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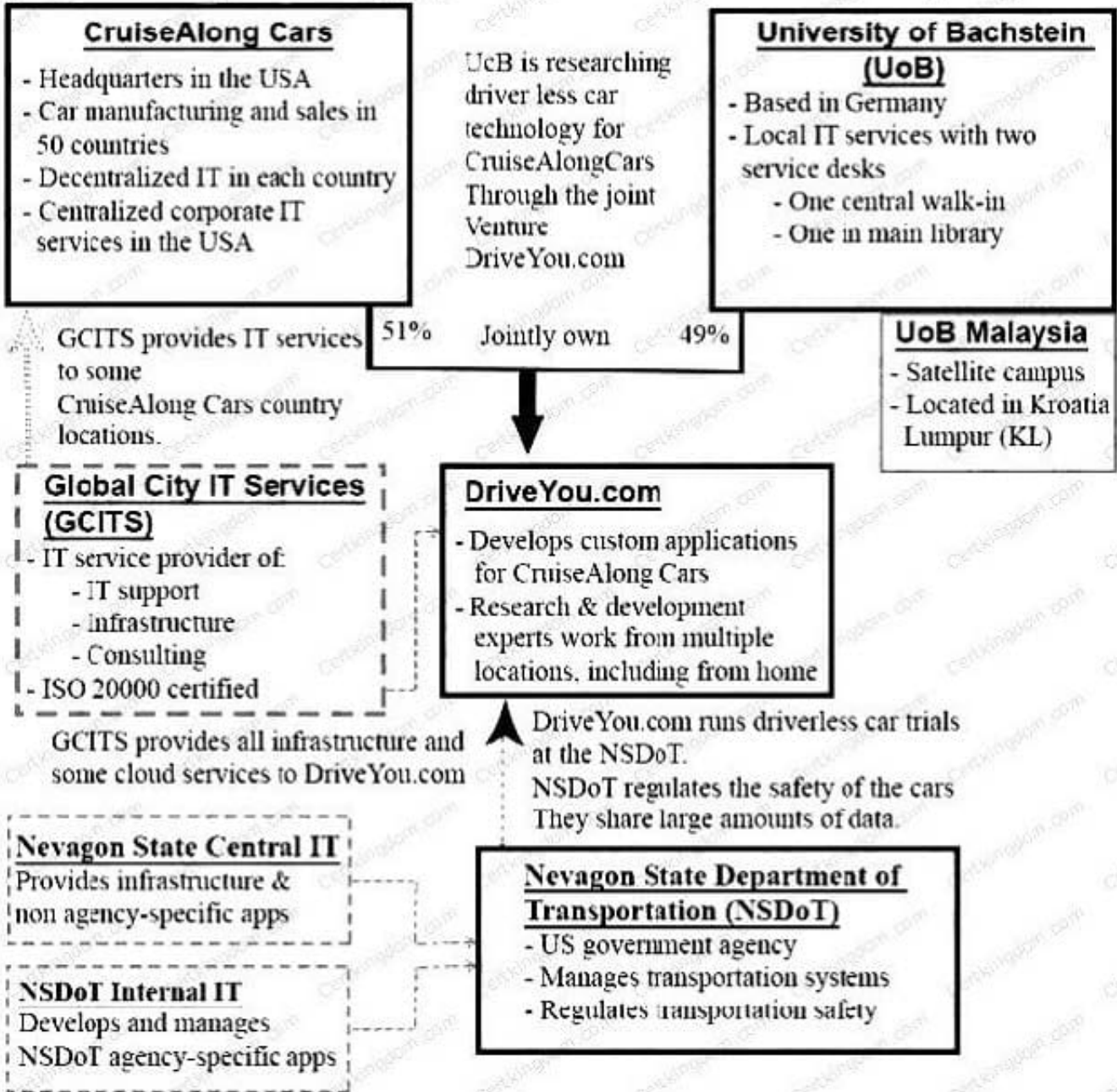


QUESTION 1

See the scenario for additional informational.

Scenario:

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Legend

Organization



IT service provider



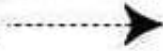
Has ownership of



Provides IT services to



Provides services to



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Many of the individual departments and faculties are resistant to the CIO's vision for global services. They have decided to appoint business relationship managers (BRMs) who will be expected to address many of the challenges, in order to support collaboration and help to define global services. Some business analysts are going to be transferred to these new positions. One of the BRMs has had an improvement idea for implementing a de-centralized support model that can be actioned quickly. The BRM proposed implementing the improvement in the next three months. The improvement was rejected by the CIO who has suggested that the idea should never have been proposed.

Which tool should the BRM have used to predict the CIO's response at this early stage?



