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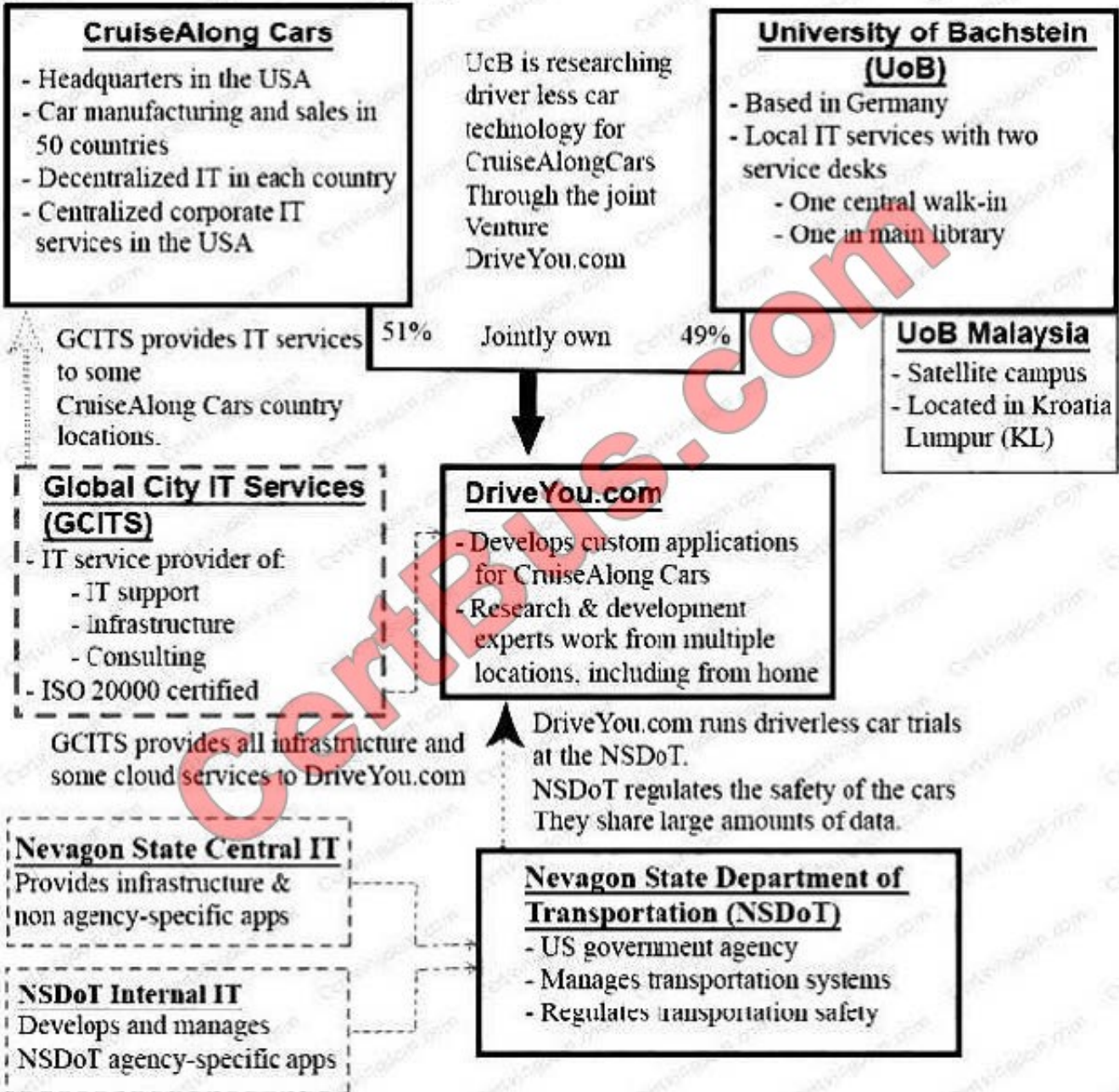


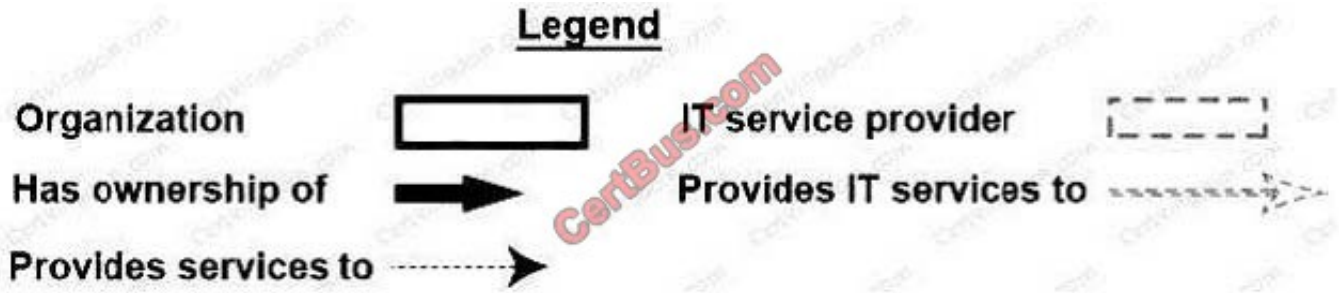
QUESTION 1

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 Nevada State Department of Transportation (NSDoT)

NSDoT is a government agency in the US state of Nevada, 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 bidirectional 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 Nevada 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.

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.

