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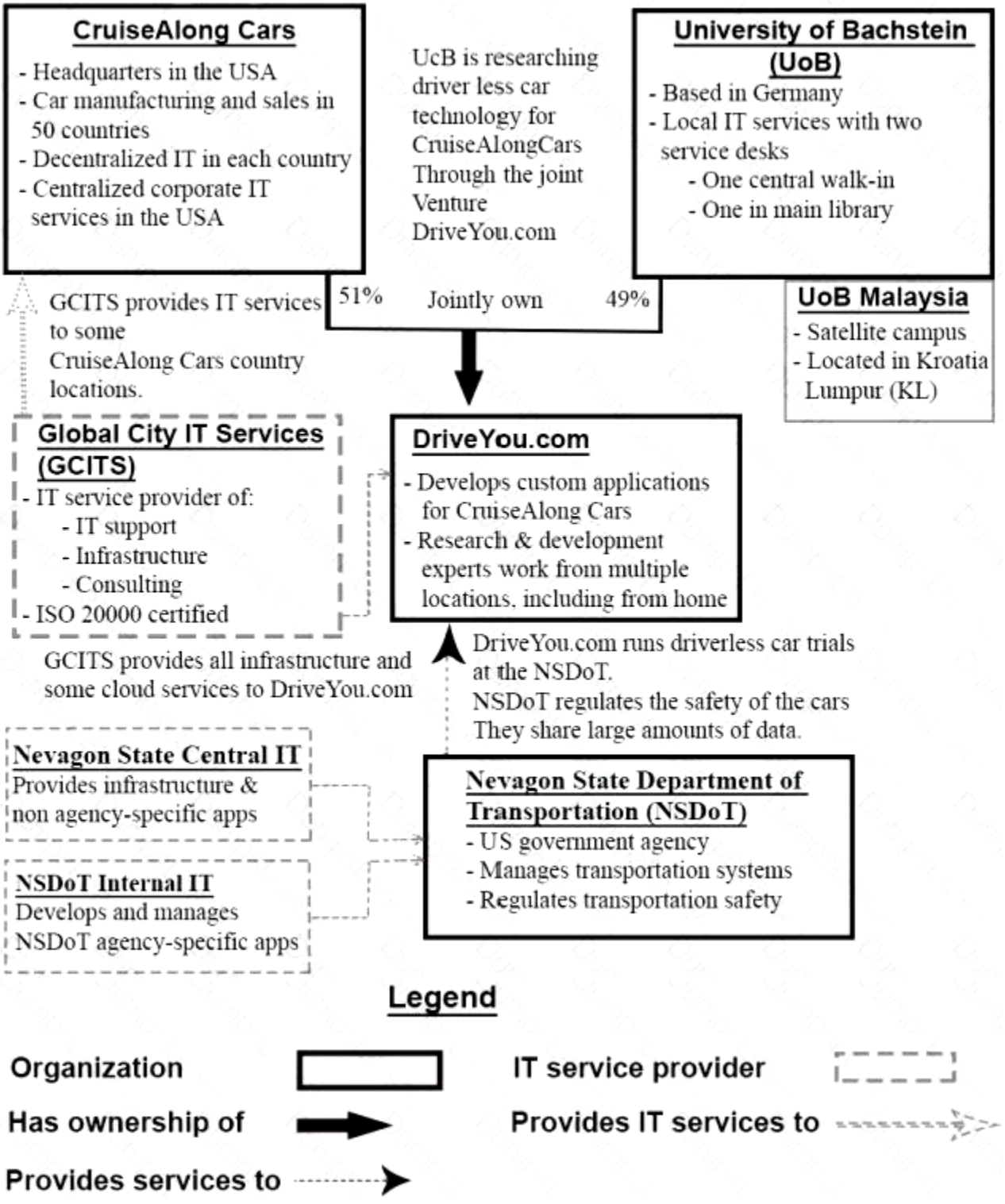
Product Version

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Question: 1

See the scenario for additional informational.

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



CruiseAlong Cars

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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

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(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.

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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:

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- Manage growth and increasing IT demand
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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.

The IT department at the UoB does not have a service catalogue or a service portfolio, and there is limited understanding of the structure and value of services in the organization. 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.

Which is the BEST way for a new BRM at the UoB to understand their customers' needs?