- A. The CSI register, to properly define the timescale for implementation.
- B. The CSI register, to define who the improvement would be actioned by.
- C. The orientation worksheet, to understand the organizational vision.
- D. The orientation worksheet, to measure the success of the improvement.

Correct Answer: B

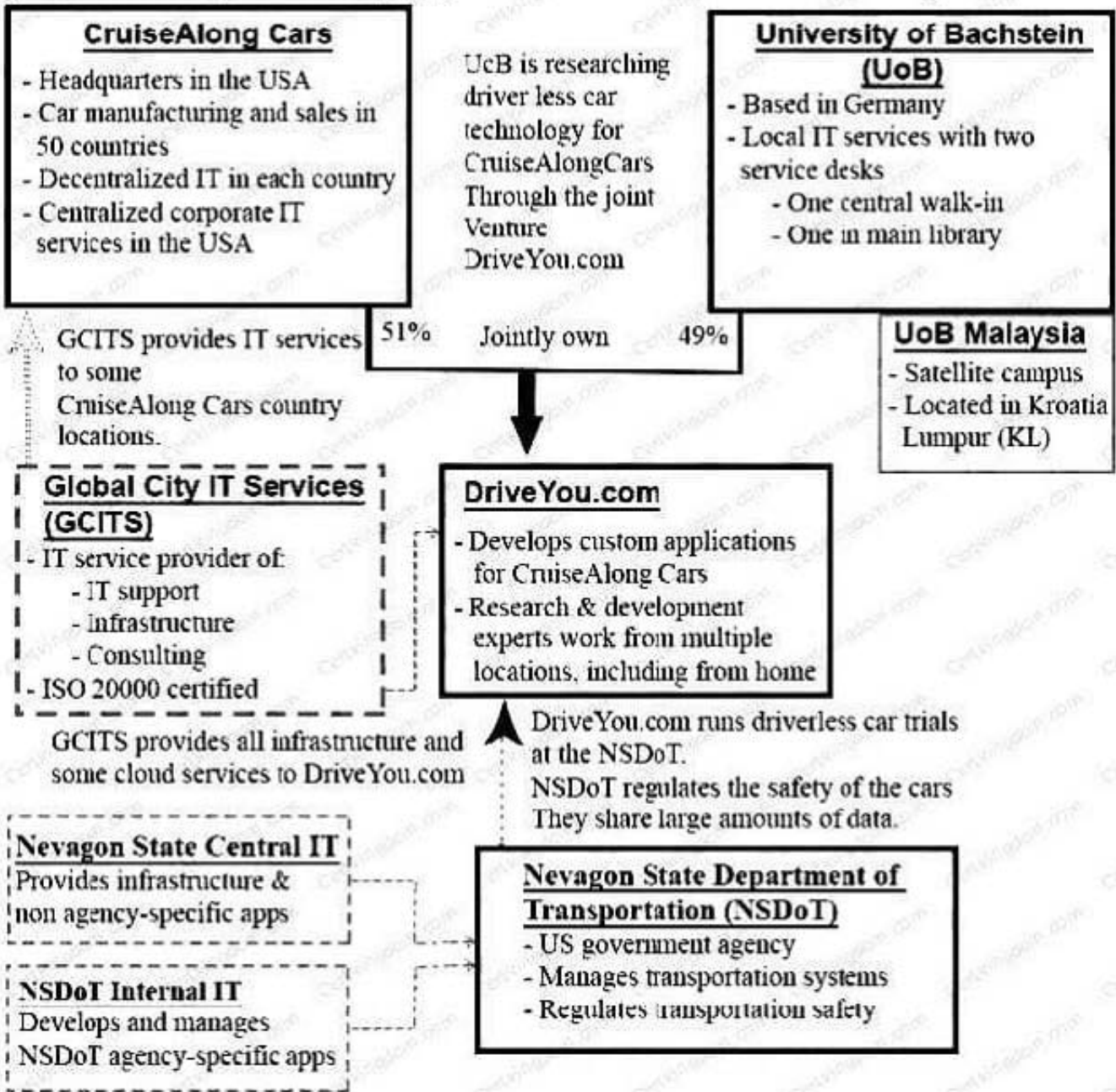
QUESTION 2

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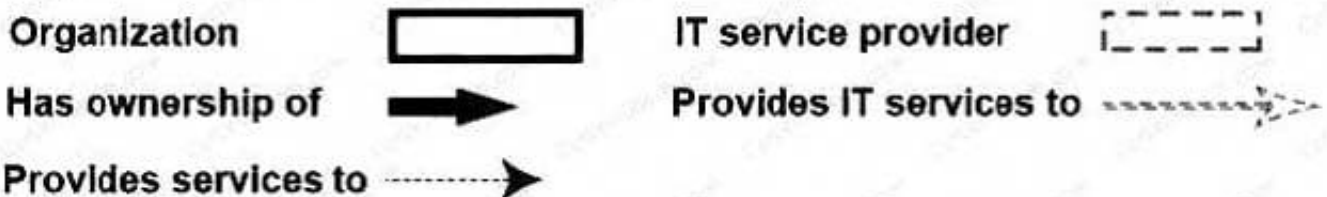


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What is the BEST course of action for the GCITS IT Manager to take FIRST?

