EXIN
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PROFESSIONAL

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Sample Exam

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Content

Introduction

This is the set of sample questions for EXIN BCS SIAM™ Professional (SIAMP.EN). The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is the correct answer.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth one point. If you obtain 26 points or more you will pass.

The time allowed for this exam is 90 minutes.

You are allowed to use the case study for this entire exam. The case study applies to all questions. The scenario in each question only applies to that particular question.

Good luck!

Sample exam

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ZYX has decided to use an external service integrator, and to use the tool provided by that integrator.

Of all the constituent companies in the ZYX organization, which is likely to see the **greatest** change to their overall governance model?

A) ZYXA
B) ZYXD
C) ZYXUK
D) ZYXS

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ZYX would like to use an external service integrator. The CIO has asked the consultancy organization, SIAMRUS, to provide some initial recommendations on how the future SIAM ecosystem should be governed, the roles that will be required, and where those roles should be established.

SIAMRUS is currently documenting the proposed role of SIAM Governance Lead.

Who is the **most** likely person to take this role?

A) ZYX CEO
B) ZYX CIO
C) ZYXS IT Director
D) ZYXS Service Management & Service Desk Lead

As part of the NEWGEN transition project, the contract manager for ZYXH has been seconded to work with the project team. They are looking at how new contracts will need to be structured and worded, including how service performance will be measured. Having attended SIAM training to understand what is required, the contract manager is now getting input from business representatives and IT tooling experts to identify proposed performance metrics to be monitored for each contracted service.

What approach should the contract manager take?

A) Produce a standard set of performance measures and targets, which will be monitored for each contracted service across all ZYX divisions. This will provide a standardized approach.

B) Produce a standard set of performance measures, which will be monitored for each service contracted by ZYX. Then identify different targets depending on the actual service and the required service level.

C) Produce different sets of performance measures and targets, for each category of service. These will be used for each contracted service of that category, no matter which ZYX division is using the service.

D) Produce different sets of performance measures, for each category of service. Then identify different targets depending on the actual service and the service level required by ZYX.

ZYXUK has proposed that ZYX's current service providers capability to deliver a SIAM model should be assessed.

How should the assessment be initially approached?

A) A capability assessment produced by ZYXS one year ago should be used as a starting point to determine the current capabilities within ZYX. Information on services not currently included should be added. This will enable a swift assessment of the current situation.

B) Employ SIAMRUS to supply an analysis of the current capabilities within the external providers. A maturity assessment of the processes used should also be undertaken. This will provide a good basis to determine whether additional resources would be required.

C) ZYX should commission an independent investigation into the level of capability within the current service providers. A capability portfolio should be created. The SIAMRUS proposition should be considered together with other viable options found.

D) ZYXH should interview ZYXS, ZYXD, OUTCO, NETCO, and SIAMRUS concentrating on their capability to support a SIAM model. Use the information provided to set up an accurate capability portfolio to be used as an initial benchmark for the program.

The transition to the SIAM model is anticipated to complete in 12 months' time. The CIO of ZYX is concerned that some of the current service providers might not agree to the contract changes required for the new SIAM model.

Which service provider is likely to present the **greatest** challenge to agreeing the changes required?

A) BANK$CO
B) CAD$CO
C) NET$CO
D) OUT$CO

ZYX has resources in different locations that should also be used within the retained organization when the new SIAM model is implemented. SIAMRUS has reviewed a set of available documentation.

What should they recommend as the **best** starting point for ZYX to identify the current capabilities?

A) Capability heat map
B) RACI matrices
C) Resource improvements
D) Training and development plans

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ZYX is considering the SIAM model proposed by SIAMRUS. The CEO wants to understand what impact any expansion of ZYX into other countries will have on this SIAM model as a result of considerations for compliance and standards. She wants to minimize any risks to the profitability of ZYX.

What would be the **most** likely effect to the SIAM model arising from the expansion?

A) The impact of the expansion will be significant. This will have the potential to disrupt the agreed provision of services. Any changes to the model should be delayed until the renewal of any affected contracts.
B) The impact will be different depending on the country involved. Wherever possible any changes to the SIAM model should be made only after careful assessment of the capabilities, risks and potential value of the changes.
C) The impact will be known, as growth is an identified requirement that has been incorporated into the SIAMRUS SIAM model. Therefore, additional locations should be accommodated with minimum risk.
D) The impact will be minimal since compliance and standards are international concepts. Any risks generated would be identified. Changes to the model would be accommodated irrespective of the level of risk.

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Which part of the corporate strategy of ZYX will a successful transition to SIAM **most** likely address?

A) Be ready to adapt to change
B) Control any change in headcount
C) Ensure delivery against contracts
D) Remove reliance on legacy systems

The CIO of ZYX is creating the outline business case for the SIAM transition.

What should be included in the outline business case as a critical success factor for NEWGEN?

A) A measurable reduction in the cost of building, implementing and supporting ZYX IT services
B) A strategy for the service groups that considers and resolves the current data center capacity issue
C) Establishment of positive and productive relationships between the business and the providers
D) Successful deployment of the NEWBNK application across all ZYX organizations

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The ZYX Board of Directors has agreed the overall SIAM strategy. SIAMRUS will be contracted as the service integrator. ZYXD, ZYXS and ZYXUK will be internal service providers. The other current service providers will be external service providers. The project to implement SIAM has been initiated and the next task is to design the outline SIAM model.

What would the **most** effective approach to resourcing the design of the outline SIAM model?

A) Bring in independent experts to design the model and let them go once the model is approved
B) Commission SIAMRUS under a separate contract to lead on the design of the outline model
C) Spread the activity across the current service providers to ensure that they buy-in to SIAM
D) Use existing staff from across ZYX and backfill their operational roles with contract resource

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The ZYX Board of Directors wants to confirm the SIAM strategy for ZYX. They have asked SIAMRUS to provide more information on their standardized SIAM model.

SIAMRUS has proposed that ZYX uses the following service providers:
Hosting: SIAMRUS
Networks: NET$CO
Application development: OUT$CO
Application support: OUT$CO
End user compute: MOB$CO
Service Integrator: SIAMRUS
Service desk: SIAMRUS

The ZYX Board of Directors is concerned that this omits ZYXS.

What is the **best** approach for ZYXS that supports the ZYX corporate strategy, ZYX mandate for change, and SIAM?

A) Add ZYXS as an internal service provider
B) Exclude ZYXS' services from the SIAM model
C) Put ZYXS into the retained capabilities
D) Transfer the services from ZYXS to OUT$CO

Project NEWGEN has now been established. A SIAM strategic governance board has been created. The CEO has told the Head of Organizational Change for ZYX about the behavioral challenges with ZYXUK. She wants to ensure that the ZYX SIAM Strategy is appropriate for all ZYX companies, and that ZYXUK embraces it and actively supports its implementation.

Which approach should the Head of Organizational Change propose that will be the **most** successful in achieving these aims?

A) Adopt the SIAM Strategy from the report created for ZYZUK by SIAMRUS as the ZYX SIAM Strategy
B) Appoint the ZYXUK Operations Director as the SIAM Governance Lead who owns the ZYX SIAM Strategy
C) Make ZYXUK IT staff take part in the IT Steering Group, as they have not attended the last two meetings
D) Send the ZYXUK Management Board a copy of the SIAM Strategy and ask them to send it to their staff

ZYX wants to establish the SIAM environment as quickly as possible because the CEO wants to accelerate the expansion into the USA.

What is the **most** appropriate way to initiate project NEWGEN?

A) Create the SIAM strategy and business case, along with the outline model for the implementation
B) Define the critical success factors and the plan to communicate the ongoing performance of the project
C) Establish a waterfall program, which defines a series of Agile projects with minimum viable products for each project
D) Onboard an Agile project team with a mandate to provide rapid, prioritized implementation of the required components

The SIAM project board has decided that the chosen SIAM structure will be the lead supplier as service integrator. OUT$CO has been awarded the service integration contract. They are designing the service grouping for local area networks. ZYXS will provide a central service desk for the SIAM ecosystem.

Who would be the **best** provider of the local area network support for ZYXA?

A) DESK$CO
B) DLAN$CO
C) NET$CO
D) OUT$CO

ZYXH has commissioned the SIAM ecosystem. SIAMRUS is the proposed service integrator. The following service groups and service providers have been selected:

Service group:	Service provider
Application services:	ZYXS
Desktop support:	DESK$CO
Hosting:	ZYXD

Local area network: OUT$CO
Wide area network: NET$CO

The wide area network connects the local area networks to the hosting service, so that users across ZYX can access the application services.

What **best** defines who else NET$CO will have operational and functional relationships with?

A) All other selected service providers and SIAMRUS
B) All other selected service providers, SIAMRUS, and ZYXH
C) OUT$CO, ZYXD, ZYXS, and SIAMRUS
D) OUT$CO, ZYXS, DESK$CO, and SIAMRUS

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The ZYX Board of Directors has decided on a SIAM strategy. They want to use the expertise from SIAMRUS, but with ZYX retaining control of architecture, strategy and business relationship management.

What SIAM structure should ZYX choose?

A) Hybrid service integrator between ZYXH and SIAMRUS, splitting specific responsibilities
B) SIAMRUS as external service integrator, with ZYXH providing the retained capabilities
C) SIAMRUS as lead supplier service integrator, giving them additional application support roles
D) ZYXH as internal service integrator, using SIAMRUS for resource augmentation

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ZYX has appointed SIAMRUS as an external service integrator. The SIAM transition is complete. ZYXH provides the retained capabilities for ZYX. For the past three months OUT$CO has not met their SLA targets and SIAMRUS wants to apply service credits.

Which **best** describes how these credits should be applied?

A) SIAMRUS calculates the service credits due and passes the data onto ZYXH who then processes the collection.
B) SIAMRUS informs OUT$CO that credits are due and tells OUT$CO to contact the ZYXH purchasing department.
C) SIAMRUS informs ZYXH of the service failure. ZYXH then verifies, calculates and collects the amounts due.
D) SIAMRUS raises the service credits using delegated authority, collects the sums due, and passes them on to ZYXH.

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ZYX has appointed OUT$CO as the service integrator. ZYXS will be an internal service provider, providing development, support, and service desk services. All other current service providers will continue to provide their services.

ZYXS service management has asked OUT$CO if ZYXS can continue to report on the current ZYXS measures and targets:
- number of incidents received and resolved by the service desk;
- number of changes approved each month;
- service availability.

ZYXH and ZYXG have asked OUT$CO if they could receive a report each month from OUT$CO, showing achievement of these three targets by every service provider.

What is the **first** step that OUT$CO should take?

A) Develop a performance measurement plan to collect and analyze this data from all providers
B) Identify a common set of calculations for these measures and targets for use by all service providers
C) Instruct all service providers to adjust their internal models to report on these measures and targets
D) Lead a discussion with all service providers on the impact of adopting these measures and targets

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The ZYX SIAM model has been operational for two months. OUT$CO is the service integrator. ZYXS provides the service desk and application development & support services, using different teams. ZYXD is hosting the ZYXS applications. ZYXS and ZYXD are both meeting their individual service levels. However, OUT$CO has identified that there is often tension and conflict between the different teams of ZYXS and ZYXD.

What is the **best** approach that should be taken by OUT$CO to ensure that these teams work together more effectively?