A. Run a workshop to define the structure and value of IT services.

B. Visit each customer in their normal place of work to see what they do.

C. Issue a detailed questionnaire to all customers to discover their expectations.

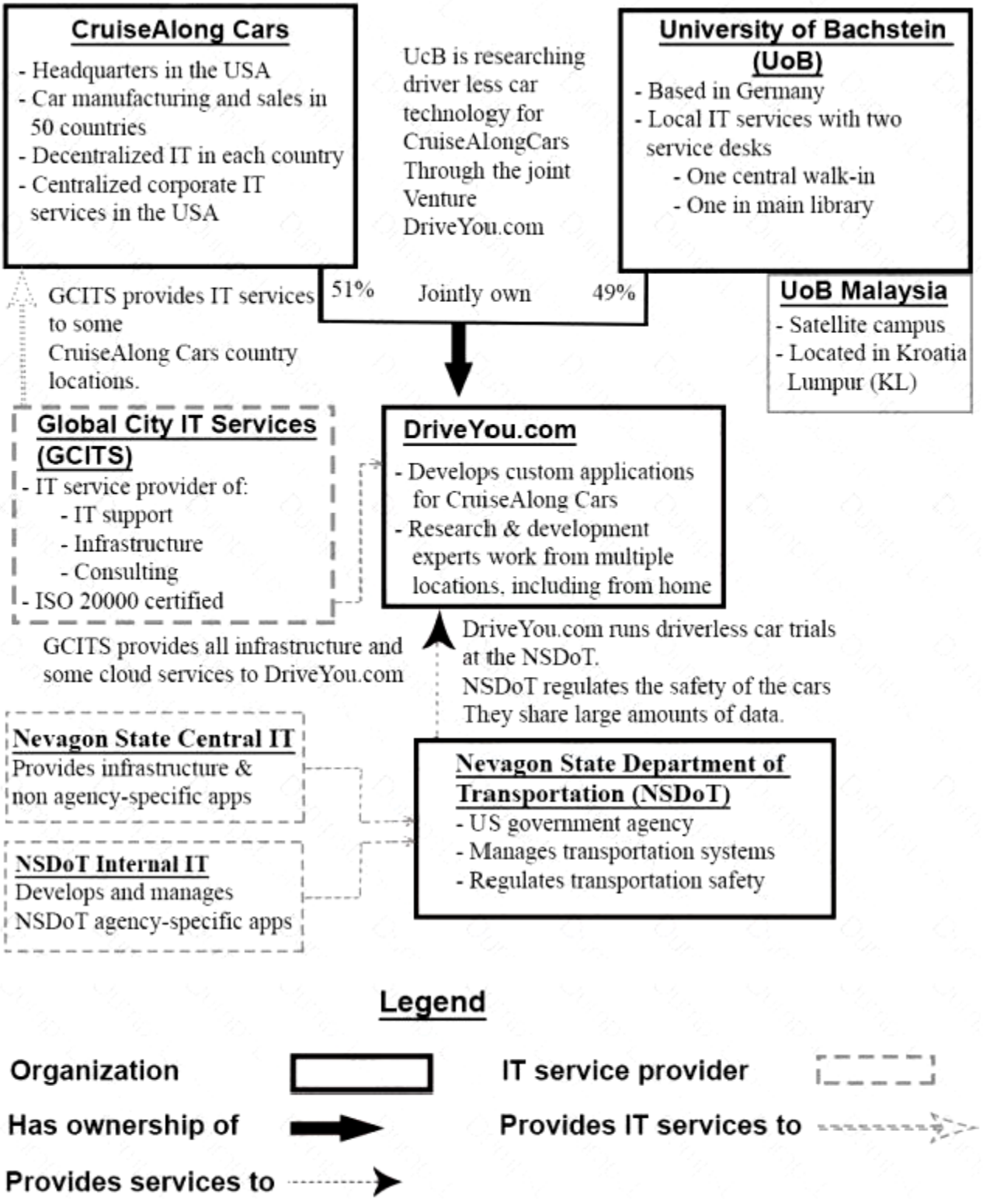
D. Establish current performance levels and match the new service to them.

Answer: D

Question: 2

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CruiseAlong Cars central IT organization wants to implement a new ITSM toolset to replace their outdated system. The new ITSM toolset will be used by all CruiseAlong Cars' IT departments and their service desks.

The business case for the improvement has not been made yet. This could include financial contribution from various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

What is the BEST way to follow the guiding principle 'observe directly' when defining the requirements for the new consolidated ITSM toolset?