- A. Survey Optimolv senior managers to gain general feedback on employee satisfaction.
- B. Carry out stakeholder analysis to determine which Optimolv employees to survey.
- C. Directly observe impacted Optimolv employees in their roles.
- D. Create a resistance management plan for Optimolv employees.

Correct Answer: C

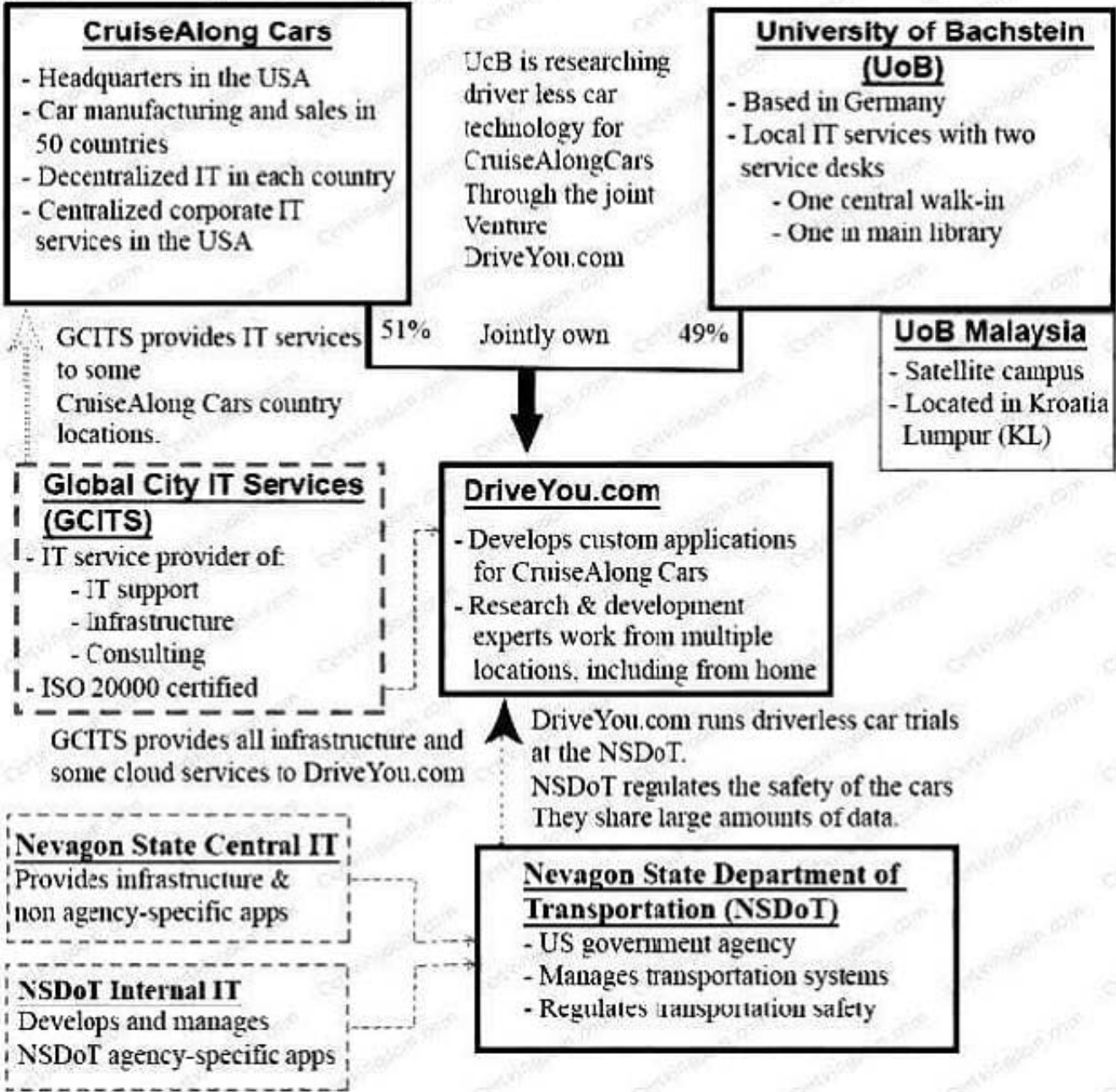
QUESTION 3



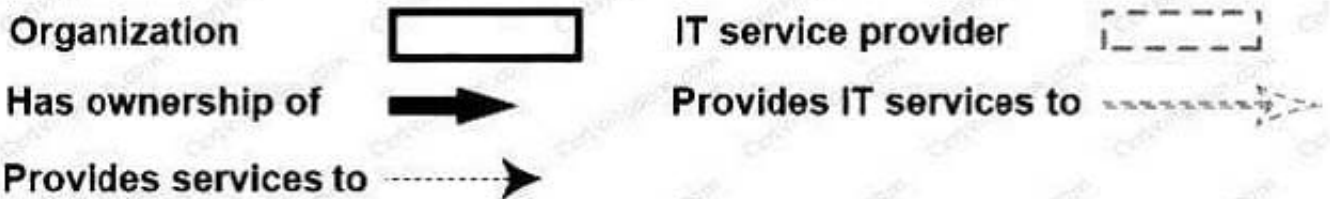
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support, and reported incidents and requests will be treated as a high priority.

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider.