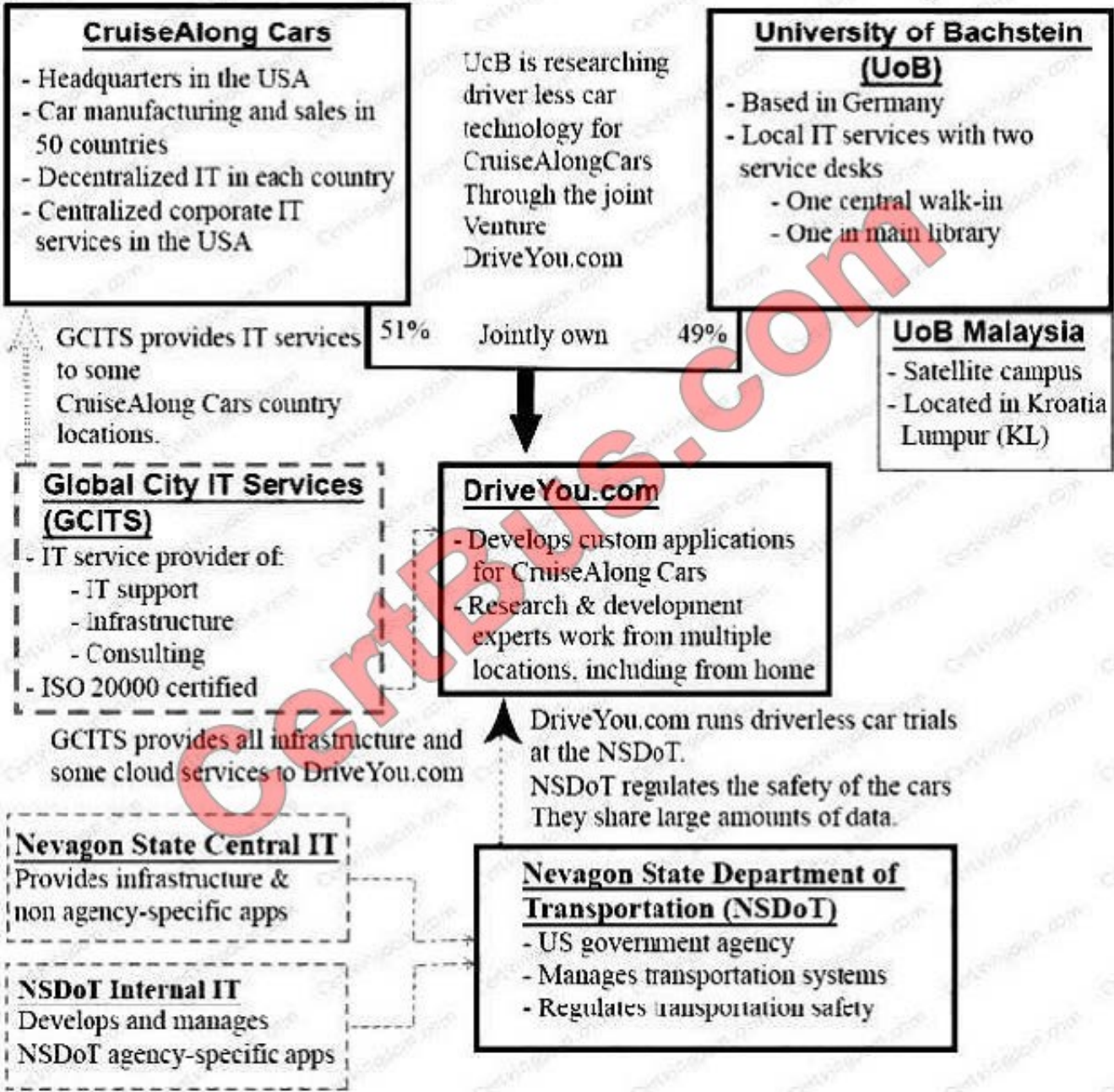
Correct Answer: D

QUESTION 2

See the scenario for additional informational.

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Legend



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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.

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 3

The project manager is writing a business case for the improvement. This business case explains how following the CSI approach will contribute to the improvement work. Which is a correct description of the purpose of a CSI step in this improvement work?