A. Hold a workshop with IT support staff and business process owners in all countries.

B. Hold a workshop with a representative group of IT support staff and business management.

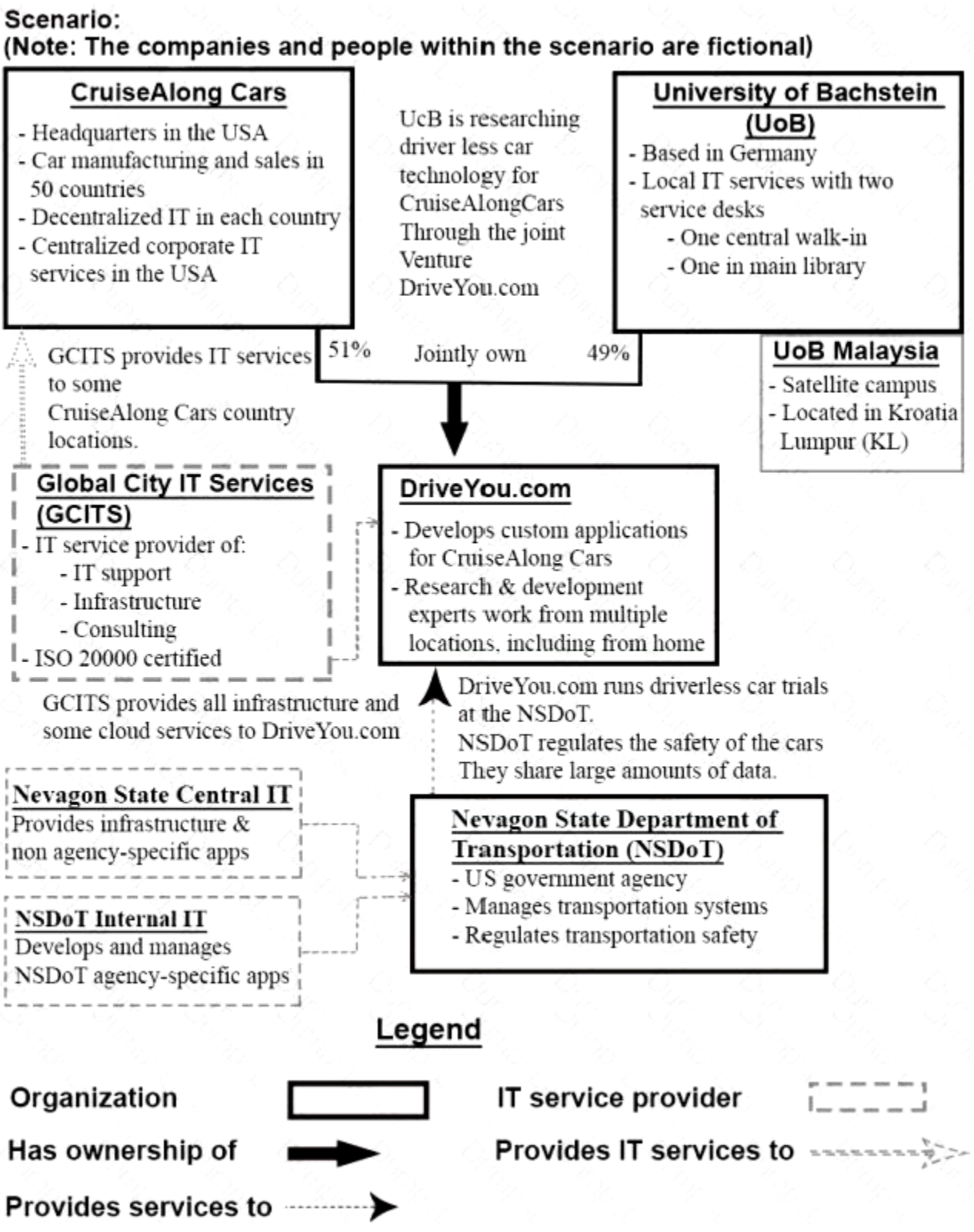
C. Visit a representative group of IT management and IT support staff.

D. Visit senior IT management and business management in all countries.

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Optimsolv has a number of process improvements that need to be implemented to attain compliance. GCITS

has six months to ensure that Optimsolv is compliant.

The project manager is designing a resistance management plan for Optimsolv IT staff.

Which is the BEST 'what's in it for me?' statement?