A) Bring the teams of ZYXS and ZYXD together to discuss the issues and agree a suitable way forward
B) Escalate to the SIAM Operational Lead and ask for a formal warning to be given to ZYXS and ZYXD
C) Establish a collaboration forum with all providers to ZYX and raise this example at the first meeting
D) Introduce a specific target in the overall set of KPIs measuring how all providers work together

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ZYX decided to continue to use all existing service providers apart from OUT$CO. New contracts, including service integration requirements and revised service levels, have now been signed with all providers. SIAMRUS provided advice on the contents of these contracts. However, it has been decided to appoint OUT$CO as the service integrator, as the costs received from SIAMRUS were too high. ZYX is now negotiating the contract with OUT$CO.

What is the **best** approach that should be taken in the contract for incentivizing the performance of OUT$CO as the service integrator?

A) All suppliers including OUT$CO will share an incentive payment based on an ongoing improvement in the speed of closing incidents.
B) If any service provider fails to achieve any service level target, service credits will be equally applied to both the service provider and OUT$CO.
C) OUT$CO will be rewarded for the achievement of targets for end-to-end service performance, collaboration, and improvement.
D) OUT$CO will receive a bonus for each period where every service provider achieves their individual service levels.

OUT$CO has been proposed as the external service integrator for ZYX. OUT$CO will also provide the central service desk and hosting for the SIAM ecosystem. ZYXH will provide the retained capabilities. The CEO wants to be able to easily replace any of the services from OUT$CO if they regularly fail to achieve the service levels.

What is the **best** contract arrangement for OUT$CO in the SIAM model for ZYX?

A) Create contracts each with an MSA, schedules, and SOWs for each of the three services
B) Create three separate contracts with associated schedules for each of the services
C) Create a single contract with different schedules for the different types of service
D) Update the existing contract with OUT$CO to remove the services that are no longer required

SIAMRUS has been selected as the service integrator. The contract with OUT$CO has been renewed.
The ZYX project team involved with the transition to SIAM realizes that successful transition will rely on the way that organizational change management (OCM) is done. They decide to recruit an OCM expert. As part of the selection process the ZYX project team asks each candidate to consider the impact of OCM on four specific areas namely ZYXH, SIAMRUS, OUT$CO and ZYXS.

Which response **best** demonstrates an understanding of how to overcome challenges during the SIAM transition?

A) During implementation of the SIAM model it is necessary to get commitment mainly from the project people involved. The enthusiasm of ZYXH must be maintained and demonstrated to reduce organizational resistance. Communication with all staff from ZYXS and OUT$CO should be undertaken by SIAMRUS using the same channels.
B) OCM is very important. The approach should be established at the beginning of the project. Making staff in ZYXH, SIAMRUS, OUT$CO and ZYXS aware of the need for change is key. Analysis of the current employees' appetite for change will enable comprehensive communications plans and approaches to be tailored for each area.
C) The attitude of people will influence the ability of any organization to transition to SIAM. Therefore, OCM should be planned early in the program. It is essential that all staff from OUT$CO supports the initiative. SIAMRUS should maintain the momentum of the project by circulating weekly emails to ZYXS and ZYXH reporting progress.
D) The SIAM transition program should consider its impact on the new staff structure during the Plan and Build stage. SIAMRUS must champion the proposed changes by building the confidence of staff from ZYXS and ZYXH. Communication should be via a weekly video and emails to senior staff in all organizations.

The service integrator is organizing a series of onboarding workshops during the transition. ZYX has been asked to host a session.

How can ZYX **best** assist with onboarding during these workshops?

A) Contribute to new approaches and working models
B) Define the low-level operational interfaces for each of the services
C) Guide the resolution of operational details of the implementation
D) Highlight their business goals to ensure alignment

A major bank has decided to stop using BNK and the bank counter terminals (BCTs). This will severely affect the profitability of ZYX. The CEO has asked the CIO to consider transferring all services currently provided by ZXYS and ZYXD to OUT$CO.

What would be the **greatest** risk with adopting this strategy?

A)   Amending the terms of the hosting contract with BANK$CO
B)   Changing the culture of the staff in the ZYXS and ZYXD teams
C)   Maintaining the support of the current staff in ZYXS and ZYXD
D)   OUT$CO acquiring the knowledge needed to operate the services

ZYX is considering using the service segregation proposed by SIAMRUS, including appointing SIAMRUS as the service integrator. ZYX would like a mix of current and new service providers.

ZYX wants to understand what tooling strategy and integration method will best support the new service model. The solution should be seamless and cost effective, with the lowest complexity possible.

Which approach for tooling strategy and integration method will **best** meet the requirements of ZYX?

A)   During the Plan and Build stage ZYX should mandate the use of the SIAMRUS toolset for all providers in the SIAM ecosystem. This tool would take automated bulk updates of data from the service providers, and then convert the data into a format that SIAMRUS could use to report on the end-to-end performance of the services.
B)   In the Implementation stage ZYX should find and appoint an external provider of an integration service. This integration service should facilitate data transmission from all service providers in the SIAM model without them having to make any changes. The toolset should also provide real time status tracking and audit trails.
C)   The market should be searched for potential toolsets during the Discovery and Strategy stage. In Plan and Build the data requirements for integration should be analyzed. The analysis should be used as input to the tooling strategy, taking into account the tools available, service provider capabilities, and the SIAM model.
D)   ZYX should select and implement a single toolset before the Plan and Build stage. The tooling strategy should mandate the requirement for all service providers to interface with this toolset. The toolset must reduce the tasks associated with data integration and achieve seamless reporting with minimal overheads.

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The CEO has decided that the service integrator will be external. The Board of Directors has agreed not to renew the contract with OUT$CO, so it will end in 8 months' time. The replacement services will be sourced from multiple service providers, in line with the mandate for change. The ZYX Board of Directors has asked the CIO to recommend an implementation approach for SIAM across ZYX that best achieves the mandate for SIAM with the least risk and cost to ZYX and its individual companies.

Which is the **most** appropriate implementation approach?

A) Transition all services and service providers for all ZYX companies to the SIAM model at the same time, when the contract with OUT$CO ends.
B) Transition all services and service providers for all ZYX companies to the new SIAM model within 6 months, addressing current integration issues.
C) Transition the new service providers for ZYXUK to the new SIAM model first, pilot for 3 months, then transition all other service providers for ZYX.
D) Transition ZYXD to the new SIAM model, pilot for 3 months, then transition ZYXS, pilot for 3 months, then transition all other service providers.

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The CIO of ZYX has been asked to go to the IT Steering Committee to discuss a phased implementation.

What is the **key** concern raised by business units for this type of approach?

A) ZYX is unsure about the impact on business unit budgets.
B) ZYX is unsure about the number of business units involved.
C) ZYX needs to integrate both old and new working practices.
D) ZYX will introduce a higher level of risk by using phases.

ZYX is currently undertaking project NEWGEN, aimed at transitioning the ZYX organizations to a SIAM model. The ZYX management team is considering a number of alternative approaches that have been suggested for transitioning to the new service integrator and service providers.

What would be the **best** transition approach for ZYX?

A)   Appoint and onboard the service integrator and work with them to define the detailed SIAM model. Onboard service providers in phases related to a specific ZYX organization. Initially allow each service provider to use their own processes with no changes, integrate them once all providers have been onboarded.

B)   Define and agree the detailed SIAM model. Engage the service integrator so that they can support the transition activities during the onboarding of the different service providers. Undertake user scenario testing with all parties to validate the integration of the service provider processes across the new SIAM ecosystem.

C)   Identify and onboard appropriate service providers based on the services ZYX requires. Closely monitor their performance, and then select the best performing provider to be the service integrator. Transition the other service providers to align to processes defined by the new service integrator.

D)   Identify the logical order for disengaging existing service providers that will not be part of the new SIAM ecosystem. Engage the service integrator to manage the transition of services from the old to the new providers in the agreed order. Ensure that the onboarding of new service providers includes their alignment with the detailed SIAM model.

ZYX has decided that MOB$CO will not continue to provide services under the new SIAM model. OUT$CO will be the new service provider for desktop support for all ZYX organizations. MOB$CO has reacted badly after receiving this news and is not being cooperative with OUT$CO.

What is the **best** action for OUT$CO to take to ensure a successful transition of desktop support services into the SIAM model?

A)   Develop a process model showing all of the interactions between the current processes used by MOB$CO

B)   Discover what expectations and demands users in the ZYX organizations have for desktop support

C)   Get ZYXS to obtain from MOB$CO the full history of all closed incidents, problems, changes, and releases

D)   Use the process forum structural elements to encourage more cooperation from MOB$CO

The SIAM model for ZYX includes an internal service provider for application development. The staff for this service provider will come from the current development teams in ZYXS and ZYXUK. An external consultancy company has been asked to create an awareness campaign about the new SIAM model for the affected staff in ZYXS and ZYXUK. The campaign must influence the staff to make the required changes in working practices and culture. A combination of email communications and workshops will be used to deliver the campaign.

What is the **best** approach that should be used to determine the effectiveness of the awareness campaign?

A) Carry out ongoing measurements of changes in staff attitudes and achievement of outcomes
B) Measure the adoption of Lean and Agile approaches by the application development teams
C) Monitor the attendance of the ZYXUK stakeholders at the IT Steering Group meetings
D) Review the statistics for the number of email replies received in response to the communications

The ZYX Board of Directors has decided that ZYXUK should terminate the contract with OUT$CO. A procurement exercise will take place to select the external service providers and service integrator for the new SIAM model.

What is the **best** approach to ensure that OUT$CO is motivated to provide good quality services until the end of their current contract with ZYXUK?

A) Arrange for OUT$CO to be the lead supplier on the Executive Steering Board for the SIAM transition
B) Ensure that regular communications are provided to OUT$CO and all other current service providers
C) Instruct the ZYXUK service delivery managers to have monthly service review meetings with OUT$CO
D) Leave making the announcement to OUT$CO that the contract will be terminated until as late as possible

The transition to the new SIAM model is complete. SIAMRUS is the service integrator. ZYXH provides the retained capabilities for ZYX. ZYXS provides application, support, and service desk services. Services for network provision, application development, and application support remain with the same service providers as before the transition.

Last week an email about the launch of a new mobile application created as part of NEWBNK was circulated to all users of BNK and NEWBNK. Yesterday, this created excessive demand, causing a four-hour outage of the online banking system. The cause is believed to be an overload of the network services.

During the outage ZYXS led the activities for service restoration without involving the service integrator. ZYXS logged and assessed the incidents reported by users, and involved the network service providers in order to diagnose the cause and restore the services.

What approach should be taken **next**?

A) As they are accountable for the delivery of the end to end service, SIAMRUS should take overall control of the investigation into the outage. The tactical governance boards of ZYXS and NET$CO should independently investigate the cause of the outage and report back to SIAMRUS. SIAMRUS will use these to form the basis of a report that they present to the strategic governance board.

B) Further investigation into what happened should be led by the incident management process forum. The forum should review what went well and what requires improvement, utilizing the expertise of the ZYXS scrum team and other providers. Requests for any additional funding required to implement improvements would be initially made to the operational governance board.

C) The incident should be escalated to an ad hoc problem management working group for investigation. SIAMRUS should chair the group, with representatives from NET$CO, DLAN$CO, BANK$CO and ZYXS. If further escalation is required this would go to the appropriate operational, tactical or strategic board. ZYXH would play a major role in in all the governance boards.

D) This was a major outage, therefore ZYXS should immediately inform ZYX senior management. A representative from ZYXH should investigate with the relevant service providers. When a solution is found the details should be captured and used by ZYXS to inform the relevant process forums and operational boards. This should enable SIAMRUS to prepare a report for the strategic governance board.

The ZYX SIAM executive steering board is compiling the agenda for their first meeting.