A. "Where are we now?" will document process issues that need to be resolved.

B. "How do we get there?" will specify the objectives and business case for the project.

C. "What is the vision?" will identify the best ITSM software tool to use.

D. "Did we get there?" will define measurable steps for the project.

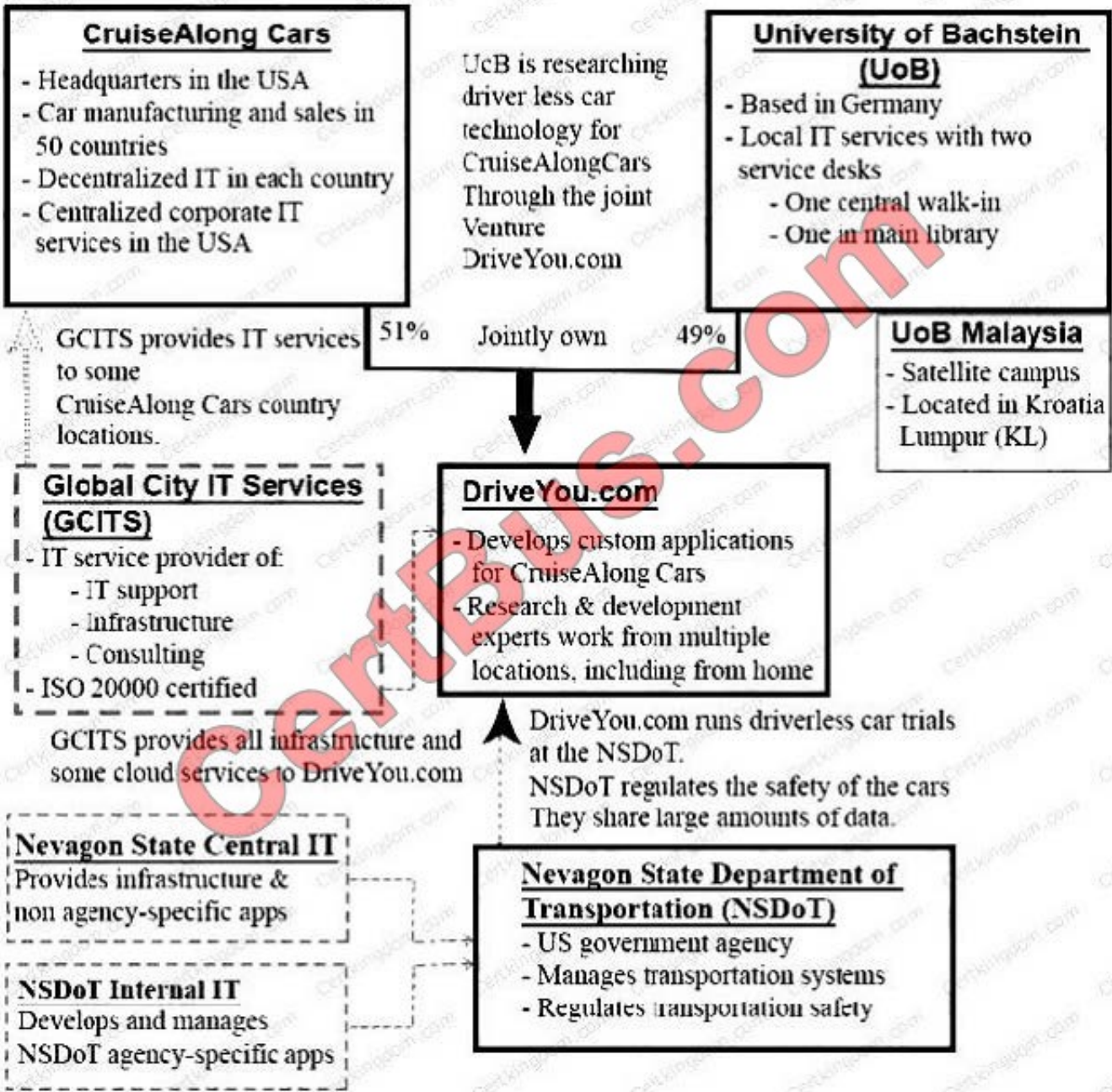
Correct Answer: A

QUESTION 4

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	Metric
1	Average number of incidents resolved per agent per day
2	% of time that mobile users can send and receive emails
3	% availability of mobile access servers
4	Average cost of resolving incidents
5	Mean time between failure of mobile devices
6	Length of time to provide senior executives with new mobile device

Which set of metrics provides a suitable balance?

- A. 1, 3 and 4.
- B. 1, 5 and 6.
- C. 2, 3 and 5
- D. 2, 4 and 6

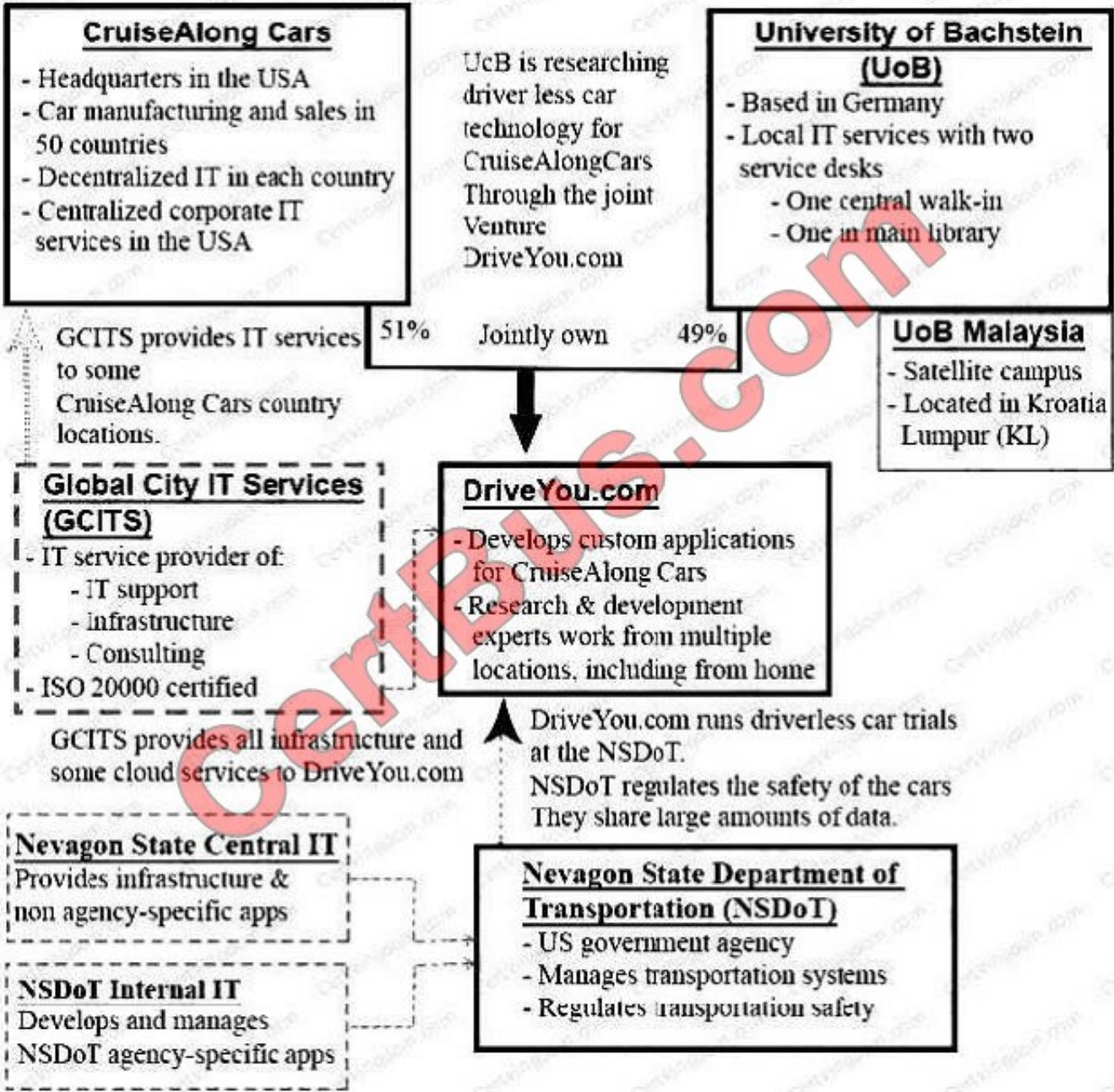
Correct Answer: C

QUESTION 5

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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 Optimsolv 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 Optimsolv staff are likely to react, and win their support

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

Correct Answer: C

QUESTION 6

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.