Which two rows show the CORRECT use of OCM techniques in the global mobile VIP project?



	CSI step	OCM Technique	Key Stakeholder
1	<i>What is the vision?</i>	Sponsor management	GCITS Senior executives
2	<i>Where are we now?</i>	Training needs analysis	Mobilwork staff
3	<i>Where do we want to be?</i>	Identity resistance	GCITS staff
4	<i>How do we keep the momentum going?</i>	Reinforcement	GCITS Service desk staff

- A. 1 and 2.
- B. 2 and 3.
- C. 3 and 4.
- D. 1 and 4.

Correct Answer: D

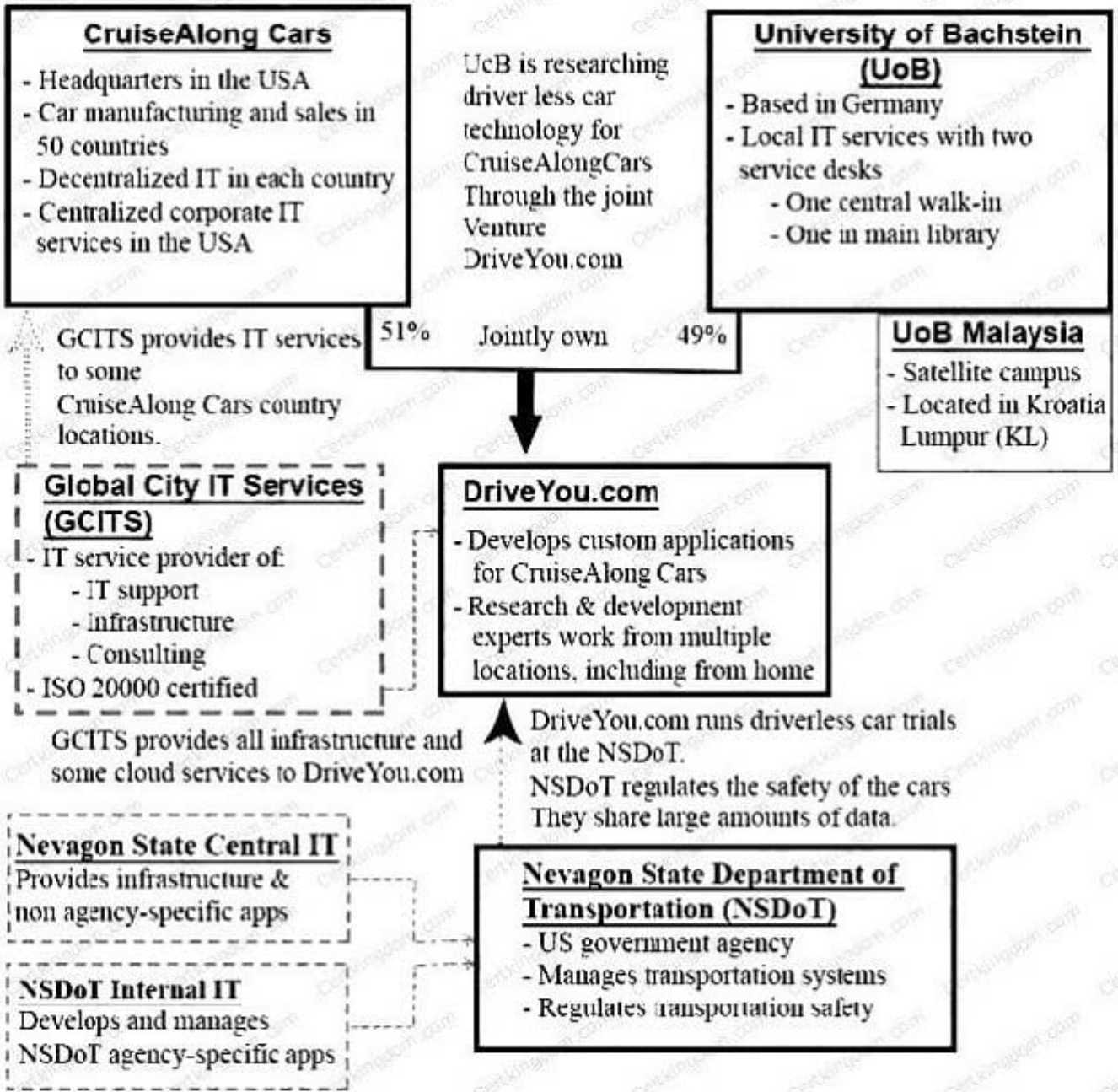
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Organization