Apart from receiving updates on the progress of the implementation project, what should be included in this discussion?

A) The effect of the potential merger of ZYXA with the Japanese competitor
B) The introduction of additional capacity issue at the ZYXD data center
C) The lack of engagement with the ZYXS change forum
D) The treatment of the applications developed in house by ZYXUK's IT team

BNK has now been replaced by NEWBNK, with ZYXS providing application support, and ZYXD providing hosting. NET$CO provides the wide area network. OUT$CO is the service integrator. ZYXS has an availability service level target of 99.9% for NEWBNK.

Four weeks ago, all users of NEWBNK lost access to it for six hours. ZYXS investigated but could find no fault with the application, and service was restored without taking any action by ZYXS.

ZYXS has noticed that the service report from NET$CO shows that the wide area network connection to ZYXD was lost for six hours due to a fault with NET$CO's equipment. This was at the same time that NEWBNK users experienced the outage. The service report from ZYXD shows 100% availability for hosting NEWBNK. OUT$CO is asking ZYXS to submit their service report for the period.

What should ZYXS do?

A) Convene a working group with NET$CO and ZYXD to investigate why service was lost
B) Make a formal complaint to NET$CO and ask them to compensate users for loss of service
C) Provide OUT$CO with the full information about the outage and delay sending the service report
D) Report the availability of NEWBNK as 100%, with a comment about the six-hour loss of service

ZYX has completed their SIAM transition. SIAMRUS is the service integrator. ZYX$DESK provides the service desk. OUT$CO provides application development and support services. New provider HOST$CO provides scalable hosting services for the applications.

Last week there was a major application outage that impacted all users in ZYX for 4 hours, breaching the end to end service level for incident resolution. The outage started immediately after a deployment by SIAMRUS of a new release of an OUT$CO application. The release contained a fault which quickly overloaded the hosting service as the number of users increased. Users started contacting ZYX$DESK immediately after the deployment. OUT$CO provided SIAMRUS with the release 2 weeks earlier.

Resolution was delayed because ZYX$DESK tried to diagnose the reported incidents for 2 hours before involving the service providers. HOST$CO failed to alert the service desk when a capacity threshold was reached, and the OUT$CO support team was at a planned meeting and could not be contacted. OUT$CO told SIAMRUS about this meeting 5 days ago.

Who should be held responsible for the breach in the end to end service level?

A) All mentioned parties as they all contributed to the situation
B) OUT$CO only, as their application was the cause
C) SIAMRUS only, as they failed to coordinate the situation
D) ZYX$DESK, HOST$CO and OUT$CO as they caused the delay

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SIAMRUS has been appointed as the service integrator. They recently consulted with representatives from BANKCO, NETCO, OUT$CO and ZYXS in order to confirm their understanding of the required audit and compliance processes. As expected, the responses were varied and related to the experience of each service provider. SIAMRUS created a summary of the approach taken for each service provider.

Which summary provides the **best** starting point for developing the SIAMRUS approach for SIAM ecosystem audits?

A) In BANK$CO the audit is undertaken by a qualified person. An audit takes place after any major issue to determine where improvements could be made. The focus is only on areas of non-compliance to regulatory standards where fines may be imposed on ZYX. ZYXS provides the auditor with details and evidence of suspected issues with processes and procedures. BANK$CO must rectify all notified findings within two months.

B) NET$CO audits are carried out annually or after major issues. The audit considers evidence of collaboration with other service providers, end to end delivery, and compliance. The findings are formally reported to ZYXS. The details include a description of each non-conformance, with supporting evidence and recommendations for improvement. An action plan is created and monitored by ZYXS until all items have been addressed.

C) The audits for compliance are carried out according to an agreed schedule in OUT$CO's contract. This uses ISO/IEC 20000 as a basis for assessment which is carried out by an independent assessor. All non-conformances are documented and formally reported to the ZYXUK quality manager. OUT$CO owns the creation and management of any action plan, and provides additional training where any requirement has been identified.

D) ZYXS performs an annual internal audit of both ZYXS and ZYXD. The audit considers adherence to documented processes, procedures, and job descriptions. Sometimes there is also an additional objective to review if a specific internal or external regulatory compliance requirement is being met. The auditor will only produce an audit report if any non-conformances have been found. ZYXH reviews the audit reports.

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The SIAMRUS consultancy has produced a SIAM strategy report to help form the outline business case for SIAM.

It has considered the business, process and technological practices in detail.

What people aspects should it ensure are considered for staff employed by ZYX?

A) Accurate job descriptions for all staff in every ZYX company
B) The employment laws of IT staff and their location
C) The gender split of IT staff in ZYX group companies
D) The risk and reward approaches used to incentivize performance

During the Plan and Build stage of project NEWGEN, company ZYX has identified that NEWBNK deployment will run late. The transition to NEWBNK will occur after SIAM is in Run and Improve stage. This means that there will be a significant period where ZYXS will need to retain BANK$CO to support BNK under the new SIAM model.

Which strategy will **best** contribute to reducing the operational risk and cost to other parties from the transition to NEWBNK?

A) Apply an enterprise process framework and align contracts, processes and tooling to this framework
B) Ensure that all contracts have exit clauses and establish data record governance for operational data
C) Implement a common toolset to be shared by all service providers and align it to end to end processes
D) Standardize processes operated internally by all service providers and align them to end to end processes

In preparation for their SIAM implementation, SIAMRUS, the service integrator, has created scenarios to support the running of pre-implementation 'conference room pilots'. The scenarios are based around services provided by ZYXS, ZYXD, ZYX$DESK, NET$CO, OUT$CO and PAY$CO together with any additional supporting services required. Approximately 20 scenarios have been produced for each discreet service.

However, there is not enough time available to run through of all scenarios for every process.

How should SIAMRUS **best** tailor their planned testing approach to maximize the benefits from testing in the time available?

A) Exclude the OUT$CO scenarios from the plan, because they have experience using SIAM in other contracts they support. Also omit PAY$CO as their services do not directly support the core banking operation.
B) Prioritize the scenarios for ZYXS, ZYXD, ZYX$DESK, NET$CO, OUT$CO and PAY$CO to ensure coverage of all identified service integrations at least once. Re-prioritize the remaining tests by business impact.
C) Reduce each scenario down into the separate service components that are linked to form the services. Test each of these components in isolation to ensure that the testing will adequately cover all of the major services.
D) Redesign the scenarios to concentrate on the end to end services by removing all the ZYX$DESK activities from incident recording through to service restoration. Test ZYX$DESK independently at the same time.

A year after the SIAM implementation at ZYX has been completed, the problem manager of the service integrator is sure that the problem management process is not working as well as expected.

What would be the **best** approach to improve the problem management process?

A) Decide on the changes needed and communicate them to the service providers in a memo

B) Engage a Lean consultant to review the process and make recommendations for improvement

C) Engage an ITSM consultant to rewrite the process from scratch based on industry best practice

D) Set up a cross service provider workshop to walk through the process step by step in order to identify improvements

Answer key

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ZYX has decided to use an external service integrator, and to use the tool provided by that integrator.

Of all the constituent companies in the ZYX organization, which is likely to see the **greatest** change to their overall governance model?

A) ZYXA

B) ZYXD

C) ZYXUK

D) ZYXS

A) Incorrect. They are a consumer of services, not a provider. Therefore, they will see little impact from SIAM governance and the introduction of SIAM is unlikely to change the governance model.

B) Incorrect. They are already a service provider under the governance of ZYXS. Therefore, they are used to being under external operational governance.

C) Incorrect. They are mostly a consumer of services, and hence will see little impact from SIAM governance. They have some service provision capability, which would require some changes to operational governance.

D) Correct. They currently manage external providers. Those responsibilities will transfer to the service integrator, affecting their strategic governance model. They will also have to comply with the governance requirements of the new service integrator, as they will be an internal service provider of both IT development, support, and service desk services. Therefore, they will see changes at the strategic, tactical, and operational levels of governance. (Literature: A, Chapter 2.3.3)

ZYX would like to use an external service integrator. The CIO has asked the consultancy organization, SIAMRUS, to provide some initial recommendations on how the future SIAM ecosystem should be governed, the roles that will be required, and where those roles should be established.

SIAMRUS is currently documenting the proposed role of SIAM Governance Lead.

Who is the **most** likely person to take this role?

A) ZYX CEO
B) ZYX CIO
C) ZYXS IT Director
D) ZYXS Service Management & Service Desk Lead

A) Incorrect. The CEO is at too high a level in ZYX. She is part of the customer organization, but not the retained capabilities. In addition, the CEO is unlikely to have the time available to fulfill this role, and the CEO is unlikely to have the required skills and experience in IT governance, service management and IT operations.

B) Correct. The CIO is a senior role residing in the customer organization's retained capabilities. The CIO will have the required skills and experience in IT governance and risk management, engaging service providers, IT operations, large program management, and service management. (Literature: A, Chapter 2.3.7.1)

C) Incorrect. Whilst this is a senior role and the post holder has experience working for a service integrator, ZYXS will be a new service provider in the new SIAM ecosystem, and not part of the customers retained capabilities, which is where the SIAM Governance Lead role should reside. Besides that, ZYXH is the most likely because they already have capabilities in retained capabilities of purchasing, contract governance, corporate governance, and corporate strategy.

D) Incorrect. Whilst the ZYXS Service Management & Service Desk Lead will have experience in service management, ZYXS will be a new service provider in the new SIAM ecosystem, and not part of the customers retained capabilities, which is where the SIAM Governance Lead role should reside. Besides that, ZYXH is the most likely because they already have capabilities in retained capabilities of purchasing, contract governance, corporate governance, and corporate strategy.

As part of the NEWGEN transition project, the contract manager for ZYXH has been seconded to work with the project team. They are looking at how new contracts will need to be structured and worded, including how service performance will be measured. Having attended SIAM training to understand what is required, the contract manager is now getting input from business representatives and IT tooling experts to identify proposed performance metrics to be monitored for each contracted service.

What approach should the contract manager take?

A) Produce a standard set of performance measures and targets, which will be monitored for each contracted service across all ZYX divisions. This will provide a standardized approach.

B) Produce a standard set of performance measures, which will be monitored for each service contracted by ZYX. Then identify different targets depending on the actual service and the required service level.

C) Produce different sets of performance measures and targets, for each category of service. These will be used for each contracted service of that category, no matter which ZYX division is using the service.

D) Produce different sets of performance measures, for each category of service. Then identify different targets depending on the actual service and the service level required by ZYX.

A) Incorrect. Having a standard set of performance measures and targets across all services would be impractical and offer minimal value. The measures would have to be very high level and any comparisons made regarding targets breached would be inappropriate, given differing services and service levels.

B) Incorrect. While different targets should be set depending on the actual service and the contracted service level, having a standard set of performance measures across all services would be impractical and offer minimal value.

C) Incorrect. While it makes sense to standardize performance measures for each category of service, so that comparisons can be drawn between similar services, the targets should be set dependent on the actual service and the service level being contracted for.

D) Correct. It makes sense to standardize performance measures for each category of service, so that comparisons can be drawn between similar services. However, the service targets should be set on an individual service basis as realistic targets may differ dramatically depending on the service (e.g. a new highly resilient service versus old legacy service with known issues) and the level of service being paid for from the service provider. (Literature: A, Chapter 2.3.14)

ZYXUK has proposed that ZYX's current service providers capability to deliver a SIAM model should be assessed.

How should the assessment be initially approached?