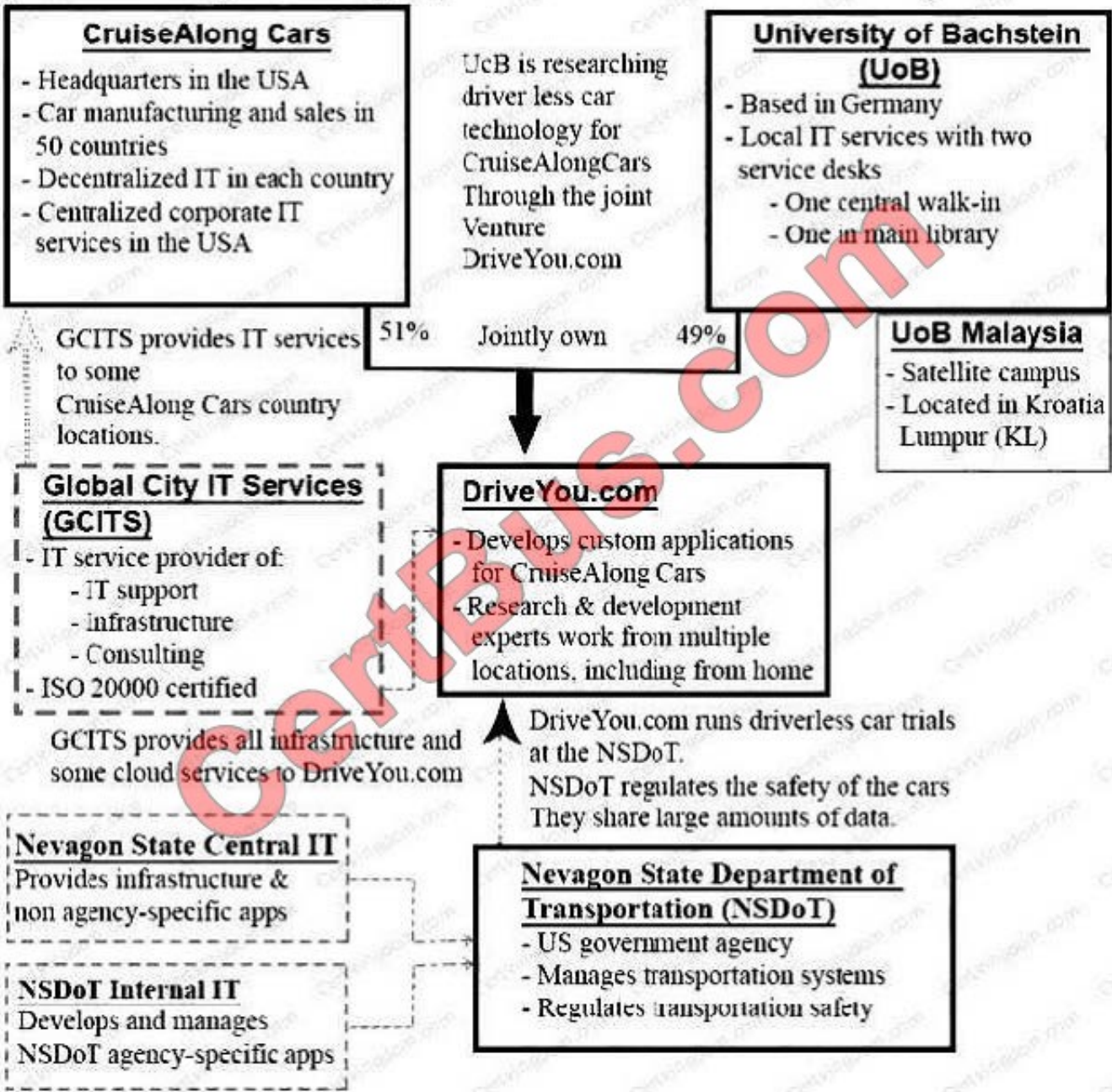
Correct Answer: C

QUESTION 7

See the scenario for additional informational.

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Legend



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ensure that Optimsolv is compliant.

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.