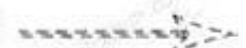
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Stakeholder Name	Communications Approach	Key Interests and Issues	Current Status	Desired Support
Australian and Japanese researchers	Monitor	Making their data readily available for use by UoB	Neutral	Neutral
DriveYou.com CIO	Critical	Project sponsor /	Advocate	Advocate
DriveYou.com technical team members		support the new solution	Neutral	Supporter

- A. Communications Approach: Critical Why: They are accountable for the project budget to build and support the new solution
- B. Communications Approach: Significant Why: The data being shared on the new platform is critical to the technical team role
- C. Communications Approach: Critical Why: Technical teams are the only people with the necessary skills to manage the new platform
- D. Communications Approach: Significant Why: Continued support is required for the planning process and then support of the solution.

Correct Answer: D

QUESTION 5

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

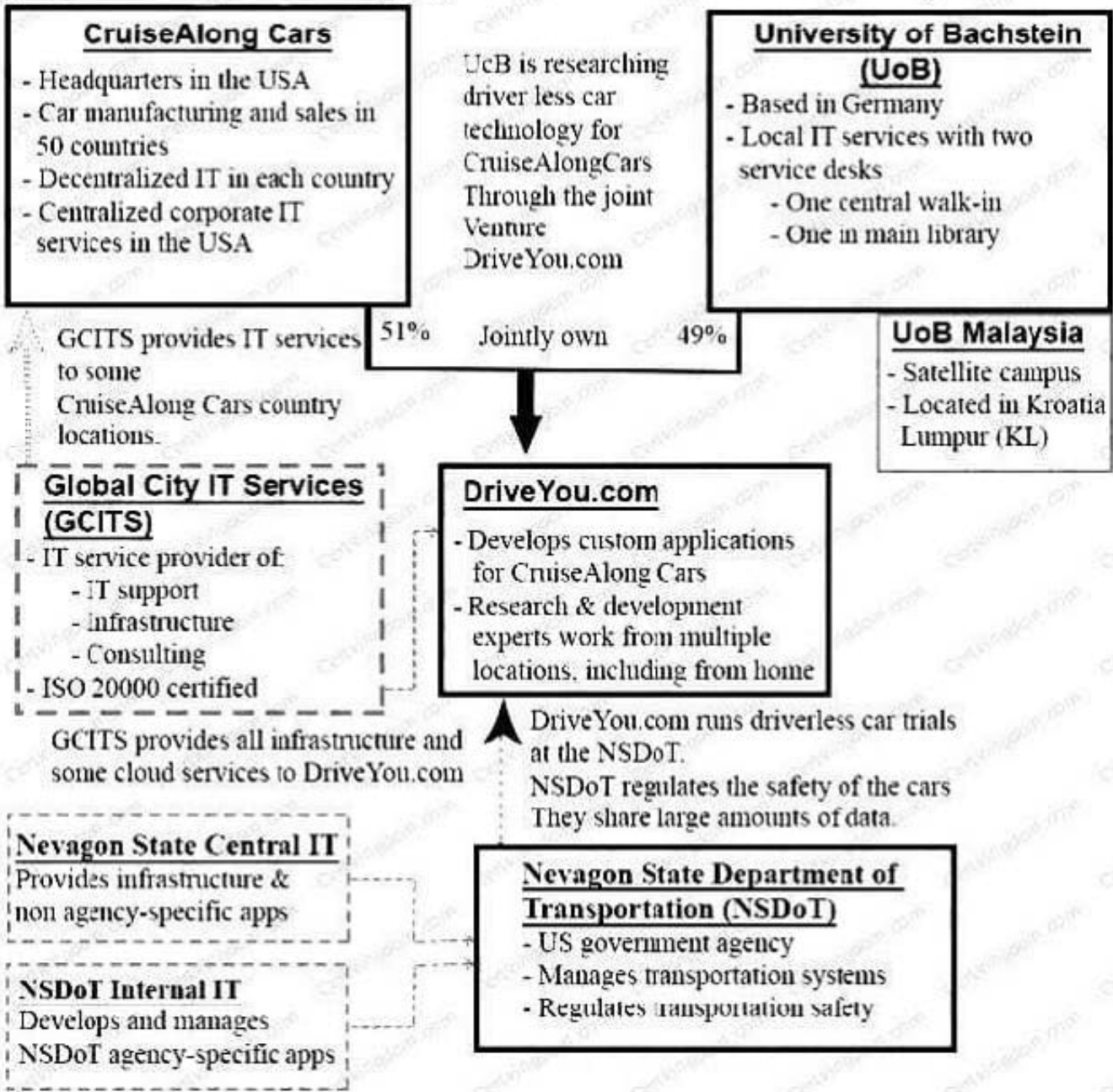
QUESTION 6

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Legend

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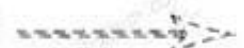
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Which guiding principle should have been followed to avoid this situation, and why?

- A. Guiding principle: Keep it simple Why: The customers and users were not kept informed of the progress of the project resulting in negative perception of the results
- B. Guiding principle: Progress iteratively Why: Everything the service provider does needs to map directly to value for the UoB customers and other stakeholders
- C. Guiding principle: Design for experience Why: Even though functional requirements were met the UoB customer interaction with the service was ignored leading to dissatisfaction
- D. Guiding principle: Collaborate Why: The wrong people were involved in the agreement of functional requirements when designing the solution.