A) A capability assessment produced by ZYXS one year ago should be used as a starting point to determine the current capabilities within ZYX. Information on services not currently included should be added. This will enable a swift assessment of the current situation.

B) Employ SIAMRUS to supply an analysis of the current capabilities within the external providers. A maturity assessment of the processes used should also be undertaken. This will provide a good basis to determine whether additional resources would be required.

C) ZYX should commission an independent investigation into the level of capability within the current service providers. A capability portfolio should be created. The SIAMRUS proposition should be considered together with other viable options found.

D) ZYXH should interview ZYXS, ZYXD, OUTCO, NETCO, and SIAMRUS concentrating on their capability to support a SIAM model. Use the information provided to set up an accurate capability portfolio to be used as an initial benchmark for the program.

A) Incorrect. The capability portfolio was created one year ago and may be out of date.

B) Incorrect. This omits assessing capabilities of internal providers. SIAMRUS might not supply the independence required for such an important activity.

C) Correct. There needs to be a clear understanding of the current situation before any decisions can be made regarding the scope of the replacement services and the requirements in terms of the revised service provider structure. This understanding needs to consider both internal and external service providers, and the options for different service groupings. (Literature: A, Chapter 2.5.6)

D) Incorrect. The assessment must include all service providers, this answer omits several of them especially BANK$CO.

The transition to the SIAM model is anticipated to complete in 12 months' time. The CIO of ZYX is concerned that some of the current service providers might not agree to the contract changes required for the new SIAM model.

Which service provider is likely to present the **greatest** challenge to agreeing the changes required?

A) BANK$CO
B) CAD$CO
C) NET$CO
D) OUT$CO

A) Correct. These are legacy contracts agreed some time ago. BANK$CO will see steadily declining revenues over the next 18 months as their services are replaced by NEWBNK and the windows terminals, and if the deployment goes to plan, the contracts with BANK$CO will be terminated 6 months after implementation of the SIAM model. Therefore BANK$CO is unlikely to agree to making the investment to change how they operate for this short period. Therefore BANK$CO will present the greatest challenge. It is important to understand in the Discovery and Strategy stage existing contractual positions, including obligations and tenure, and to consider why would each provider want to agree to the proposed change. (Literature: A, Chapters 2.5.1, 2.5.5 and 2.5.6)

B) Incorrect. CAD$CO provides 'shrink wrapped' software. This type of service provider will have very limited involvement in the SIAM model, restricted to passing incidents to them. This is unlikely to require much change to the current contracts. Therefore, they will not present the greatest challenge.

C) Incorrect. The contract with NET$CO is a rolling contract with 1 months' notice, hence it should be straightforward to agree a new contract with them containing the service integration requirements. They also provide services to OUT$CO, but that is under a separate contract.

D) Incorrect. The OUT$CO contract will terminate and the services replaced at the same time as the SIAM model goes live, therefore OUT$CO will not be required to make any changes as they will not be part of the SIAM model. If it is decided to renew or extend the contract, then the service integration requirements would be included in the amended contract. Contracts with any replacement provider would include the service integration requirements.

ZYX has resources in different locations that should also be used within the retained organization when the new SIAM model is implemented. SIAMRUS has reviewed a set of available documentation.

What should they recommend as the **best** starting point for ZYX to identify the current capabilities?

A) Capability heat map
B) RACI matrices
C) Resource improvements
D) Training and development plans

A) Incorrect. This is the expected output from a capability assessment. The capability heat map will be a graphical summary of capability findings. This will cover those areas requiring attention to those areas considered to be well established.
B) Correct. Each capability provided currently within every ZYX team or function should be identified and then mapped to the existing operating model. (Literature: A, Chapter 2.5.4)
C) Incorrect. The capability assessment will provide a list of improvements or gaps with ZYX organization resources.
D) Incorrect. Retained organization development and training plans will be created after the assessment findings have been published.

ZYX is considering the SIAM model proposed by SIAMRUS. The CEO wants to understand what impact any expansion of ZYX into other countries will have on this SIAM model as a result of considerations for compliance and standards. She wants to minimize any risks to the profitability of ZYX.

What would be the **most** likely effect to the SIAM model arising from the expansion?

A) The impact of the expansion will be significant. This will have the potential to disrupt the agreed provision of services. Any changes to the model should be delayed until the renewal of any affected contracts.
B) The impact will be different depending on the country involved. Wherever possible any changes to the SIAM model should be made only after careful assessment of the capabilities, risks and potential value of the changes.
C) The impact will be known, as growth is an identified requirement that has been incorporated into the SIAMRUS SIAM model. Therefore, additional locations should be accommodated with minimum risk.
D) The impact will be minimal since compliance and standards are international concepts. Any risks generated would be identified. Changes to the model would be accommodated irrespective of the level of risk.

A) Incorrect. Ignoring additional countries until contract renewals, would severely limit ZYX's plans for expansion which is a key element in their strategy.

B) Correct. The addition of new locations will bring with them the need for the SIAM model to be compliant with country standards. Due to this feasibility, the changes required would need to be assessed for each additional country. (Literature: A, Chapter 2.5.8)

C) Incorrect. The influence will change as compliance and standards are most likely to differ for each geographic location. The influence will need to be assessed for each new country and then a decision can be made relating to risk and value.

D) Incorrect. The influence is not stable and the risks are potentially very serious. Ignoring them could have detrimental consequences for ZYX.

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Which part of the corporate strategy of ZYX will a successful transition to SIAM **most** likely address?

A) Be ready to adapt to change
B) Control any change in headcount
C) Ensure delivery against contracts
D) Remove reliance on legacy systems

A) Incorrect. The ability for change should be in the SIAM strategy to ensure that the SIAM model is flexible, but readiness for the organization to change will not be a direct result of a transition to SIAM.

B) Incorrect. A transition to SIAM will not assist in controlling headcount.

C) Correct. For ZYX, there are multiple parties owning the contracts, and from the case study there are indications of substandard delivery. SIAM puts in place a service integrator that will manage delivery against contracts on behalf of the customer, instead of the customer managing and measuring each service provider individually. Centralizing contracts to gain efficiencies is an example of a strategic force for SIAM. (Literature: A, Chapter 2.6.2)

D) Incorrect. Whilst the transition to SIAM enables the introduction of new service providers, the transition itself will not remove reliance on legacy systems, especially if the same providers are selected to continue to provide services.

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The CIO of ZYX is creating the outline business case for the SIAM transition.

What should be included in the outline business case as a critical success factor for NEWGEN?

A) A measurable reduction in the cost of building, implementing and supporting ZYX IT services
B) A strategy for the service groups that considers and resolves the current data center capacity issue
C) Establishment of positive and productive relationships between the business and the providers
D) Successful deployment of the NEWBNK application across all ZYX organizations

A) Incorrect. Cost savings are an objective for ZYX, but they are not a critical success factor.

B) Incorrect. The services selected from service providers during the creation of the SIAM model should seek to address this issue, but its resolution is not a critical success factor.

C) Correct. An effective SIAM transition requires IT to become a strategic partner, recognized for their role in using technology to help achieve business goals. (Literature: A, Chapter 2.7.2)

D) Incorrect. The deployment of the NEWBNK application is not part of the SIAM transition.

The ZYX Board of Directors has agreed the overall SIAM strategy. SIAMRUS will be contracted as the service integrator. ZYXD, ZYXS and ZYXUK will be internal service providers. The other current service providers will be external service providers. The project to implement SIAM has been initiated and the next task is to design the outline SIAM model.

What would the **most** effective approach to resourcing the design of the outline SIAM model?

A) Bring in independent experts to design the model and let them go once the model is approved
B) Commission SIAMRUS under a separate contract to lead on the design of the outline model
C) Spread the activity across the current service providers to ensure that they buy-in to SIAM
D) Use existing staff from across ZYX and backfill their operational roles with contract resource

A) Incorrect. Whilst it can be useful to get independent help to design a SIAM model, by letting the contract staff go at the end of the design of the outline model, all accumulated knowledge will be lost for the design and implementation of the detailed SIAM model.

B) Correct. SIAMRUS, as a specialist service integration consultancy, will have the knowledge and experience to design the most appropriate model in the shortest time. Putting the design under a separate contract will help to ensure that the model is suitable for ZYX, and not just generic model. Using SIAMRUS to lead the design will allow for the inclusion of ZYX staff to ensure that they understand the model and the rationale behind any decisions, and to ensure that the model is suitable for ZYX. (Literature: A, Chapter 2.4)

C) Incorrect. Buy-in to the SIAM way of working is important, however many of them have no experience in SIAM, and they are likely to design a model that is best for them but not for ZYX. There may also be commercial issues, particularly when designing the contract governance regime.

D) Incorrect. The ZYX staff may gain insight into the development of the SIAM project, however they will not have the skills or experience to ensure a suitable model. They may also design a model that does not align with how SIAMRUS want to operate.

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The ZYX Board of Directors wants to confirm the SIAM strategy for ZYX. They have asked SIAMRUS to provide more information on their standardized SIAM model.

SIAMRUS has proposed that ZYX uses the following service providers:
Hosting: SIAMRUS
Networks: NET$CO
Application development: OUT$CO
Application support: OUT$CO
End user compute: MOB$CO
Service Integrator: SIAMRUS
Service desk: SIAMRUS

The ZYX Board of Directors is concerned that this omits ZYXS.

What is the **best** approach for ZYXS that supports the ZYX corporate strategy, ZYX mandate for change, and SIAM?

A) Add ZYXS as an internal service provider
B) Exclude ZYXS' services from the SIAM model
C) Put ZYXS into the retained capabilities
D) Transfer the services from ZYXS to OUT$CO

A) Correct. Having ZYXS as an internal service provider supports the strategy to invest in and develop ZYX staff. A SIAM strategy should never exist in isolation, it must support the corporate strategy. The SIAM strategy should include the future state as set out in the proposed SIAM model. This approach avoids transferring the services and staff to OUT$CO, which would delay the deployment of NEWBNK and the expected cost savings. Hence SIAMRUS must amend their standard SIAM model to adapt to the requirements of ZYX. (Literature: A. Chapter 2.6.3)

B) Incorrect. ZYXS is responsible for NEWBNK and also provides services to ZYXH and ZYXG. Excluding them from the SIAM model is not viable as these services interact with those from other service providers, including NET$CO and SIAMRUS service desk.

C) Incorrect. As defined in SIAM, retained capabilities are functions responsible for strategic, architectural, business engagement and corporate governance activities. ZYXS provides IT services hence is a service provider, not retained capabilities.

D) Incorrect. Whilst this is an option, this would delay the application deployment of NEWBNK as it would distract the ZYXS staff. It may also result in key staff leaving, further risking the expected benefits from NEWBNK.

Project NEWGEN has now been established. A SIAM strategic governance board has been created. The CEO has told the Head of Organizational Change for ZYX about the behavioral challenges with ZYXUK. She wants to ensure that the ZYX SIAM Strategy is appropriate for all ZYX companies, and that ZYXUK embraces it and actively supports its implementation.

Which approach should the Head of Organizational Change propose that will be the **most** successful in achieving these aims?

A) Adopt the SIAM Strategy from the report created for ZYZUK by SIAMRUS as the ZYX SIAM Strategy

B) Appoint the ZYXUK Operations Director as the SIAM Governance Lead who owns the ZYX SIAM Strategy

C) Make ZYXUK IT staff take part in the IT Steering Group, as they have not attended the last two meetings

D) Send the ZYXUK Management Board a copy of the SIAM Strategy and ask them to send it to their staff

A) Incorrect. Whilst this may get buy-in from ZYXUK, this strategy is unlikely to be appropriate for the whole group as it only considered ZYXUK.