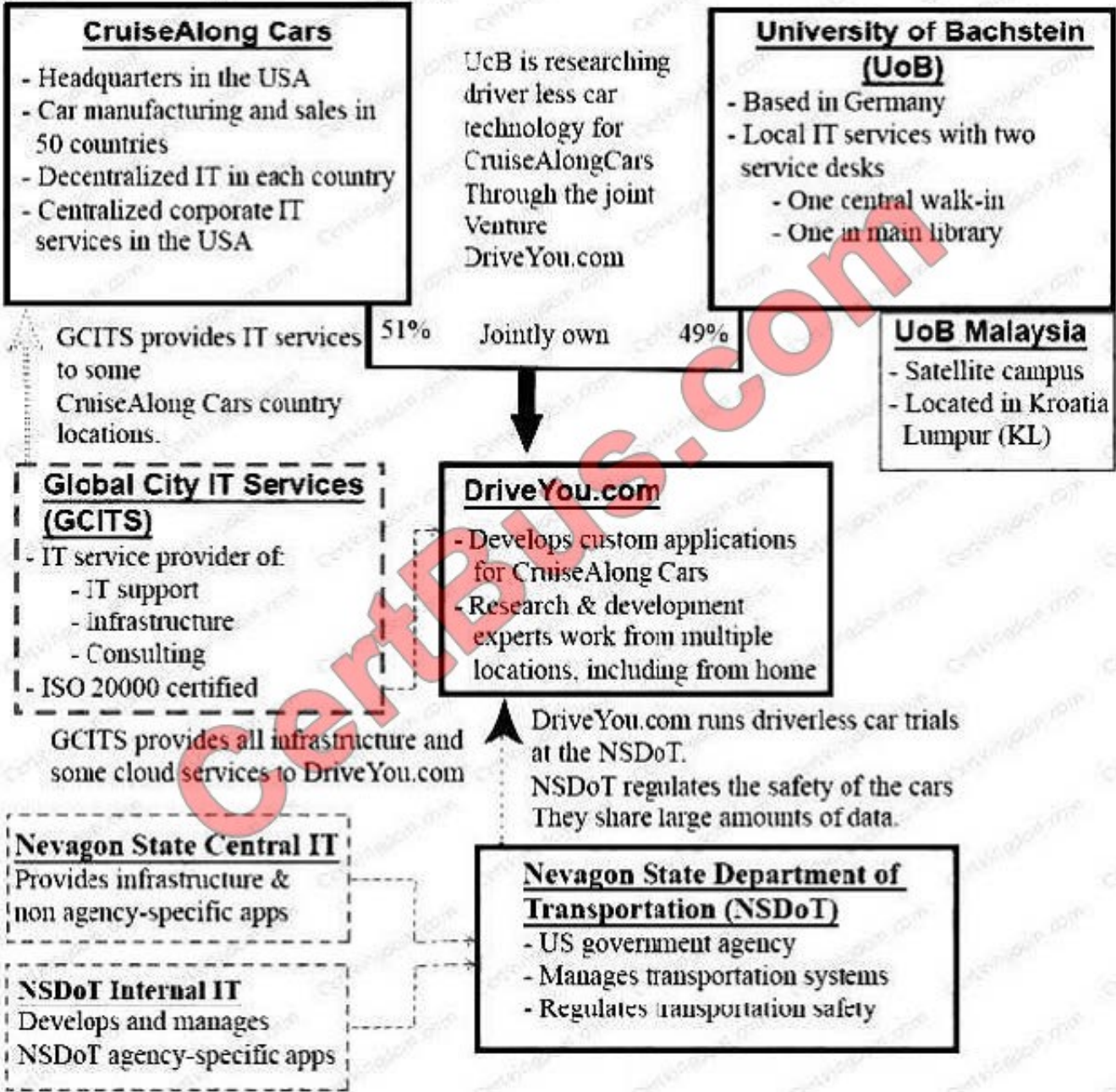
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QUESTION 8

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Which benefit is the MOST important to include in the business case for this improvement and why?

- A. A lower risk of overspending the IT budget, because this is aligned with the goal of the improvement.
- B. Fewer breaches of agreed service levels, because this will lead to improved business unit satisfaction.
- C. Provision of shared funding from many countries, because this will lead to improved business unit satisfaction.
- D. A reduction in the cost of service desks, because this is aligned with the goal of the improvement

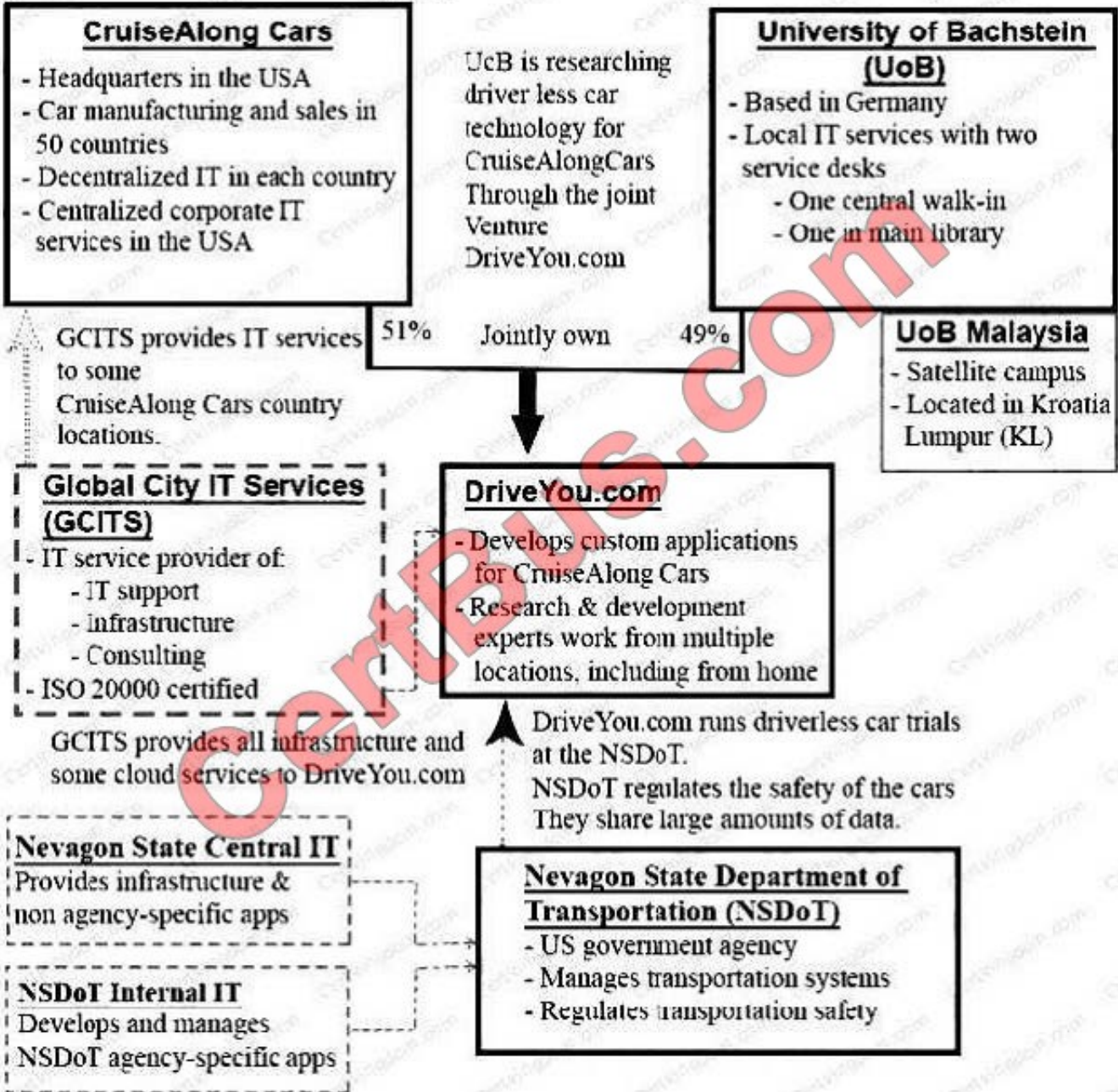
Correct Answer: D

QUESTION 9

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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

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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:

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NSDoT is a government agency in the US state of Nevada, 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 bidirectional 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 Nevada 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.