A. "I am part of an important company initiative".

B. "I can use the opportunity to learn valuable new skills".

C. "Optimsolv gets ISO/IEC 20000 certification".

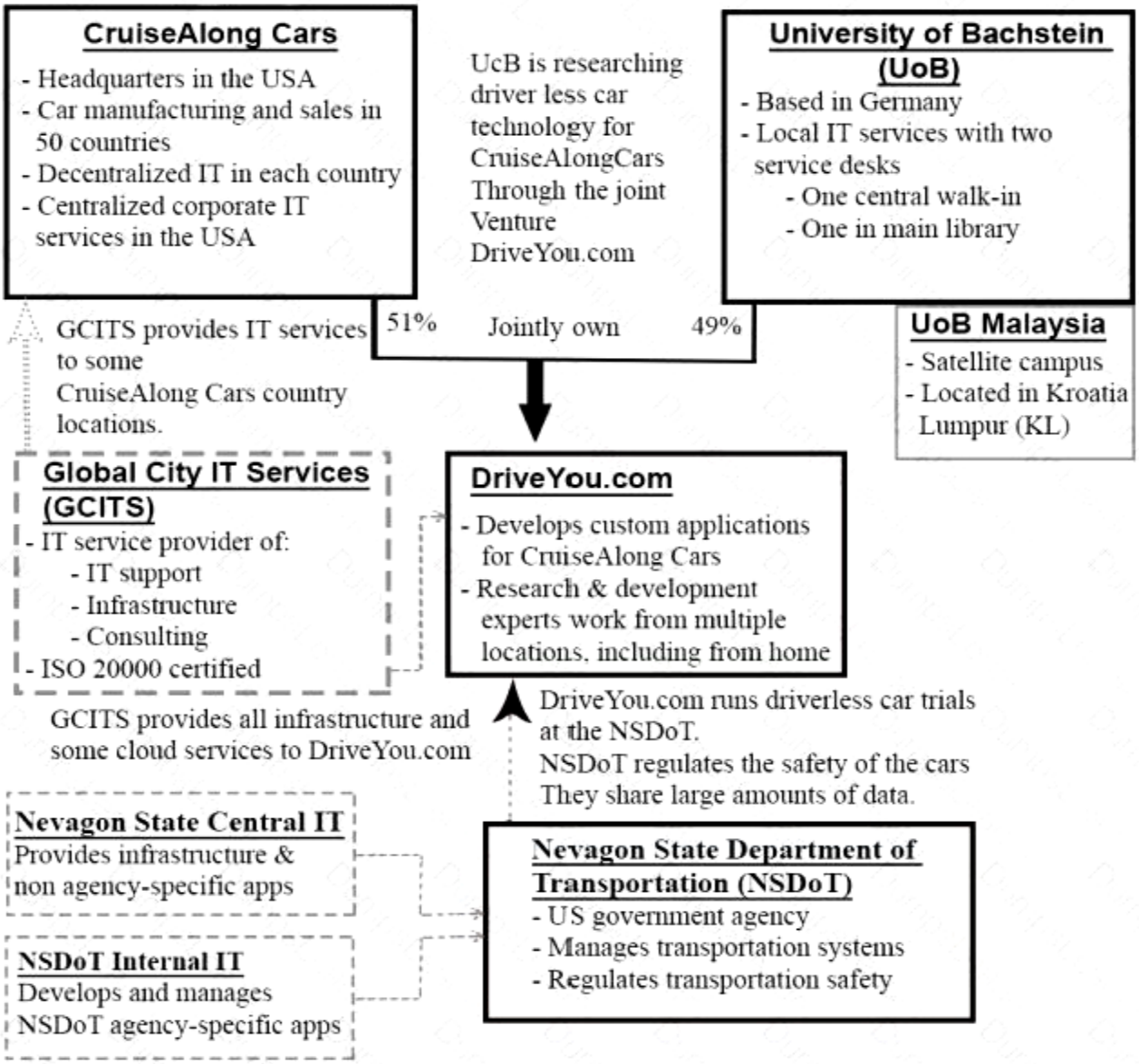
D. “GCITS achieves its corporate goals”.

Answer: B

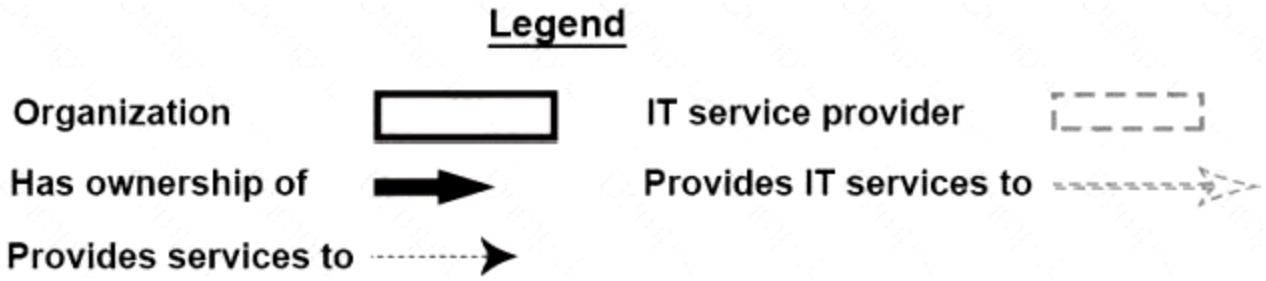
Question: 4

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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.

As part of the project an additional objective is to improve the reporting about the senior executive service.

Which is the BEST combination of report content and target stakeholder?

	Stakeholder who receives the report	Report content	
a)	Service desk staff	Customer satisfaction scores	Achievement of service availability targets
b)	Service desk staff	Achievement of service response targets	Root cause of outages
c)	Senior executives	Customer satisfaction scores	Root cause of outages
d)	Senior executives	Achievement of service desk response targets	Achievement of service availability targets

A. Stakeholder who receives the report: Service desk staff

Report content: Customer satisfaction scores, Achievement of service availability targets