Correct Answer: C

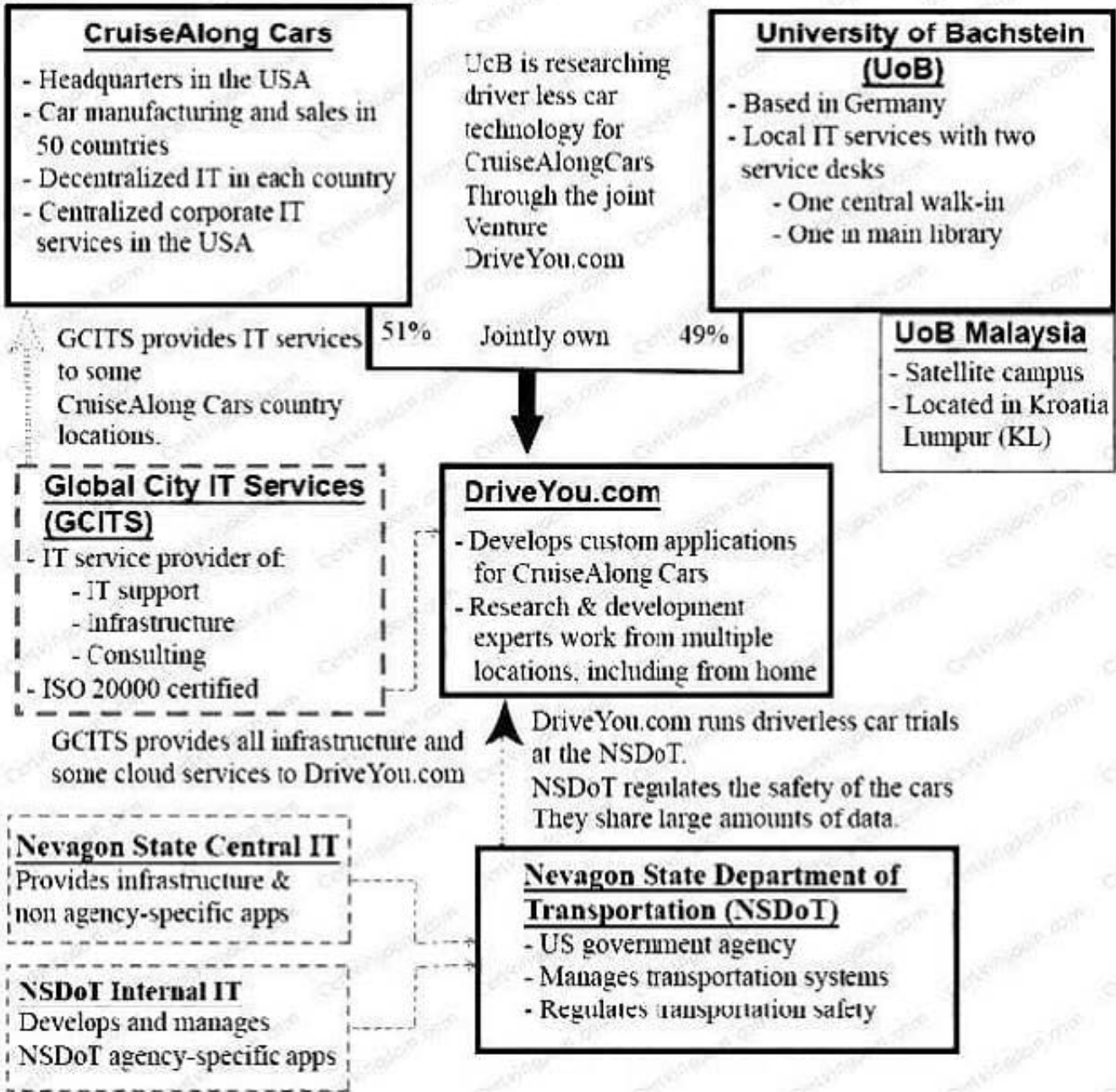


QUESTION 7

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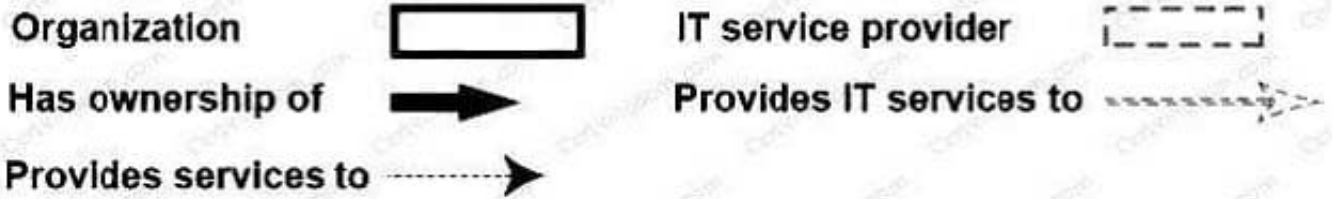
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Which row of information BEST supports the business case?

A. Key stakeholders: Central IT CIO Selected country CIOs Baseline value: Time taken to produce weekly reports = 1



day Expected result: Time taken to produce weekly reports = 0.5 day

B. Key stakeholders: Central IT CIO All country CIOs Baseline value: Number of incorrectly categorized incidents per month = 50 Expected result: Number of incorrectly categorized incidents per month = 30

C. Key stakeholders: Central IT CIO Selected country CIOs Baseline value: Total IT headcount = 470 Expected result: Total IT headcount = 500

D. Key stakeholders: Central IT CIO All country CIOs Baseline value: Average cost per incident = \$12.50 Expected result: Average cost per incident = \$9.00