What is the BEST way to define the role of the BRM at the university?

A. Adopt a job description that matches the example of the BRM role in the ITIL guidance.

B. Appoint the BRMs and ask them to define their own role, based on ITIL guidance.

C. Identify the expected outcomes and define the BRM role by building on the guidance in ITIL.

D. Adopt the job descriptions of business analysts and ensure they focus on the customer aspect of their work.

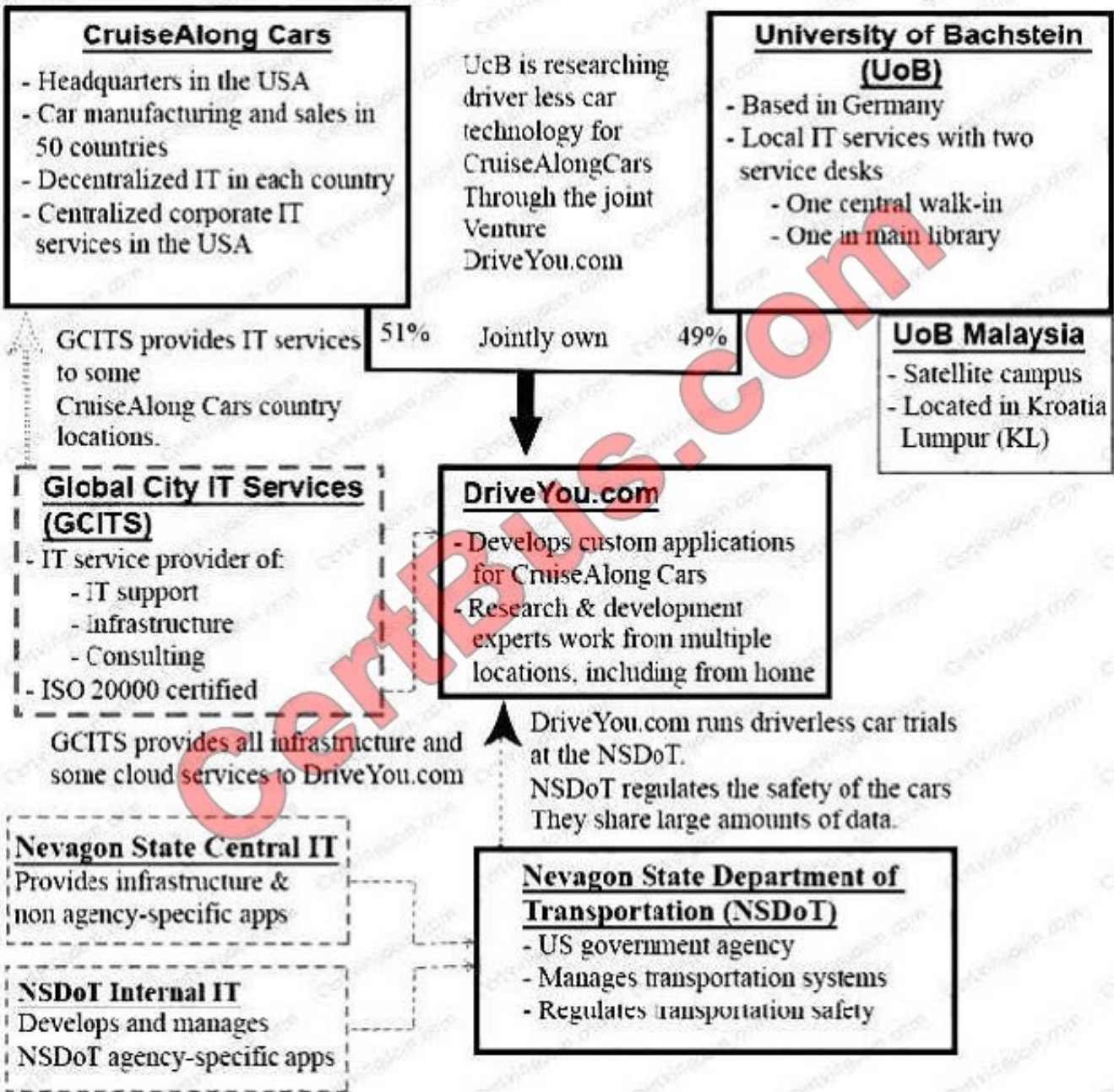
Correct Answer: C

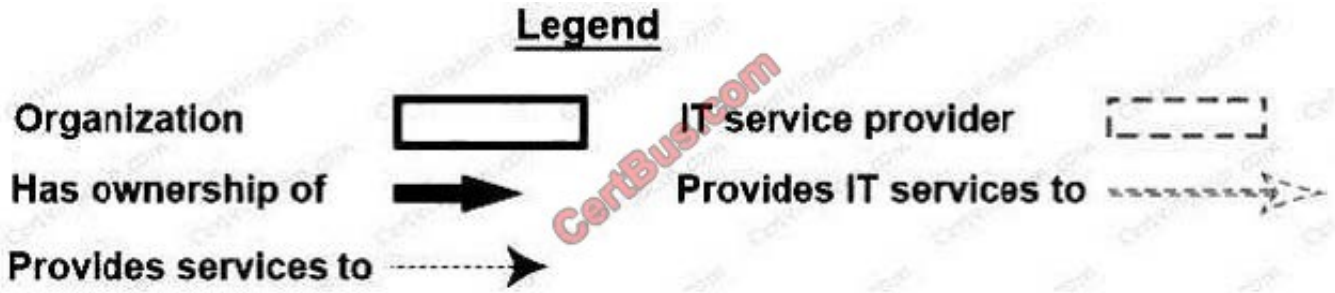
QUESTION 10

See the scenario for additional informational.