B) Correct. Resistance to a strategy can be overcome by creating awareness and gaining support from stakeholders. The ZYXUK Operations Director is a key senior stakeholder. As the SIAM Governance Lead they will own the SIAM Strategy. Taking this approach will ensure that the perspectives of ZYXUK are taken into account in the strategy, including their likely reaction to the proposed approach and the effect of these on the transition plan. The Operations Director will consider ZYXUK in the strategy and then champion the strategy within ZYXUK, throughout the duration of the program and the stages of the roadmap. (Literature: A, Chapters 2.6.5 and 2.3.6)

C) Incorrect. The involvement of the IT Steering Group with the SIAM Strategy is not known. If the Steering Group is involved in the creation or in the implementation, it may help buy-in. However, involving ZYXUK IT staff is not as likely to result in buy-in as having a ZYXUK senior stakeholder leading creation of the strategy.

D) Incorrect. ZYXUK has a history of resenting any changes to their strategy. Asking them to review the ZYXUK strategy is unlikely to get them to buy-in to a strategy where they have not been involved in its creation. Sending it to them will not be as effective as face to face communications.

ZYX wants to establish the SIAM environment as quickly as possible because the CEO wants to accelerate the expansion into the USA.

What is the **most** appropriate way to initiate project NEWGEN?

A) Create the SIAM strategy and business case, along with the outline model for the implementation

B) Define the critical success factors and the plan to communicate the ongoing performance of the project

C) Establish a waterfall program, which defines a series of Agile projects with minimum viable products for each project

D) Onboard an Agile project team with a mandate to provide rapid, prioritized implementation of the required components

A) Correct. These are the first components of the outline business case. It is necessary to understand the costs, benefits, the strategy and high-level outline for the governance structure to start releasing funds. (Literature: A, Chapter 2.2.1 and 2.7)

B) Incorrect. The critical success factors are part of the outline business plan and communication is typically one of those factors but these are dependent on the strategy, outline model, cost estimates and (particularly) the expected benefits.

C) Incorrect. Whilst this might be an appropriate structure for the project, this activity is a successor to the creation of the outline business case.

D) Incorrect. Whilst this might be an appropriate structure for the project, this activity is a successor to the creation of the outline business case.

The SIAM project board has decided that the chosen SIAM structure will be the lead supplier as service integrator. OUT$CO has been awarded the service integration contract. They are designing the service grouping for local area networks. ZYXS will provide a central service desk for the SIAM ecosystem.

Who would be the **best** provider of the local area network support for ZYXA?

A) DESK$CO

B) DLAN$CO

C) NET$CO

D) OUT$CO

A) Incorrect. DESK$CO does not provide this service.

B) Incorrect. DLAN$CO provides services in Germany only, and cannot provide to this locality.

C) Incorrect. NET$CO can provide to this locality, but at higher cost than other service providers. They would also need integration with the OUT$CO and ZYXS toolsets, hence OUT$CO is a better option.

D) Correct. OUT$CO is a global provider with the ISO 20000 certification, providing local area network support as a discrete service, hence they can provide to this locality. As the chosen SIAM structure is lead supplier as service integrator, OUT$CO can provide local area network support as well as service integration. There is already integration between OUT$COs tool and the one used by the ZYXS service desk, which will simplify integration. (Literature: A, Chapter 3.1.1.1)

ZYXH has commissioned the SIAM ecosystem. SIAMRUS is the proposed service integrator. The following service groups and service providers have been selected:

Service group	Service provider
Application services	ZYXS
Desktop support	DESK$CO
Hosting	ZYXD
Local area network	OUT$CO
Wide area network	NET$CO

The wide area network connects the local area networks to the hosting service, so that users across ZYX can access the application services.

What **best** defines who else NET$CO will have operational and functional relationships with?

A) All other selected service providers and SIAMRUS

B) All other selected service providers, SIAMRUS, and ZYXH

C) OUT$CO, ZYXD, ZYXS, and SIAMRUS

D) OUT$CO, ZYXS, DESK$CO, and SIAMRUS

A) Correct. A service provider will have operational and functional relationships with all other service providers, and with the service integrator. (Literature: A, Chapter 3.1.2, figure 14)

B) Incorrect. A service provider will have a contractual relationship with the customer organization, but not functional or operational relationships.

C) Incorrect. NET$CO will also have functional and operational relationships with the desktop support provider DESK$CO.

D) Incorrect. NET$CO will also have functional and operational relationships with ZYXD, as they will be a service provider in the SIAM model and not a subcontractor to ZYXS as is currently the case.

The ZYX Board of Directors has decided on a SIAM strategy. They want to use the expertise from SIAMRUS, but with ZYX retaining control of architecture, strategy and business relationship management.

What SIAM structure should ZYX choose?

A) Hybrid service integrator between ZYXH and SIAMRUS, splitting specific responsibilities

B) SIAMRUS as external service integrator, with ZYXH providing the retained capabilities

C) SIAMRUS as lead supplier service integrator, giving them additional application support roles

D) ZYXH as internal service integrator, using SIAMRUS for resource augmentation

A) Incorrect. ZYXH does not have the necessary capabilities in service integration to be part of a hybrid service integrator. Architecture, strategy and business relationship management reside in the customer organization's retained capabilities, this is the appropriate role for ZYXH.

B) Correct. This model uses the expertise of SIAMRUS and their capabilities in service integration. Architecture, strategy and business relationship management reside in the customer organization's retained capabilities, this is the appropriate role for ZYXH. (Literature: A, Chapter 1.6)

C) Incorrect. SIAMRUS are not application support specialists and therefore they would be likely to use subcontractors. This is contrary to the principles of SIAM.

D) Incorrect. ZYXH does not have the necessary capabilities in service integration.

ZYX has appointed SIAMRUS as an external service integrator. The SIAM transition is complete. ZYXH provides the retained capabilities for ZYX. For the past three months OUT$CO has not met their SLA targets and SIAMRUS wants to apply service credits.

Which **best** describes how these credits should be applied?

A) SIAMRUS calculates the service credits due and passes the data onto ZYXH who then processes the collection.
B) SIAMRUS informs OUT$CO that credits are due and tells OUT$CO to contact the ZYXH purchasing department.
C) SIAMRUS informs ZYXH of the service failure. ZYXH then verifies, calculates and collects the amounts due.
D) SIAMRUS raises the service credits using delegated authority, collects the sums due, and passes them on to ZYXH.

A) Correct. The service integrator would identify and calculate the service credits due. As the contractual relationship is between the service provider and ZYXH, only ZYXH can collect the amounts. (Literature: A, Chapter 3.1.5 and 5.3.2.2)
B) Incorrect. It is the responsibility of the service integrator to identify and calculate the service credits due.
C) Incorrect. Whilst ZYXH collects the amounts due, it is the responsibility of the service integrator to identify and calculate the level of credits due.
D) Incorrect. SIAMRUS does not have a contractual relationship with OUT$CO and therefore cannot require them to pay the credits.

ZYX has appointed OUT$CO as the service integrator. ZYXS will be an internal service provider, providing development, support, and service desk services. All other current service providers will continue to provide their services.

ZYXS service management has asked OUT$CO if ZYXS can continue to report on the current ZYXS measures and targets:
- number of incidents received and resolved by the service desk;
- number of changes approved each month;
- service availability.

ZYXH and ZYXG have asked OUT$CO if they could receive a report each month from OUT$CO, showing achievement of these three targets by every service provider.

What is the **first** step that OUT$CO should take?

A) Develop a performance measurement plan to collect and analyze this data from all providers
B) Identify a common set of calculations for these measures and targets for use by all service providers
C) Instruct all service providers to adjust their internal models to report on these measures and targets
D) Lead a discussion with all service providers on the impact of adopting these measures and targets

A) Incorrect. The service integrator first needs to confirm if these measures can and should be adopted by all service providers, and be part of the framework. After this, the measures and any associated targets can be included in the performance measurement plan.
B) Incorrect. Common calculations should not be addressed until the feasibility of the measures are confirmed. ZYXG has reported that ZYXS often fail their service targets, so an investigation of the correctness of the targets is needed.
C) Incorrect. Mandating adoption without impact analysis could result in some providers being unable to provide the measures, for example the commodity and the small service providers. It could also result in increased costs or the withdrawal of some service providers from the ecosystem.
D) Correct. It is important to gather feedback on the feasibility of these measures and targets including any resource or cost impacts. This input will be included in an informed impact-based discussion. All service providers need to be involved, especially as the delivery model will be different under SIAM. (Literature: A, Chapter 3.1.6.1)

The ZYX SIAM model has been operational for two months. OUT$CO is the service integrator. ZYXS provides the service desk and application development & support services, using different teams. ZYXD is hosting the ZYXS applications. ZYXS and ZYXD are both meeting their individual service levels. However, OUT$CO has identified that there is often tension and conflict between the different teams of ZYXS and ZYXD.

What is the **best** approach that should be taken by OUT$CO to ensure that these teams work together more effectively?

A)   Bring the teams of ZYXS and ZYXD together to discuss the issues and agree a suitable way forward
B)   Escalate to the SIAM Operational Lead and ask for a formal warning to be given to ZYXS and ZYXD
C)   Establish a collaboration forum with all providers to ZYX and raise this example at the first meeting
D)   Introduce a specific target in the overall set of KPIs measuring how all providers work together

A)   Correct. It is always better to address the issue head on, early in the SIAM lifecycle, before it becomes more serious and engrained. Getting the teams talking together and understanding each others' viewpoints is likely to be the most successful approach, particularly as they all work for ZYX (Literature: A, Chapter 3.1.7)
B)   Incorrect. Whilst this may be required if initial softer approaches fail, escalating at this early stage is likely to cause resentment amongst the teams and may not result in the intended collaborative behaviors.
C)   Incorrect. Whilst this may bring the issue out in the open, it may be too confrontational to ZYXS and ZYXD to raise this in front of the other service providers, and may end up being counterproductive.
D)   Incorrect. A collaboration KPI would be challenging to define and measure, and this mechanistic approach will not get to the root of the issue.

ZYX decided to continue to use all existing service providers apart from OUT$CO. New contracts, including service integration requirements and revised service levels, have now been signed with all providers. SIAMRUS provided advice on the contents of these contracts. However, it has been decided to appoint OUT$CO as the service integrator, as the costs received from SIAMRUS were too high. ZYX is now negotiating the contract with OUT$CO.

What is the **best** approach that should be taken in the contract for incentivizing the performance of OUT$CO as the service integrator?

A) All suppliers including OUT$CO will share an incentive payment based on an ongoing improvement in the speed of closing incidents.

B) If any service provider fails to achieve any service level target, service credits will be equally applied to both the service provider and OUT$CO.

C) OUT$CO will be rewarded for the achievement of targets for end-to-end service performance, collaboration, and improvement.

D) OUT$CO will receive a bonus for each period where every service provider achieves their individual service levels.

A) Incorrect. This could drive an unwanted behavior where the integrator and service providers close incidents before they are resolved in order to receive the payment.

B) Incorrect. The service integrators performance should be measured on the end-to-end service, improvements, and collaboration. They should not be held responsible for the failures of individual service levels, particularly where they had no involvement in the selection of the provider.

C) Correct. The targets in a service integrator contract should focus on end-to-end performance, collaboration, and improvement across the SIAM ecosystem. (Literature: A, Chapter 3.1.2)

D) Incorrect. Whilst the service integrator may help providers to achieve service levels, this approach does not take into account the performance of the service integrator themselves. It may also reward OUT$CO without them having to do any work, as it focusses on individual service providers and not the end-to-end service.