Correct Answer: D

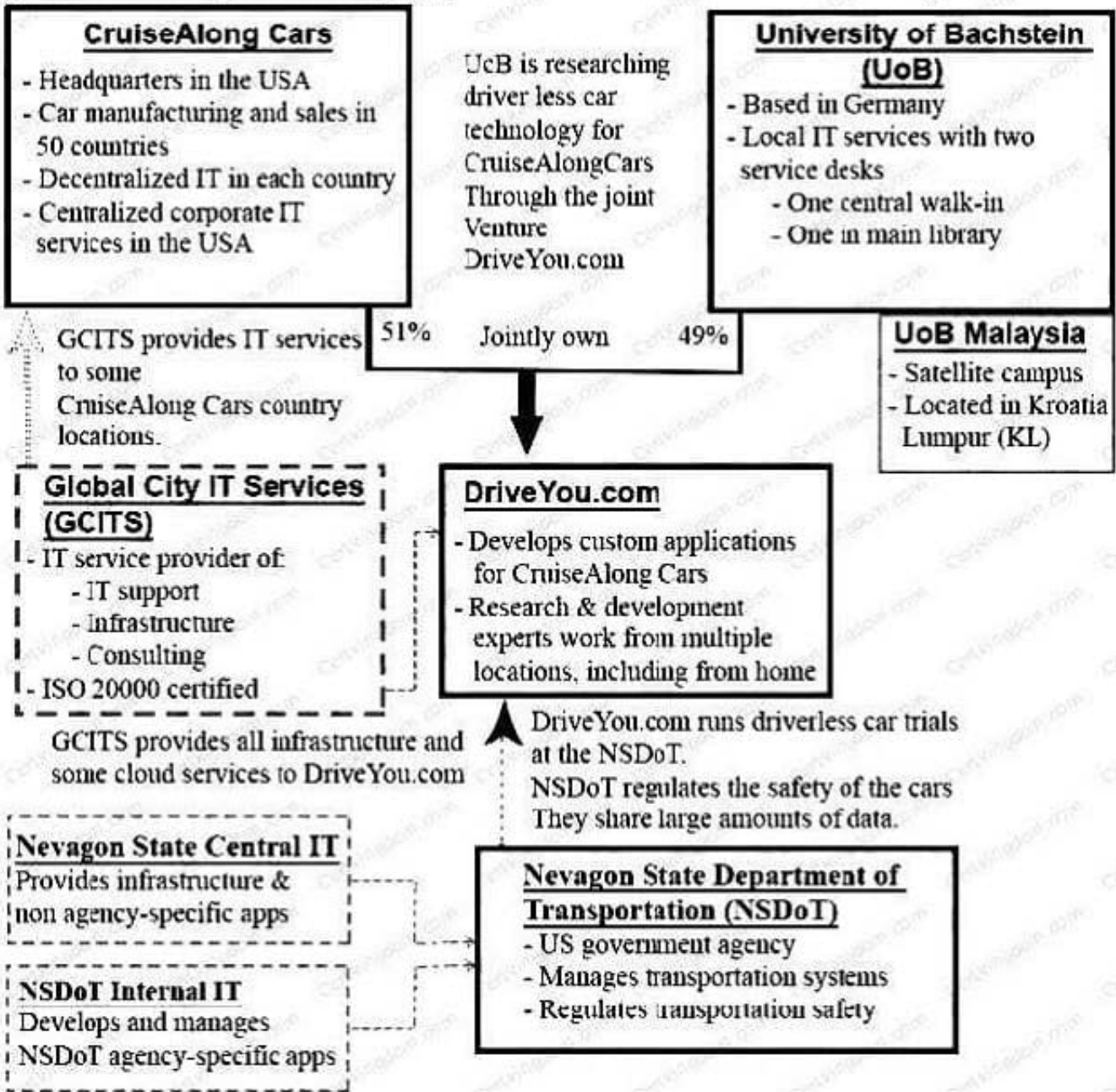
QUESTION 8

See the Scenario for additional information.

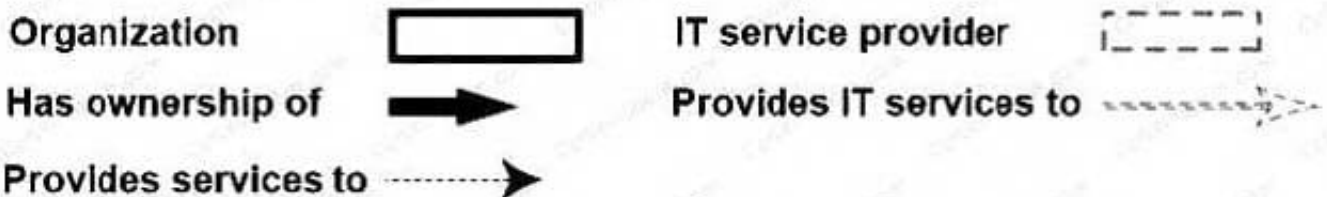


Scenario:

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



Legend



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. CruiseAlong CarsCruiseAlong 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 Nevegong 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. The UoB is a University of Bachstein (UoB) 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 Nevegong State Department of Transportation (NSDoT) NSDot is a government agency in the US state of Nevegong, 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 Nevegong State central IT department. GCITS will create a new `global mobile VIP service` for CruiseAlong Cars senior executives, which will give them access to corporate IT services from mobile devices, from any location. The new service will be delivered by the existing GCITS centralized service desk. It will include 24/7 support, and reported incidents and requests will be treated as a high priority. GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider. During the `how do we keep the momentum going?` step of the CSI approach, the service desk manager has become aware that some service desk staff are using the old working practices. This is affecting the service to the VIPs.

Which is the BEST way to apply the guiding principles in this case?

- A. Design for experience by engaging with the VIPs to identify improvements to the service.
- B. Collaborate with the service desk staff to design improvements to the new processes.



- C. Be transparent and explain that non-compliance to procedures will lead to disciplinary action.
- D. Observe directly in order to understand who is not using the new procedures and why.

Correct Answer: D

QUESTION 9

What is organizational change management (OCM) MOST likely to contribute to in an organization?

- A. The knowledge required to support the adoption of new technology platforms.
- B. Cultural changes required as a result of adopting new business processes.
- C. Standard changes that are made to IT service assets and configuration items.
- D. The development of underpinning processes for a change management standard.

Correct Answer: B

QUESTION 10

Why is a meeting notes template used?

- A. To record meeting objectives while the meeting is in progress.
- B. To help the meeting chairperson to capture key details.
- C. To ensure that the meeting runs to planned timings.
- D. To ensure the correct participants attend the meeting

Correct Answer: A

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