Scenario:

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





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Which definition is the MOST complete?

A. Grant application service: increases the number of successful grant applications by helping researchers to write

effective grant proposals. reduces cost of support staff needed increases reliability of grant submissions.

B. User device access service: provides connectivity for phones, laptops and tablets. includes service desk support and software deployment. supports cost-effective remote access to central services for people working from home.

C. Exam administration service: increases productivity of administrative staff by reducing downtime of exam marking and grade tracking. reduces cost of managing exams. provides centralized storage of exam materials in the cloud.

D. Centralized email service: reduces overall costs for the university IT department by enabling retirement of many smaller email services. provides connectivity to central cloud email service. supports calendar and shared distribution lists

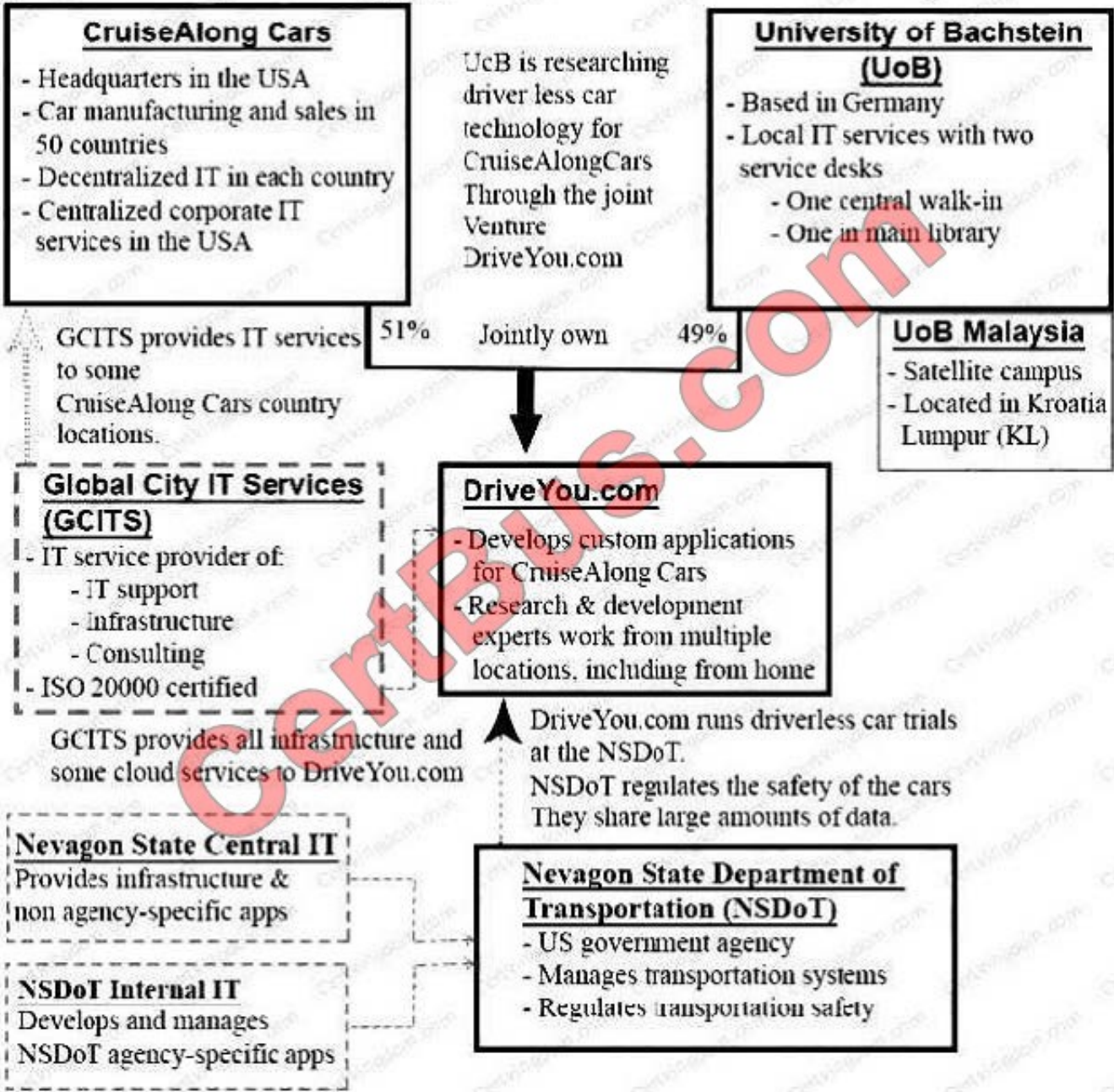
Correct Answer: D

QUESTION 11

See the scenario for additional informational.

Scenario:

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Legend



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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.

The project manager is planning an assessment to verify that the improvements have been achieved in the first iteration of the project.

Which are the BEST two outputs of the assessment?