OUT$CO has been proposed as the external service integrator for ZYX. OUT$CO will also provide the central service desk and hosting for the SIAM ecosystem. ZYXH will provide the retained capabilities. The CEO wants to be able to easily replace any of the services from OUT$CO if they regularly fail to achieve the service levels.

What is the **best** contract arrangement for OUT$CO in the SIAM model for ZYX?

A) Create contracts each with an MSA, schedules, and SOWs for each of the three services
B) Create three separate contracts with associated schedules for each of the services
C) Create a single contract with different schedules for the different types of service
D) Update the existing contract with OUT$CO to remove the services that are no longer required

A) Incorrect. Whilst this is a lead supplier as service integrator structure, and in a lead supplier structure it is common practice to use an MSA with separate schedules and statements of work for the service integrator and service provider activities, this structure would make it more challenging to terminate one of the services, such as the service integration services. It is also not common practice to have multiple MSAs.
B) Correct. This structure supports easy termination of a contract for a specific service. It is still possible in SIAM to have common obligations in the different contracts. (Literature: A, Chapter 3.1.2.3, 3.1.2.4, 3.1.25)
C) Incorrect. A single contract will not support easy termination of one of the services.
D) Incorrect. The current contract will not include any service integration requirements.

SIAMRUS has been selected as the service integrator. The contract with OUT$CO has been renewed.
The ZYX project team involved with the transition to SIAM realizes that successful transition will rely on the way that organizational change management (OCM) is done. They decide to recruit an OCM expert. As part of the selection process the ZYX project team asks each candidate to consider the impact of OCM on four specific areas namely ZYXH, SIAMRUS, OUT$CO and ZYXS.

Which response **best** demonstrates an understanding of how to overcome challenges during the SIAM transition?

A) During implementation of the SIAM model it is necessary to get commitment mainly from the project people involved. The enthusiasm of ZYXH must be maintained and demonstrated to reduce organizational resistance. Communication with all staff from ZYXS and OUT$CO should be undertaken by SIAMRUS using the same channels.

B) OCM is very important. The approach should be established at the beginning of the project. Making staff in ZYXH, SIAMRUS, OUT$CO and ZYXS aware of the need for change is key. Analysis of the current employees' appetite for change will enable comprehensive communications plans and approaches to be tailored for each area.

C) The attitude of people will influence the ability of any organization to transition to SIAM. Therefore, OCM should be planned early in the program. It is essential that all staff from OUT$CO supports the initiative. SIAMRUS should maintain the momentum of the project by circulating weekly emails to ZYXS and ZYXH reporting progress.

D) The SIAM transition program should consider its impact on the new staff structure during the Plan and Build stage. SIAMRUS must champion the proposed changes by building the confidence of staff from ZYXS and ZYXH. Communication should be via a weekly video and emails to senior staff in all organizations.

A) Incorrect. The project staff is just one group that needs to be considered in OCM. The SIAM model will affect all involved in its operation, so needs support from all. Enthusiasm of the customer is unlikely to change attitudes of the service integrator or the providers. Internal and external staff are likely to require the use of different channels. Also, OCM activities should be done by all parties, not just the service integrator.

B) Correct. OCM should be established as early as possible. Making staff in the customer, the service integrator and service providers aware of the need for change is crucial to success, as part of the ADKAR model. The importance of communication means that this should be properly planned, and tailored for specific stakeholder groups based on analysis of their attitudes, role, and needs. (Literature: A, Chapter 3.2)

C) Incorrect. The timing of the engagement of the staff is not specific. The response focuses on OUT$CO, but it should consider staff from all organizations. Sending emails alone is insufficient. The service integrator is being used as a facilitator, but OCM should also be applied to them.

D) Incorrect. The first point is too late: these activities should start as soon as possible in the Discovery and Strategy stage. The second point is helpful, but omits OUT$CO. The communication channel is one-way communication only, there is no follow-up to confirm understanding and to gain feedback on any concerns the staff might have. Restricting communications to senior staff is unlikely to successfully support the change for all staff.

The service integrator is organizing a series of onboarding workshops during the transition. ZYX has been asked to host a session.

How can ZYX **best** assist with onboarding during these workshops?

A) Contribute to new approaches and working models
B) Define the low-level operational interfaces for each of the services
C) Guide the resolution of operational details of the implementation
D) Highlight their business goals to ensure alignment

A) Incorrect. ZYX should contribute, but these discussions will predominately be covered by the service integrator with the service providers.
B) Incorrect. The service integrator will lead the discussion on the low level operational interfaces with the service providers.
C) Incorrect. The service integrator will guide the resolution of operational details.
D) Correct. For the transition to be successful it is important that the onboarding aligns with business goals and what matter to the business. Only ZYX can provide this information as it owns this relationship. (Literature: A, Chapter 3.3.1)

A major bank has decided to stop using BNK and the bank counter terminals (BCTs). This will severely affect the profitability of ZYX. The CEO has asked the CIO to consider transferring all services currently provided by ZXYS and ZYXD to OUT$CO.

What would be the **greatest** risk with adopting this strategy?

A) Amending the terms of the hosting contract with BANK$CO
B) Changing the culture of the staff in the ZYXS and ZYXD teams
C) Maintaining the support of the current staff in ZYXS and ZYXD
D) OUT$CO acquiring the knowledge needed to operate the services

A) Incorrect. This is a risk, however novating contracts when a provider changes is standard practice, and therefore the risk is low.
B) Incorrect. Although this is a risk, it can be mitigated with good organizational change management, hence it is not the greatest risk.
C) Correct. The staff will be essential in providing support and knowledge transfer until OUT$CO is able to take over full responsibility. However, the possibility of losing their jobs will affect motivation and goodwill, and staff will begin leaving for other roles before the transfer can happen. This is the greatest risk as it could affect the availability of current services and the deployment of NEWBNK, which would have a direct effect on the expected cost savings. (Literature: A, Chapter 3.3.3.4)
D) Incorrect. Nine years ago, the IT staff from ZYXUK was outsourced to OUT$CO, a major global services organization, hence OUT$CO will have the processes for this. Although it is a risk, OUT$CO, as an established outsourcing company, will have proven procedures for taking on services. Also, many of the current staff may transfer to OUT$CO bringing their knowledge with them, therefore this risk will be mitigated and this is not the greatest risk.

ZYX is considering using the service segregation proposed by SIAMRUS, including appointing SIAMRUS as the service integrator. ZYX would like a mix of current and new service providers.

ZYX wants to understand what tooling strategy and integration method will best support the new service model. The solution should be seamless and cost effective, with the lowest complexity possible.

Which approach for tooling strategy and integration method will **best** meet the requirements of ZYX?

A) During the Plan and Build stage ZYX should mandate the use of the SIAMRUS toolset for all providers in the SIAM ecosystem. This tool would take automated bulk updates of data from the service providers, and then convert the data into a format that SIAMRUS could use to report on the end-to-end performance of the services.

B) In the Implementation stage ZYX should find and appoint an external provider of an integration service. This integration service should facilitate data transmission from all service providers in the SIAM model without them having to make any changes. The toolset should also provide real time status tracking and audit trails.

C) The market should be searched for potential toolsets during the Discovery and Strategy stage. In Plan and Build the data requirements for integration should be analyzed. The analysis should be used as input to the tooling strategy, taking into account the tools available, service provider capabilities, and the SIAM model.

D) ZYX should select and implement a single toolset before the Plan and Build stage. The tooling strategy should mandate the requirement for all service providers to interface with this toolset. The toolset must reduce the tasks associated with data integration and achieve seamless reporting with minimal overheads.

A) Incorrect. This option puts a lot of unnecessary constraints on the service integrator, as it is devising processes on their behalf as well as dictating the toolset. It does not indicate that the options available have been analyzed in conjunction with the parties involved. Also, the service providers are not yet known, hence its not possible to select a particular toolset option.

B) Incorrect. The Implementation stage is too late for determining the toolset strategy. Decisions need to be made before inviting service providers to be part of the SIAM ecosystem, so that they can decide if they are willing to accept any required changes to their own tools. Also, in the case study it is too early to identify the best toolset option, as the service provider landscape is not fully known.

C) Correct. Although more generic, this is the best answer. Many aspects relating to details on which a decision can be based would alter depending on the actual findings of the assessments and the profile of the SIAM model and capabilities of the selected service providers. Before determining a toolset strategy, It is crucial to establish the service providers capabilities and willingness to make any toolset changes. (Literature: A, Chapter 3.1.8)

D) Incorrect. The decisions made on the tool would be too early, so are likely to constrain the selection of the most suitable service providers due to their inability to interface with the tool. Also, in the case study it is too early to identify the best toolset option, as the service provider landscape is not fully known.

The CEO has decided that the service integrator will be external. The Board of Directors has agreed not to renew the contract with OUT$CO, so it will end in 8 months' time. The replacement services will be sourced from multiple service providers, in line with the mandate for change. The ZYX Board of Directors has asked the CIO to recommend an implementation approach for SIAM across ZYX that best achieves the mandate for SIAM with the least risk and cost to ZYX and its individual companies.

Which is the **most** appropriate implementation approach?

A) Transition all services and service providers for all ZYX companies to the SIAM model at the same time, when the contract with OUT$CO ends.
B) Transition all services and service providers for all ZYX companies to the new SIAM model within 6 months, addressing current integration issues.
C) Transition the new service providers for ZYXUK to the new SIAM model first, pilot for 3 months, then transition all other service providers for ZYX.
D) Transition ZYXD to the new SIAM model, pilot for 3 months, then transition ZYXS, pilot for 3 months, then transition all other service providers.

A) Incorrect. At this stage no planning has been done to mitigate the high risks associated with any big bang implementation, there is no information about timescales in the mandate for SIAM, and transitioning all services at once would be highly complex to achieve in this multi-country organization. Therefore, this does not meet the wishes of the Board. The service integrator is already in place, the BoK defines big bang as transitioning the integrator and providers at the same time.
B) Incorrect. At this stage no planning has been done to mitigate the high risks associated with any big bang implementation, there is no information about timescales in the mandate for SIAM, and transitioning all services at once would be highly complex to achieve in this multi-country organization. Therefore, this does not meet the wishes of the Board. The service integrator is already in place, the BoK defines big-bang as transitioning the integrator and providers at the same time. It is highly unlikely that an ecosystem of this size can be transitioned within 6 months.
C) Correct. The end of the OUT$CO contract is a typical event to determine the timing of the implementation phase. The current services and provider of ZYXUK have to be replaced in 8 months as the OUT$CO contract is ending. If these providers are not in the SIAM model, there will be high risks to service continuity and availability. There will be new contracts with the new providers that can include the requirements for the SIAM model. A big bang (answers a and b) would involve all ZYX organizations, and all providers. This would be higher risk to ZYXUKs business as the project resources and the service integrators would have to focus not just on ZYXUK. (Literature: A, Chapter 4.1.1.1)
D) Incorrect. There is nothing in the case study to indicate that the issues with internally provided services are due to a lack of service integration, hence there are no immediate pressures to transition ZYXS, however there is a time pressure to transition the replacement services for ZYXUK as the OUT$CO contract ends in 8 months' time. This option would put that transition at risk, if the SIAM project also has to focus on the transition of ZYXD and ZYXS.

The CIO of ZYX has been asked to go to the IT Steering Committee to discuss a phased implementation.

What is the **key** concern raised by business units for this type of approach?