B. Stakeholder who receives the report: Service desk staff

Report content: Achievement of service response targets, Root cause of outages

C. Stakeholder who receives the report: Senior executives

Report content: Customer satisfaction scores, Root cause of outages

D. Stakeholder who receives the report: Senior executives

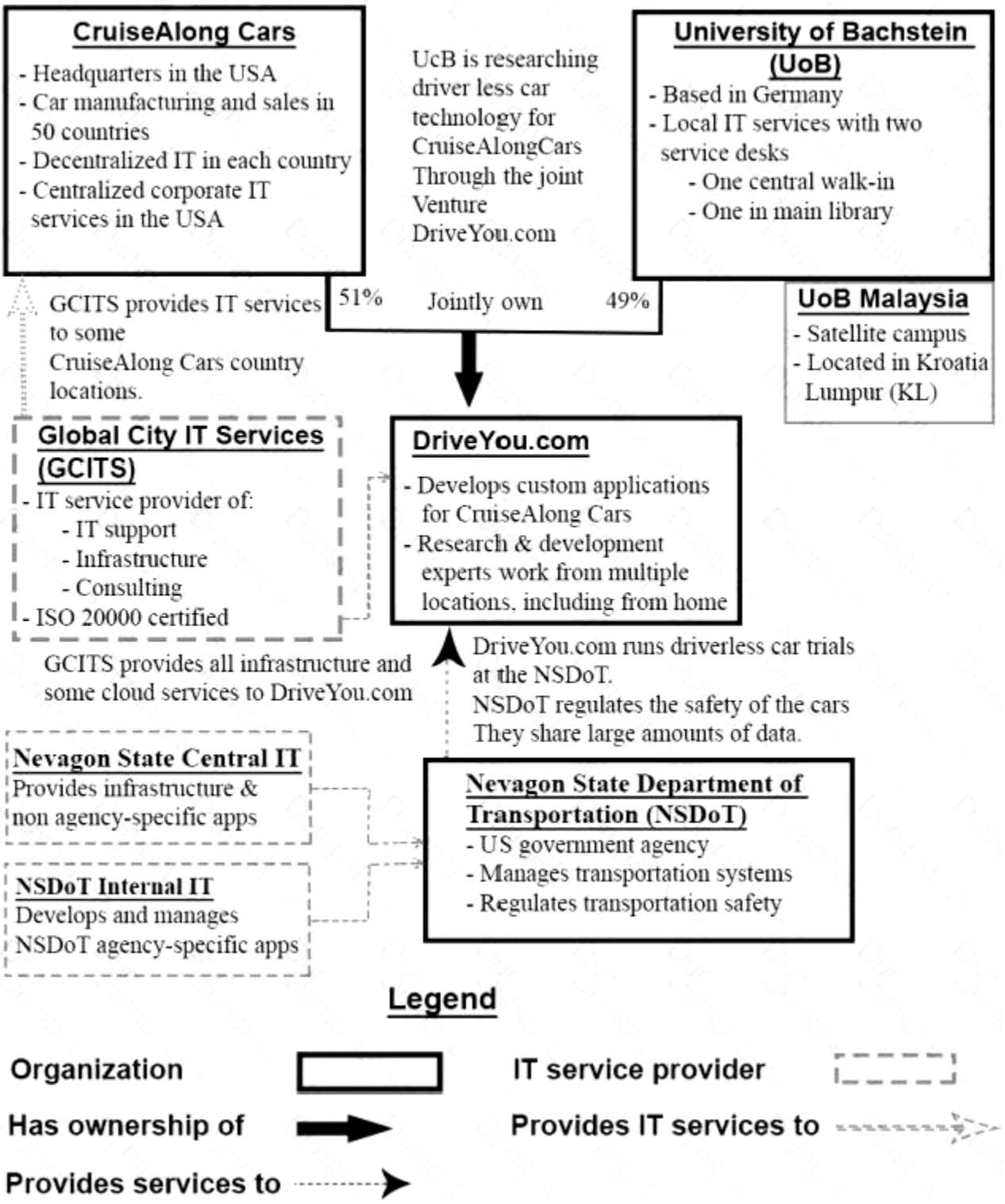
Report content: Achievement of service desk response targets, Achievement of service availability targets

Answer: D

Question: 5

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Optimsolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimsolv is compliant.

Optimsolv has made the improvements identified in the audit. The GCITS IT Manager needs to determine that Optimsolv staff have accepted the required changes.