	Outputs
a)	Customer satisfaction; Process maturity of incident management and request fulfilment
b)	Process metrics; Organizational maturity of CruiseAlong Cars business units
c)	Customer satisfaction; Change readiness of CruiseAlong Cars IT departments
d)	Process metrics; SWOT analysis of all service management processes

- A. Customer satisfaction; Process maturity of incident management and request fulfilment
- B. Process metrics; Organizational maturity of CruiseAlong Cars\\ business units
- C. Customer satisfaction; Change readiness of CruiseAlong Cars\\ IT departments
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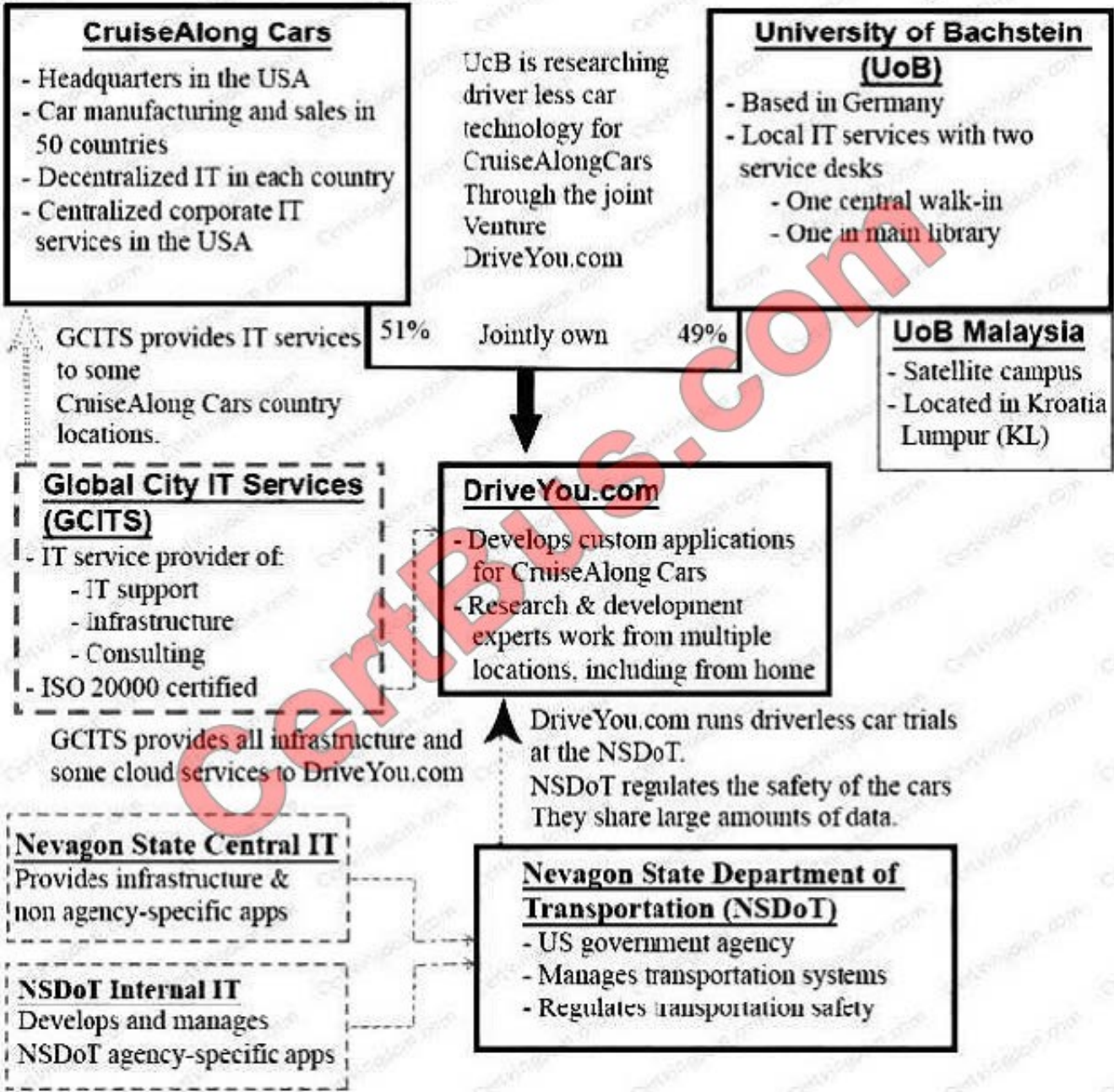
Correct Answer: B

QUESTION 12

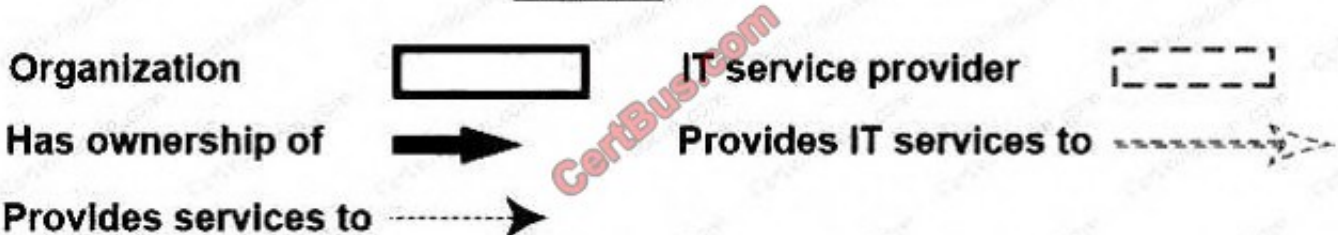
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During which two activities is it MOST important to measure average cost per incident?

	Activity
1	Agreeing the high-level objectives for the improvement initiative
2	Understanding the current situation
3	Reviewing the improvement initiative to see if it has succeeded
4	Defining the detailed objectives for the improvement initiative

A. 1 and 2.

B. 2 and 3.

C. 3 and 4.

D. 1 and 4.

Correct Answer: A

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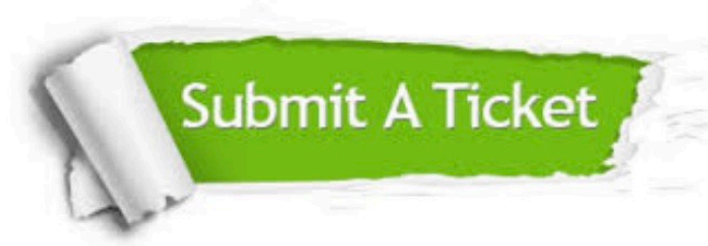
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