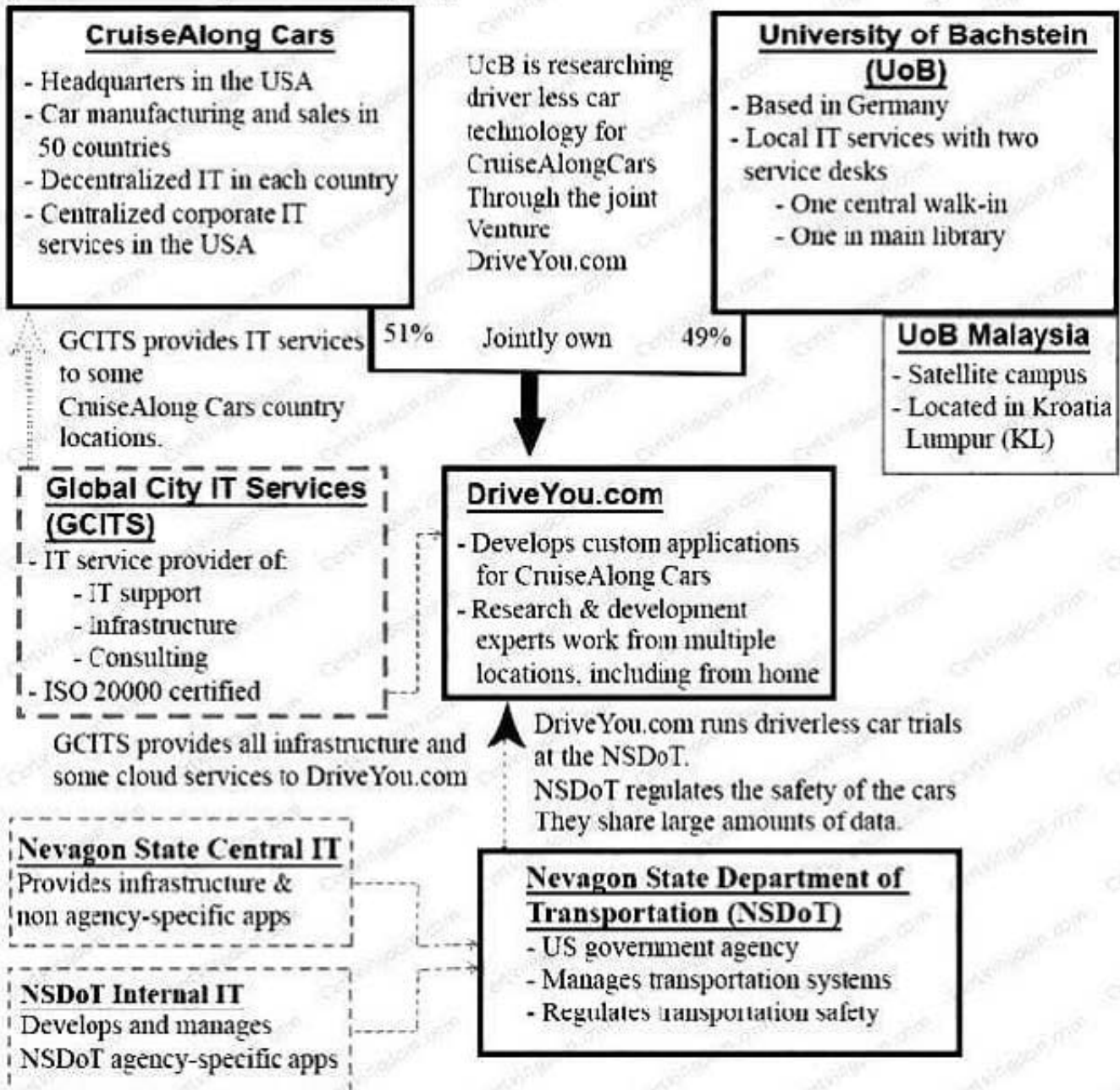
QUESTION 4



See the scenario for additional informational.

Scenario:

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Legend

Organization



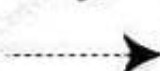
IT service provider



Has ownership of



Provides IT services to



Provides services to



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What three pieces of information are MOST important to include in the business case?