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

A. Survey Optimsolv senior managers to gain general feedback on employee satisfaction.

B. Carry out stakeholder analysis to determine which Optimsolv employees to survey.

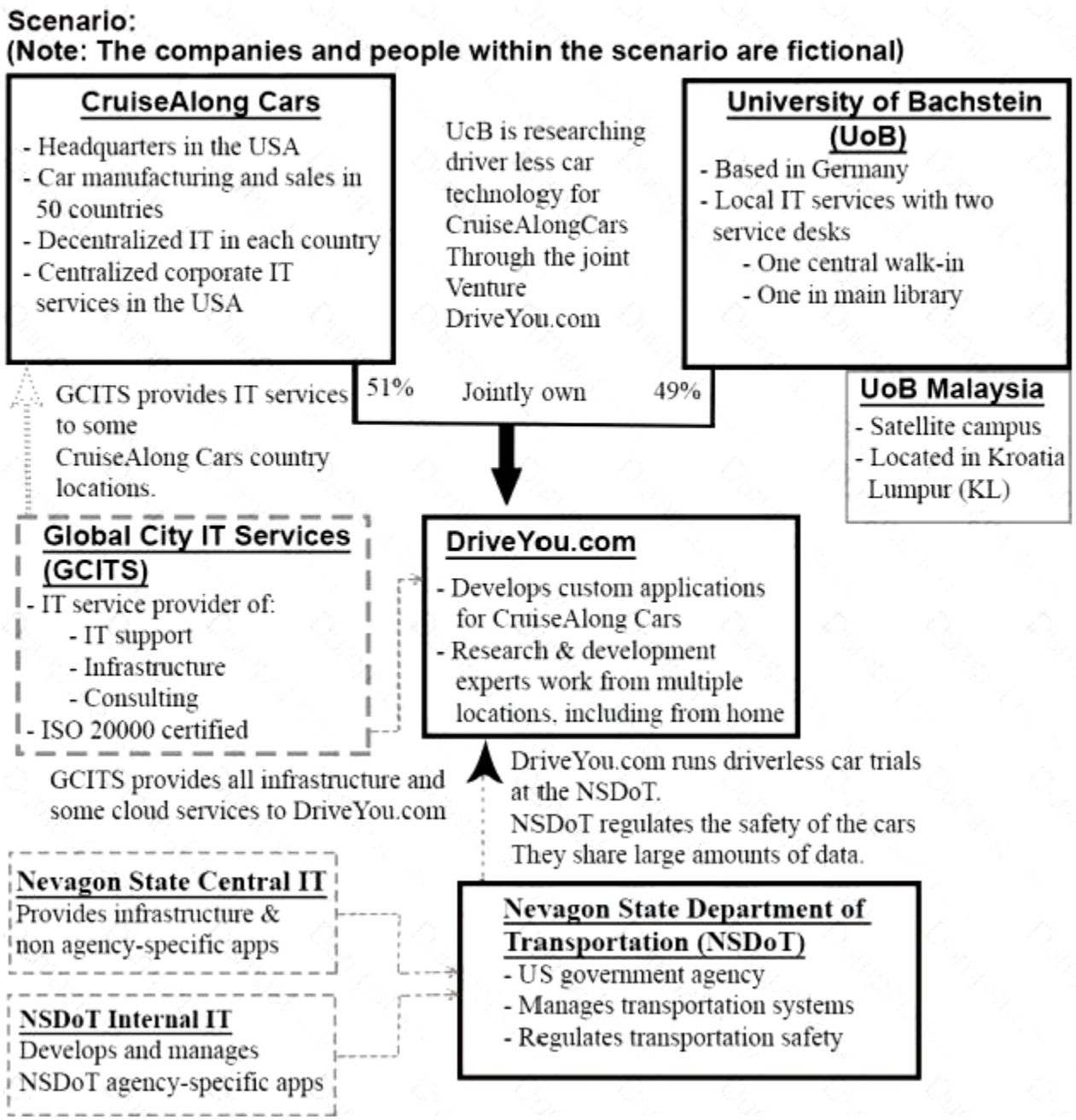
C. Directly observe impacted Optimsolv employees in their roles.

D. Create a resistance management plan for Optimsolv employees.

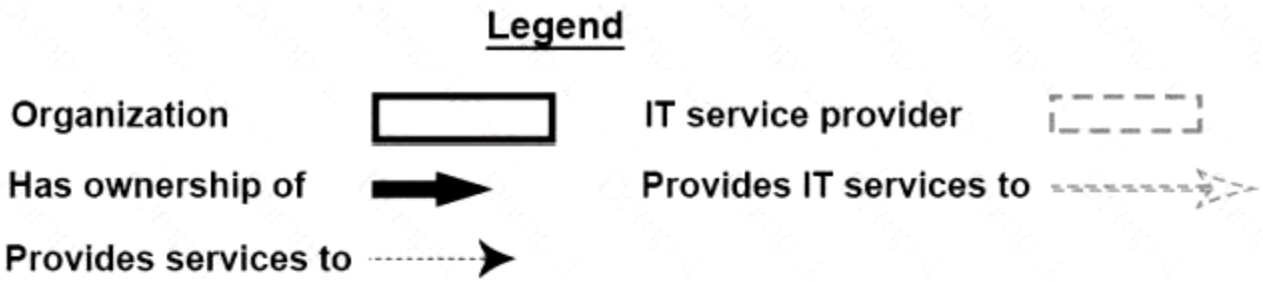
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Which OCM activity will BEST help Optimsolv to overcome any staff resistance, and comply with ISO/IEC 20000 within six months?

A. Create a sense of urgency for the change.

B. Demonstrate enough value to business.

C. Make compliance the top corporate priority.

D. Maintain a focus on continual improvement.

Answer: C

Question: 7

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.