A) ZYX is unsure about the impact on business unit budgets.
B) ZYX is unsure about the number of business units involved.
C) ZYX needs to integrate both old and new working practices.
D) ZYX will introduce a higher level of risk by using phases.

A) Incorrect. A phased approach may be more expensive, but implementation activities could be phased, where possible, around financial cycles and budgets.
B) Incorrect. A phased implementation is preferable if there is more than one unit involved. This is to reduce the risk for each unit.
C) Correct. Integration of working practices is one of the most problematic areas of a phased transition. If a new way of working is implemented in a fragmented manner, consideration needs to be given to how old and new will work together and for how long. (Literature: A, Chapter 4.1.3)
D) Incorrect. For ZYX this is the safest approach, with less impact on services, alignment to contracts ending, the ability to onboard the service integrator first and to test the SIAM model.

ZYX is currently undertaking project NEWGEN, aimed at transitioning the ZYX organizations to a SIAM model. The ZYX management team is considering a number of alternative approaches that have been suggested for transitioning to the new service integrator and service providers.

What would be the **best** transition approach for ZYX?

A) Appoint and onboard the service integrator and work with them to define the detailed SIAM model. Onboard service providers in phases related to a specific ZYX organization. Initially allow each service provider to use their own processes with no changes, integrate them once all providers have been onboarded.
B) Define and agree the detailed SIAM model. Engage the service integrator so that they can support the transition activities during the onboarding of the different service providers. Undertake user scenario testing with all parties to validate the integration of the service provider processes across the new SIAM ecosystem.
C) Identify and onboard appropriate service providers based on the services ZYX requires. Closely monitor their performance, and then select the best performing provider to be the service integrator. Transition the other service providers to align to processes defined by the new service integrator.
D) Identify the logical order for disengaging existing service providers that will not be part of the new SIAM ecosystem. Engage the service integrator to manage the transition of services from the old to the new providers in the agreed order. Ensure that the onboarding of new service providers includes their alignment with the detailed SIAM model.

A) Incorrect. The integration must take place as soon as each service provider is onboarded.
B) Correct. Ideally the detailed SIAM model should be defined, and the service integrator engaged first, prior to onboarding service providers. (Literature: A, Chapter 4.2)
C) Incorrect. The service integrator should, where possible, be engaged prior to the onboarding of service providers. Also, just because an organization performs well as a service provider, it does not mean that they have the skills and capabilities to be a successful service integrator.
D) Incorrect. This approach does not consider existing providers who are being retained.

ZYX has decided that MOB$CO will not continue to provide services under the new SIAM model. OUT$CO will be the new service provider for desktop support for all ZYX organizations. MOB$CO has reacted badly after receiving this news and is not being cooperative with OUT$CO.

What is the **best** action for OUT$CO to take to ensure a successful transition of desktop support services into the SIAM model?

A) Develop a process model showing all of the interactions between the current processes used by MOB$CO

B) Discover what expectations and demands users in the ZYX organizations have for desktop support

C) Get ZYXS to obtain from MOB$CO the full history of all closed incidents, problems, changes, and releases

D) Use the process forum structural elements to encourage more cooperation from MOB$CO

A) Incorrect. The new service provider will need to develop new documentation for every process in scope and understand key hand-offs. However, as MOB$CO will not be part of the new SIAM model there is no benefit in understanding MOB$CO's process interactions.

B) Correct. Operational handover requires the new service provider to gain knowledge of the business and the demand profiles. Understanding user expectations will enable OUT$CO to prepare for providing the service. (Literature: A, Chapter 4.2.1.1)

C) Incorrect. The information would be of limited use, as MOB$CO only provided desktop support to ZYXG. Understanding what is required for all of ZYX is of greater benefit. Historic information is also likely to be of limited use.

D) Incorrect. Process forums are primarily for new service providers. Also, given the situation, MOB$CO is unlikely to be willing to have meetings with the other service providers.

The SIAM model for ZYX includes an internal service provider for application development. The staff for this service provider will come from the current development teams in ZYXS and ZYXUK. An external consultancy company has been asked to create an awareness campaign about the new SIAM model for the affected staff in ZYXS and ZYXUK. The campaign must influence the staff to make the required changes in working practices and culture. A combination of email communications and workshops will be used to deliver the campaign.

What is the **best** approach that should be used to determine the effectiveness of the awareness campaign?

A) Carry out ongoing measurements of changes in staff attitudes and achievement of outcomes
B) Measure the adoption of Lean and Agile approaches by the application development teams
C) Monitor the attendance of the ZYXUK stakeholders at the IT Steering Group meetings
D) Review the statistics for the number of email replies received in response to the communications

A) Correct. A monitoring system should be developed including metrics for changes in attitudes and reviewing process outcomes for success. (Literature: A, Chapter 4.3.3)
B) Incorrect. Whilst this will monitor the success of the aim to extend the use of Lean and Agile approaches across ZYX, this approach will not cover any understanding of the new structure or the behavioral changes required to operate as a service provider in SIAM.
C) Incorrect. This measure provides an indication of a change in attitude by key ZYXUK stakeholders to the IT Steering Group, however there is nothing in the case study or the question to indicate that the IT Steering Group has a role in the SIAM ecosystem. Furthermore, attendance does not measure awareness of the new organizational structure or the role that the affected staff play in it.
D) Incorrect. This will not measure if the awareness campaign has achieved its intended outcomes.

The ZYX Board of Directors has decided that ZYXUK should terminate the contract with OUT$CO. A procurement exercise will take place to select the external service providers and service integrator for the new SIAM model.

What is the **best** approach to ensure that OUT$CO is motivated to provide good quality services until the end of their current contract with ZYXUK?

A) Arrange for OUT$CO to be the lead supplier on the Executive Steering Board for the SIAM transition

B) Ensure that regular communications are provided to OUT$CO and all other current service providers

C) Instruct the ZYXUK service delivery managers to have monthly service review meetings with OUT$CO

D) Leave making the announcement to OUT$CO that the contract will be terminated until as late as possible

A) Incorrect. This would give an unfair advantage to OUT$CO over the other potential service providers, which is unlikely to comply with the governance requirements.

B) Correct. OUT$CO is an important current stakeholder who is likely to be interested in bidding to be part of the new SIAM model. Regular communications will support building and maintaining positive stakeholder relations. These will help to encourage OUT$CO to provide good quality services until the current contract ends. (Literature: A, Chapter 4.3.1)

C) Incorrect. Whilst it is usual to continue to hold service review meetings with outgoing providers, this approach does nothing to address the attitude of OUT$CO.

D) Incorrect. OUT$CO is highly likely to discover that ZYX is moving to a SIAM model long before the required termination notice date. They might infer that a delay in informing them of the expected termination implies that they are not expected to bid to provide services in the new SIAM model, which will demotivate them, with a risk that they degrade services.

The transition to the new SIAM model is complete. SIAMRUS is the service integrator. ZYXH provides the retained capabilities for ZYX. ZYXS provides application, support, and service desk services. Services for network provision, application development, and application support remain with the same service providers as before the transition.

Last week an email about the launch of a new mobile application created as part of NEWBNK was circulated to all users of BNK and NEWBNK. Yesterday, this created excessive demand, causing a four-hour outage of the online banking system. The cause is believed to be an overload of the network services.

During the outage ZYXS led the activities for service restoration without involving the service integrator. ZYXS logged and assessed the incidents reported by users, and involved the network service providers in order to diagnose the cause and restore the services.

What approach should be taken **next**?

A) As they are accountable for the delivery of the end to end service, SIAMRUS should take overall control of the investigation into the outage. The tactical governance boards of ZYXS and NET$CO should independently investigate the cause of the outage and report back to SIAMRUS. SIAMRUS will use these to form the basis of a report that they present to the strategic governance board.

B) Further investigation into what happened should be led by the incident management process forum. The forum should review what went well and what requires improvement, utilizing the expertise of the ZYXS scrum team and other providers. Requests for any additional funding required to implement improvements would be initially made to the operational governance board.

C) The incident should be escalated to an ad hoc problem management working group for investigation. SIAMRUS should chair the group, with representatives from NET$CO, DLAN$CO, BANK$CO and ZYXS. If further escalation is required this would go to the appropriate operational, tactical or strategic board. ZYXH would play a major role in in all the governance boards.

D) This was a major outage, therefore ZYXS should immediately inform ZYX senior management. A representative from ZYXH should investigate with the relevant service providers. When a solution is found the details should be captured and used by ZYXS to inform the relevant process forums and operational boards. This should enable SIAMRUS to prepare a report for the strategic governance board.

A) Incorrect. The role of tactical governance boards does not include the investigation of issues with the services. That is the role of working groups facilitated by the service integrator.

B) Correct. A process forum is used to identify process improvements where multiple parties are involved. The process forum will include representatives from the service integrator and the service providers, including ZYXS. The ZYXS scrum team will bring their expertise in Agile techniques such as agile retrospectives, that can be used by process forums to identify areas for improvement. Funding requests to address operational issues should first go to an operational governance board. (Literature: A, Chapter 5.1)

C) Incorrect. Process improvements involving multiple providers are the responsibility of process forums, not working groups. A tactical board is held between the service integrator and service provider without customer presence, hence ZYXH would not play any role in them.

D) Incorrect. This relates to how ZYX was operating prior to the introduction of SIAM. ZYXS is now a service provider and should not escalate directly to the customer. ZYXH is the customer and should not work directly with the service providers. Both of these are the role of the service integrator.

The ZYX SIAM executive steering board is compiling the agenda for their first meeting.

Apart from receiving updates on the progress of the implementation project, what should be included in this discussion?

A) The effect of the potential merger of ZYXA with the Japanese competitor
B) The introduction of additional capacity issue at the ZYXD data center
C) The lack of engagement with the ZYXS change forum
D) The treatment of the applications developed in house by ZYXUK's IT team

A) Correct. This is a high level strategic issue which affects the overall scope of the project. (Literature: A, Chapter 5.1.1)
B) Incorrect. Lower level actions such as this are outside the scope of the executive steering board.
C) Incorrect. This is something that will need to be addressed, but it is a current operational problem which needs to be addressed at a lower level, and is not specific to the SIAM project.
D) Incorrect. This is an operational issue which should be addressed at a lower level.

BNK has now been replaced by NEWBNK, with ZYXS providing application support, and ZYXD providing hosting. NET$CO provides the wide area network. OUT$CO is the service integrator. ZYXS has an availability service level target of 99.9% for NEWBNK.

Four weeks ago, all users of NEWBNK lost access to it for six hours. ZYXS investigated but could find no fault with the application, and service was restored without taking any action by ZYXS.

ZYXS has noticed that the service report from NET$CO shows that the wide area network connection to ZYXD was lost for six hours due to a fault with NET$CO's equipment. This was at the same time that NEWBNK users experienced the outage. The service report from ZYXD shows 100% availability for hosting NEWBNK. OUT$CO is asking ZYXS to submit their service report for the period.

What should ZYXS do?

A) Convene a working group with NET$CO and ZYXD to investigate why service was lost
B) Make a formal complaint to NET$CO and ask them to compensate users for loss of service
C) Provide OUT$CO with the full information about the outage and delay sending the service report
D) Report the availability of NEWBNK as 100%, with a comment about the six-hour loss of service

A) Incorrect. Convening a working group to investigate a specific issue is the responsibility of the service integrator.

B) Incorrect. Although compensating users is a good idea, there is no contract between NET$CO and the users of the service, hence no mechanism for NET$CO to compensate the users of NEWBNK directly. The users work for the banks who have contracts with ZYX. In SIAM, receiving and investigating complaints about a service provider is the role of the service integrator. In this example, ZYXS should raise the complaint with OUT$CO, not directly to NET$CO.