	Information
1	Risks to existing data accessibility
2	Expected cost of implementation
3	Volume of data to be migrated
4	Global security regulations and legislation
5	Value to organization and strategy
6	Options and approaches to be considered

A. 1, 2 and 5.

B. 1, 3 and 6.

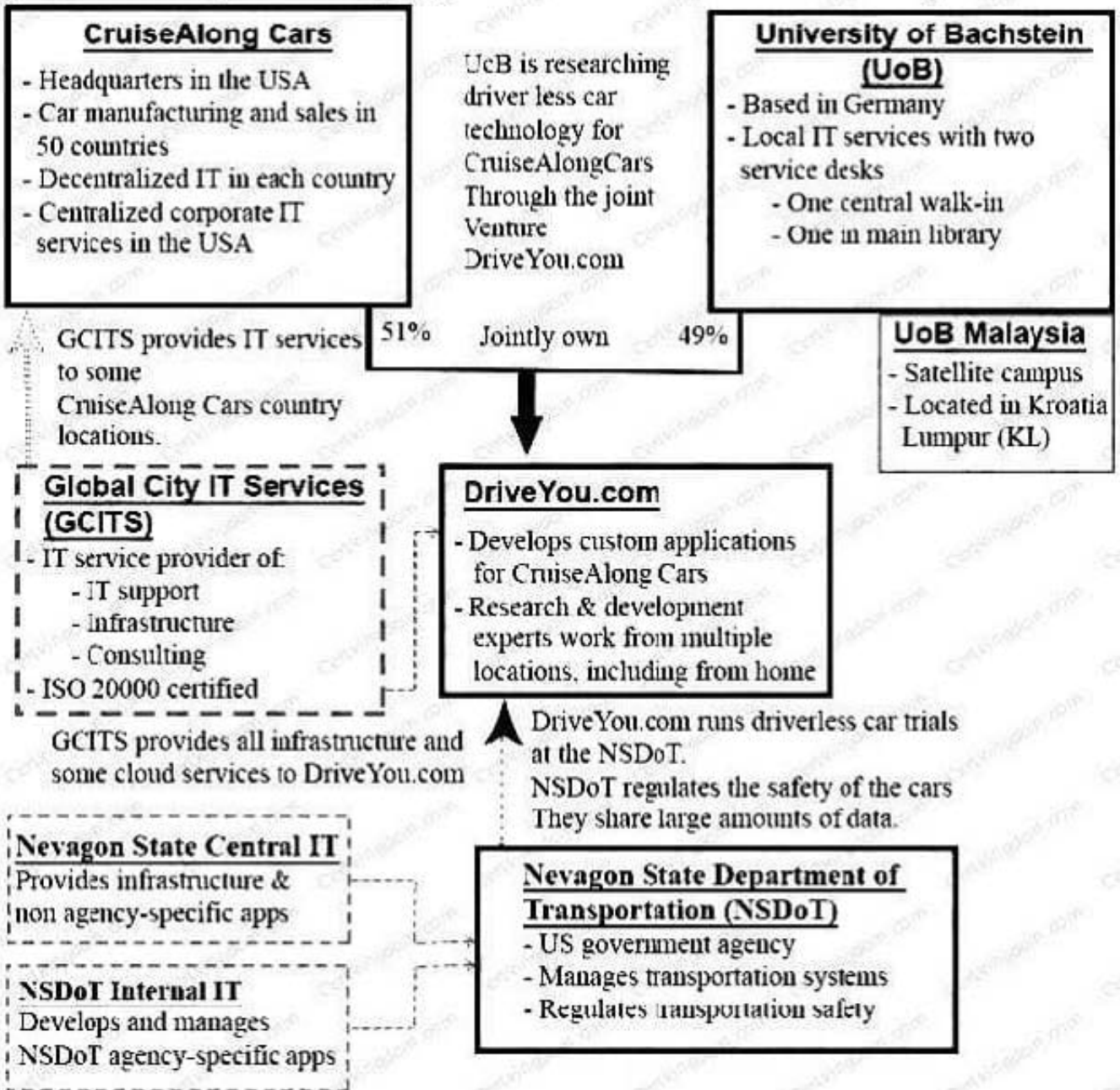
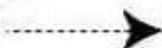
C. 2, 4 and 6.

D. 3, 4 and 5.

Correct Answer: C

QUESTION 5

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When would it be MOST appropriate to use a stakeholder analysis worksheet during the improvement initiative within Optimsolv?

- A. During planning, to identify the key people who need to be influenced within Optimsolv.
- B. During process design, to prioritize stakeholders within GCITS.
- C. During implementation, to understand the primary motivation for change at Optimsolv
- D. During testing, to measure the risk to achieving the ISO/IEC 20000 accreditation.

Correct Answer: A



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