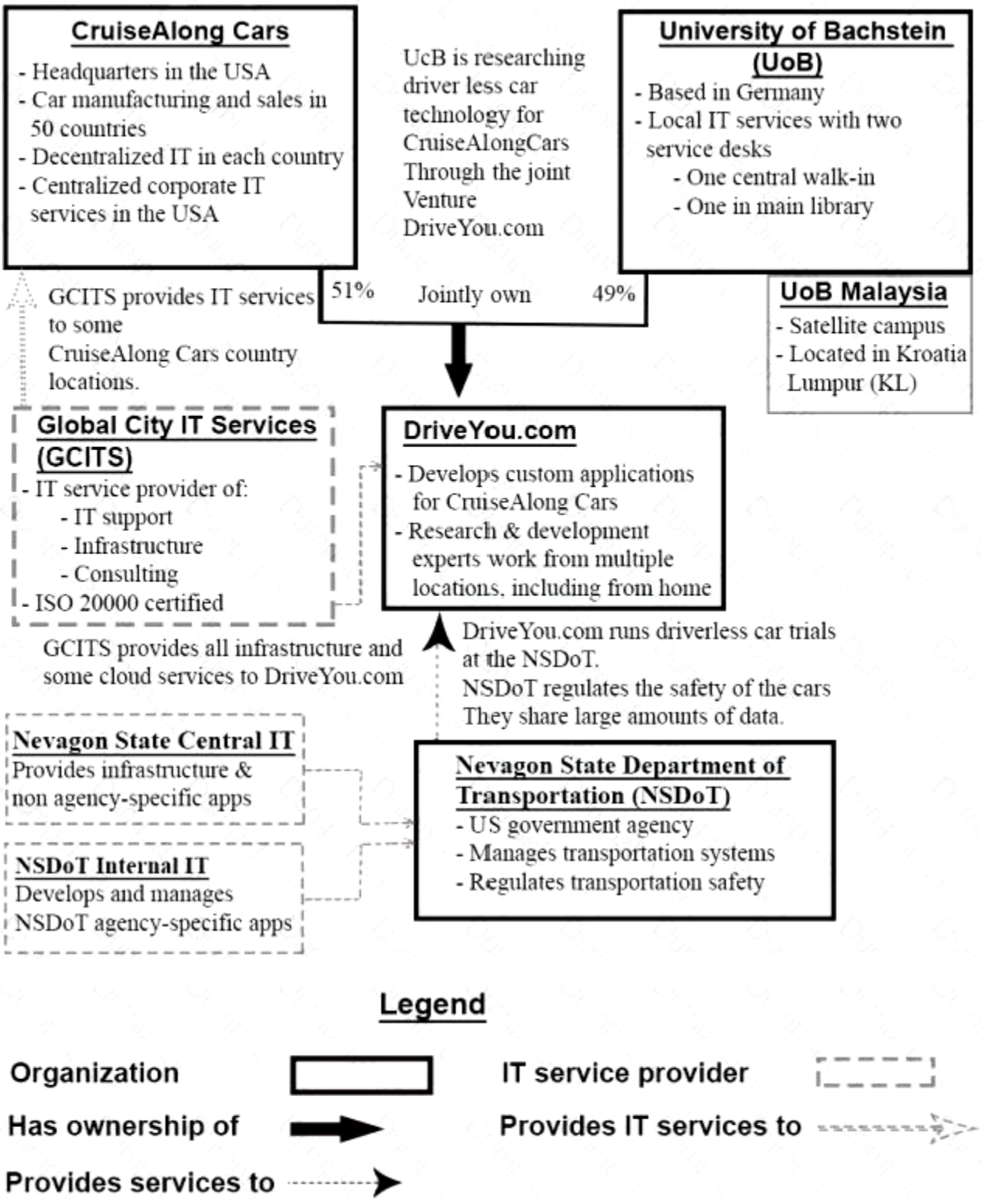
D. The development of underpinning processes for a change management standard.

Answer: B

Question: 8

See the Scenario for additional information.

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



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.

CruiseAlong Cars central IT organization wants to implement a new ITSM toolset to replace their outdated system. The new ITSM toolset will be used by all CruiseAlong Cars' IT departments and their service desks.

The business case for the improvement has not been made yet. This could include financial contribution from various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