C) Correct. On this occasion the failure to meet the target was due to circumstances outside the control of the service provider. The affected service provider, ZYXS, should provide the service integrator, OUT$CO, with the full information so that the service integrator can investigate with NET$CO. If the cause of the outage is confirmed as being within NET$COs responsibility, and not ZYXS, then OUT$CO can allow ZYXS to remove the failure from their service report. On occasions like this, the service integrator should include the outage and availability of the end-to-end service in their end-to-end service report. (Literature: A, Chapter 5.3.1.2)

D) Incorrect. Until any excusing cause request is accepted by the service integrator the service provider must report the true availability of their service, which was less than 100%, irrespective of who caused the outage. ZYXS needs to make a formal excusing cause request, and not just mention the outage in the report.

ZYX has completed their SIAM transition. SIAMRUS is the service integrator. ZYX$DESK provides the service desk. OUT$CO provides application development and support services. New provider HOST$CO provides scalable hosting services for the applications.

Last week there was a major application outage that impacted all users in ZYX for 4 hours, breaching the end to end service level for incident resolution. The outage started immediately after a deployment by SIAMRUS of a new release of an OUT$CO application. The release contained a fault which quickly overloaded the hosting service as the number of users increased. Users started contacting ZYX$DESK immediately after the deployment. OUT$CO provided SIAMRUS with the release 2 weeks earlier.

Resolution was delayed because ZYX$DESK tried to diagnose the reported incidents for 2 hours before involving the service providers. HOST$CO failed to alert the service desk when a capacity threshold was reached, and the OUT$CO support team was at a planned meeting and could not be contacted. OUT$CO told SIAMRUS about this meeting 5 days ago.

Who should be held responsible for the breach in the end to end service level?

A) All mentioned parties as they all contributed to the situation
B) OUT$CO only, as their application was the cause
C) SIAMRUS only, as they failed to coordinate the situation
D) ZYX$DESK, HOST$CO and OUT$CO as they caused the delay

A) Correct. All are responsible. OUT$CO because they did not fully test the release. ZYX$DESK as they took too long to diagnose the incident. HOST$CO as they failed to alert the service desk which could have speeded up the investigation. SIAMRUS because they should not have deployed the release knowing that support from OUT$CO was not available. SIAMRUS because they should have assured successful integrated testing of the release before starting the deployment. (Literature: A, Chapter 5.3.2.2)

B) Incorrect. Although it was their application that caused the outage, OUT$CO informed SIAMRUS that support would not be available and SIAMRUS should not have planned the deployment to be during the meeting. This also omits the responsibility of ZYX$DESK to quickly diagnose and refer the incidents, and HOST$CO to alert when thresholds are reached.

C) Incorrect. This omits the responsibility of OUT$CO to fully test the release before deployment and ZYX$DESK to quickly diagnose and refer the incidents.

D) Incorrect. This omits the responsibility of SIAMRUS to assure and coordinate releases.

SIAMRUS has been appointed as the service integrator. They recently consulted with representatives from BANKCO, NETCO, OUT$CO and ZYXS in order to confirm their understanding of the required audit and compliance processes. As expected, the responses were varied and related to the experience of each service provider. SIAMRUS created a summary of the approach taken for each service provider.

Which summary provides the **best** starting point for developing the SIAMRUS approach for SIAM ecosystem audits?

A) In BANK$CO the audit is undertaken by a qualified person. An audit takes place after any major issue to determine where improvements could be made. The focus is only on areas of non-compliance to regulatory standards where fines may be imposed on ZYX. ZYXS provides the auditor with details and evidence of suspected issues with processes and procedures. BANK$CO must rectify all notified findings within two months.

B) NET$CO audits are carried out annually or after major issues. The audit considers evidence of collaboration with other service providers, end to end delivery, and compliance. The findings are formally reported to ZYXS. The details include a description of each non-conformance, with supporting evidence and recommendations for improvement. An action plan is created and monitored by ZYXS until all items have been addressed.

C) The audits for compliance are carried out according to an agreed schedule in OUT$CO's contract. This uses ISO/IEC 20000 as a basis for assessment which is carried out by an independent assessor. All non-conformances are documented and formally reported to the ZYXUK quality manager. OUT$CO owns the creation and management of any action plan, and provides additional training where any requirement has been identified.

D) ZYXS performs an annual internal audit of both ZYXS and ZYXD. The audit considers adherence to documented processes, procedures, and job descriptions. Sometimes there is also an additional objective to review if a specific internal or external regulatory compliance requirement is being met. The auditor will only produce an audit report if any non-conformances have been found. ZYXH reviews the audit reports.

A) Incorrect. Audits can be carried out after major issues, but should also be on a scheduled regular basis. Part of the audit will look at regulatory non-compliance but for SIAM the audit needs additional emphasis on the ecosystem aspects of collaboration and end to end service provision.

B) Correct. This audit approach includes many of the items recommended for audits of a SIAM ecosystem, including considering evidence of collaboration, end to end delivery, formal reporting including non-compliance, and managing action plans. Although historically ZYXH has received the report and monitored the action plan, this can easily be amended to be SIAMRUS acting as the service integrator on behalf of the customer. (Literature: A, Chapter 5.4.1, 3.1.4, and 2.3.12)

C) Incorrect. The main issue with this approach is that ISO/IEC 20000 does not cover the key requirements for effective SIAM of collaboration and integration, and therefore not provide the best basis to develop the SIAM audit.

D) Incorrect. The scope of this approach does not contain SIAM specific aims, and the report is only produced if any non- conformances are found.

The SIAMRUS consultancy has produced a SIAM strategy report to help form the outline business case for SIAM.

It has considered the business, process and technological practices in detail.

What people aspects should it ensure are considered for staff employed by ZYX?

A) Accurate job descriptions for all staff in every ZYX company
B) The employment laws of IT staff and their location
C) The gender split of IT staff in ZYX group companies
D) The risk and reward approaches used to incentivize performance

A) Incorrect. Whilst these will need to be addressed during Plan and Build, they are not required for the outline business case.
B) Correct. Country specific employment laws will affect the costs of any staff restructuring resulting from a SIAM implementation. The estimated costs will need to be included in the outline business case. The impact may also affect the design of the SIAM model. (Literature: A, Chapter 2.8.1)
C) Incorrect. Although this may be important from an HR perspective, it does not have any relevance to the outline business case.
D) Incorrect. These will need to be considered during Plan and Build, but are not relevant to the outline business case.

During the Plan and Build stage of project NEWGEN, company ZYX has identified that NEWBNK deployment will run late. The transition to NEWBNK will occur after SIAM is in Run and Improve stage. This means that there will be a significant period where ZYXS will need to retain BANK$CO to support BNK under the new SIAM model.

Which strategy will **best** contribute to reducing the operational risk and cost to other parties from the transition to NEWBNK?

A) Apply an enterprise process framework and align contracts, processes and tooling to this framework
B) Ensure that all contracts have exit clauses and establish data record governance for operational data
C) Implement a common toolset to be shared by all service providers and align it to end to end processes
D) Standardize processes operated internally by all service providers and align them to end to end processes

A) Correct. An enterprise process framework can be used to align the factors that contribute avoiding changes in one service provider affecting others. It includes the standardization of interfaces and interactions within processes that allows risk related to operational risk and cost of transition of one party (or their subcontractors) to other parties to be mitigated. (Literature: A, Chapter 3.5 and figure 22)
B) Incorrect. These approaches contribute to the mitigation of the risk, but are incomplete on their own. They are included in a full implementation of an enterprise process framework.
C) Incorrect. A common toolset is insufficient to mitigate transition risk on their own. It is one approach to implementing automated process interactions but not all interactions.
D) Incorrect. The processes operated by service providers are not the scope of SIAM. SIAM ensures that the end to end processes are in place and the interactions between service provider processes and other parties are documented and, ideally, standardized.

In preparation for their SIAM implementation, SIAMRUS, the service integrator, has created scenarios to support the running of pre-implementation 'conference room pilots'. The scenarios are based around services provided by ZYXS, ZYXD, ZYX$DESK, NET$CO, OUT$CO and PAY$CO together with any additional supporting services required. Approximately 20 scenarios have been produced for each discreet service.

However, there is not enough time available to run through of all scenarios for every process.

How should SIAMRUS **best** tailor their planned testing approach to maximize the benefits from testing in the time available?

A) Exclude the OUT$CO scenarios from the plan, because they have experience using SIAM in other contracts they support. Also omit PAY$CO as their services do not directly support the core banking operation.

B) Prioritize the scenarios for ZYXS, ZYXD, ZYX$DESK, NET$CO, OUT$CO and PAY$CO to ensure coverage of all identified service integrations at least once. Re-prioritize the remaining tests by business impact.

C) Reduce each scenario down into the separate service components that are linked to form the services. Test each of these components in isolation to ensure that the testing will adequately cover all of the major services.

D) Redesign the scenarios to concentrate on the end to end services by removing all the ZYX$DESK activities from incident recording through to service restoration. Test ZYX$DESK independently at the same time.

A) Incorrect. The nature of the conference room pilot tests is to ensure process flows are correct and the services integrate properly. Exclusion of parts of the service or a service provider from the scenarios defeats this objective.

B) Correct. The key objective of the conference room pilots is to test the integration between the service components and processes, giving the complete end to end picture of readiness. This answer ensures that all integrations have been tested at least run once. It then focuses on the remaining tests to ensure that those with the highest impact are prioritized for testing. (Literature: A, Chapter 4.4.1.1)

C) Incorrect. These are basic tests to demonstrate correctness of each component part of the service. The approach does not address testing how these will integrate together via the processes.

D) Incorrect. A key part of the way services are provided is the service desk as they are the main interaction between the users and the service providers. Their processes play an essential role in the support of the live services and therefore must be included in some of the end to end tests.

A year after the SIAM implementation at ZYX has been completed, the problem manager of the service integrator is sure that the problem management process is not working as well as expected.

What would be the **best** approach to improve the problem management process?

A) Decide on the changes needed and communicate them to the service providers in a memo
B) Engage a Lean consultant to review the process and make recommendations for improvement
C) Engage an ITSM consultant to rewrite the process from scratch based on industry best practice
D) Set up a cross service provider workshop to walk through the process step by step in order to identify improvements

A) Incorrect. This approach lacks the input of the other users of the process and therefore may not cover all the possible improvements. Also by imposing the changes, the problem manager may experience resistance from the service providers.
B) Incorrect. Although Lean techniques may be useful, this approach does not involve any of the current service providers and therefore would not gain the necessary buy-in to the changes.
C) Incorrect. This approach will not benefit from any of the experiences of the actual users of the process and may create more issues than the current process.
D) Correct. Those operating the process often have the best insight to current failures and are therefore most suited to suggesting improvement. The involvement of all service providers should ensure buy-in to the changes suggested. (Literature: A, Chapter 5.7.1.5)

Evaluation

The table below shows the correct answers to the questions in this set of sample questions.

Question	Answer	Question	Answer
1	D	21	B
2	B	22	B
3	D	23	D
4	C	24	C
5	A	25	C
6	B	26	C
7	B	27	C
8	C	28	B
9	C	29	B
10	B	30	A
11	A	31	B
12	B	32	B
13	A	33	A
14	D	34	C
15	A	35	A
16	B	36	B
17	A	37	B
18	D	38	A
19	A	39	B
20	C	40	D

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