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

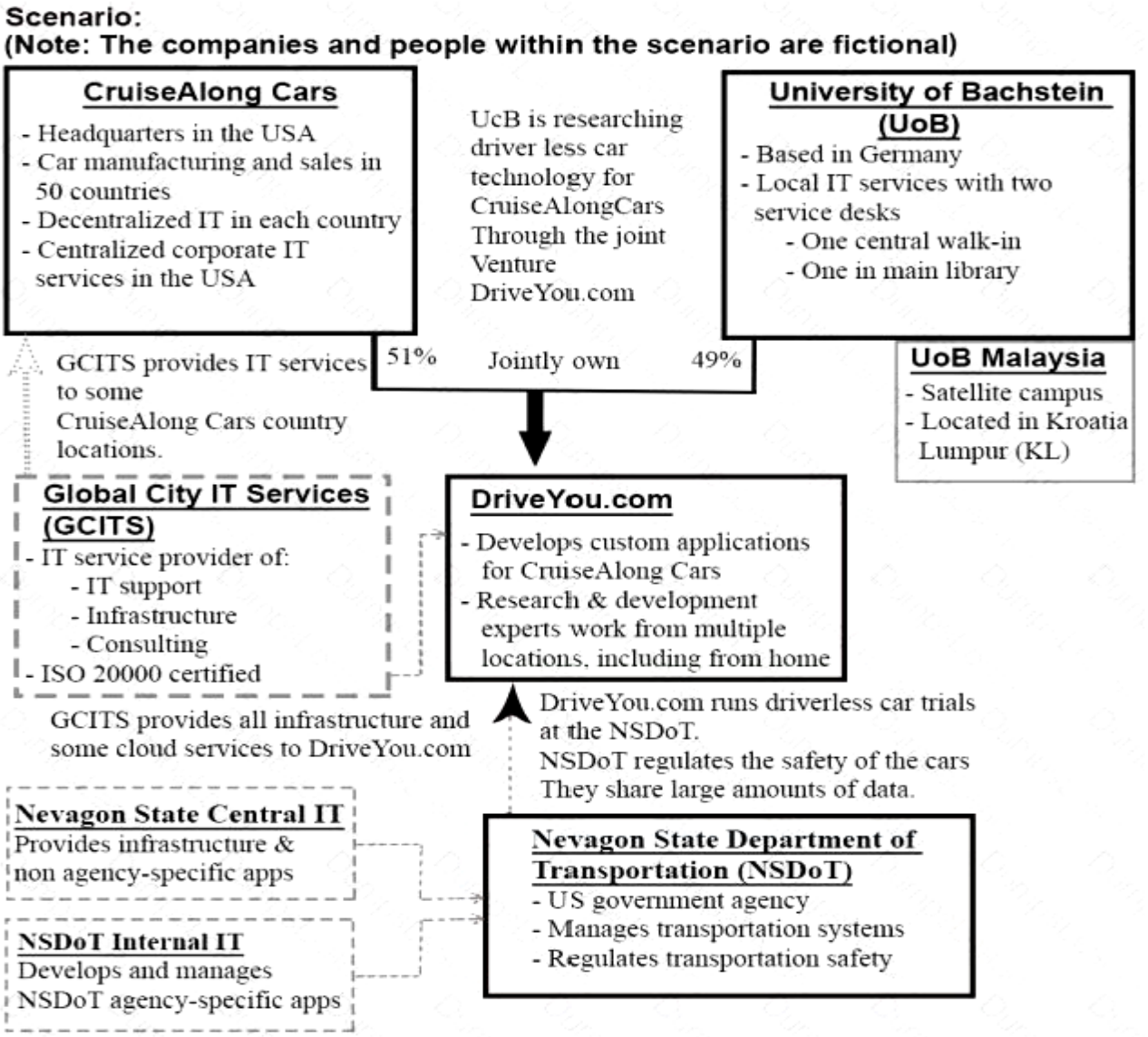
Baseline value: Average cost per incident = $12.50

Expected result: Average cost per incident = $9.00

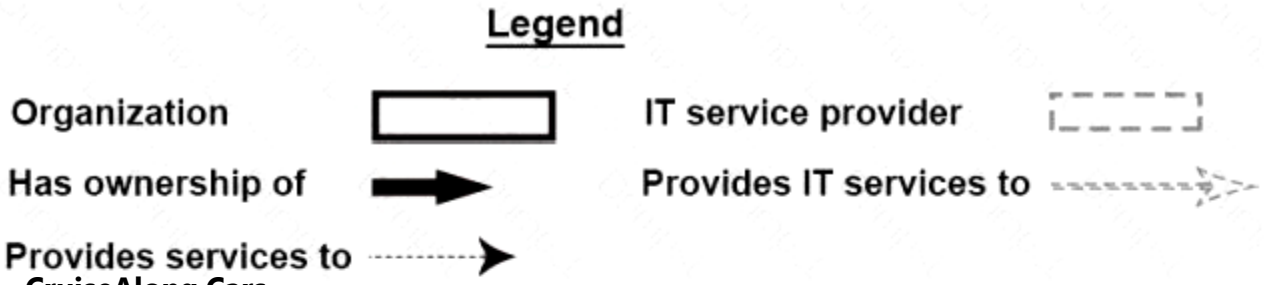
Answer: D

Question: 9

See the scenario for additional informational.



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past,

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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.

DriveYou.com decided to move the storage and management of their testing data to a new platform so that they can share it more effectively with the UoB. They also need to facilitate data transfer from new CruiseAlong Cars research facilities in Japan and Australia.

The DriveYou.com project manager needs to establish an effective channel of communication with
CruiseAlong Cars' new research facilities. There is already a plan for communicating with other stakeholders.

Which is the BEST approach?

A. Create a new comprehensive communications plan for all stakeholders before engaging with the research teams.

B. Use the existing communications plan and send all previous communications to the research teams.

C. Make contact with the research teams and build a specific communications approach to address their needs.

D. Include the named contacts immediately on the project email distribution list and ask them for feedback.

Answer: C

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