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# Question 1

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## Question Type: MultipleChoice

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ZYX has now appointed SIAMRUS as the service integrator and has started to plan and build the new SIAM ecosystem. Initially, the new SIAM model will be supported by the existing service providers.

In a recent program progress meeting, it was highlighted that the planned Organizational Change Management (OCM) initiative has a high cost.

What approach should be taken to ensure that the OCM initiative for the service providers will cost effectively support the transition to SIAM?

### Options:

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**A-** A major predicted cost relates to BANKSCO. Since the introduction of NEWBNK is imminent, the scope of OCM should be reduced by leaving out BANKSCO. This would enable additional funds to be available for the adoption of the ADKAR change model. Using this disciplined approach for the transition of all the remaining service providers would ensure a successful and cost-effective transition to the new SIAM model.

**B-** Exclude OUTSCO as they already have an established approach to service provision and have communication links in place with the other service providers. This significantly reduces the scale of the OCM initiative, and therefore helps to control costs. Concentrate on ensuring that the other service providers are aware of the changes, and assess their desire for success using liaison with their appointed OCM representatives.

**C-** Reduce the scope of the OCM initiative so that the commodity service providers are only made aware of the changes and how they will be affected by them Arrange for all the other service providers to nominate a dedicated OCM representative to ensure effective communication with all the remaining parties involved Undertake specific training in the cross-provider ways of working using Computer Based Training.

**D-** The scope of OCM should include all service providers and be based on a recognized change model such as ADKAR The intentions of large established providers including OUTSCO and NETSCO should be fully understood, as there might be potential conflicts of interest which need to be addressed. The OCM activities should be tailored to the characteristics of the service providers. This will assist in controlling costs

### **Answer:**

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D

### **Explanation:**

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Comprehensive OCM Scope:

Including all service providers in the OCM initiative ensures that every stakeholder is aligned with the changes, minimizing resistance and ensuring a smoother transition.

Use of ADKAR Model:

Utilizing a recognized change management model like ADKAR provides a structured approach to managing change.

The ADKAR model focuses on Awareness, Desire, Knowledge, Ability, and Reinforcement, which are critical for effective change management.

Understanding Provider Intentions:

Fully understanding the intentions and potential conflicts of interest of large providers like OUTSCO and NETSCO helps tailor the OCM activities appropriately.

Addressing these factors early mitigates risks and ensures cooperation from all parties.

Tailored OCM Activities:

Customizing the OCM activities to suit the characteristics of each service provider ensures relevance and effectiveness.

Tailoring the approach helps in controlling costs by focusing efforts where they are most needed and avoiding unnecessary expenses.

Cost-Effective Transition:

A well-planned and tailored OCM initiative ensures that the transition to the new SIAM model is cost-effective and achieves the desired outcomes.

SIAM Professional Body of Knowledge (BoK), Chapter on Organizational Change Management

ITIL 4: Create, Deliver and Support (CDS), Section on Change Management

SIAM Professional Body of Knowledge (BoK), Chapter on Organizational Change Management

ITIL 4: Direct, Plan and Improve (DPI), Section on Managing Organizational Change

## Question 2

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Question Type: MultipleChoice

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When planning for the NEWGEN project which is the most likely set of audit findings and recommendations?

### Options:

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- A-** Many service providers are used across the ZYX organizations Before commencing the NEWGEN project these should be consolidated to focus on the design of the NEWBNK service in order to concentrate efforts on operating the future SIAM environment.
- B-** The ZYX companies all have different management structures One ownership and management structure should be identified and then implemented across the group companies in order to ensure the simplest possible reporting and decision-making regime
- C-** There is a high number of legacy applications still in use To ensure a smooth transition to a single service provided to all customers across the ZYX group these should all be replaced before initiating the project to introduce the NEWBNK service.
- D-** There is a use of many different services and service providers across the ZYX organizations This should be consolidated under the standard SIAM model proposed by SIAMRUS thus ensuring the objective of rapid introduction of new services and service providers

### Answer:

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D

## **Explanation:**

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### Current Situation:

ZYX utilizes numerous services and service providers, leading to complexity and potential inefficiencies.

### Consolidation under SIAM:

Consolidating services and providers under a standard SIAM model simplifies management, improves coordination, and enhances service quality.

A standardized approach ensures consistency, better integration, and streamlined processes.

### SIAMRUS Proposal:

SIAMRUS's standard SIAM model offers a structured and proven methodology for managing multiple service providers.

Implementing this model helps ZYX achieve rapid and efficient service integration, facilitating the introduction of new services and providers.

### Benefits of Consolidation:

Reduces complexity and operational overhead.

Enhances visibility and control over the service ecosystem.

Improves the ability to meet contractual obligations and service levels.

SIAM Professional Body of Knowledge (BoK), Chapter on Service Provider Consolidation

ITIL 4: Drive Stakeholder Value (DSV), Section on Service Provider Management

SIAM Professional Body of Knowledge (BoK), Chapter on Service Provider Integration

ITIL 4: Drive Stakeholder Value (DSV), Section on Sourcing and Supplier Management

## Question 3

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**Question Type:** MultipleChoice

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The ZYX Board of Directors is considering which SIAM structure should be selected for the ZYX SIAM model

What is most likely to influence the selection?

### Options:

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**A-** Planned expansion of ZYX into other countries

**B-** The attitude of the ZYXUK Directors

**C-** The content of the report from SIAMRUS

**D-** Understanding existing capabilities in ZYX

**Answer:**

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D

**Explanation:**

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Selection Criteria:

Choosing the appropriate SIAM structure involves assessing various factors that influence the organization's ability to implement and manage the model effectively.

Existing Capabilities:

Understanding the current capabilities within ZYX is crucial as it determines the organization's readiness for different SIAM structures.

This includes evaluating the skills, processes, and infrastructure already in place.

Influence on Structure:

The existing capabilities will help decide whether an internal, external, hybrid, or lead supplier model is most suitable.

If ZYX has strong internal capabilities, it may lean towards an internal or hybrid model. Conversely, if capabilities are lacking, an external integrator might be preferred.



Strategic Alignment:

Aligning the SIAM structure with existing capabilities ensures that the transition is smooth, cost-effective, and aligned with strategic goals.

SIAM Professional Body of Knowledge (BoK), Chapter on SIAM Structure Selection

ITIL 4: Create, Deliver and Support (CDS), Section on Assessing Organizational Capabilities

SIAM Professional Body of Knowledge (BoK), Chapter on SIAM Structure and Sourcing

ITIL 4: Direct, Plan and Improve (DPI), Section on Strategic Planning

## Question 4

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**Question Type: MultipleChoice**

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ZYXS has been appointed as the service integrator ZYXH will provide the retained capabilities The CEO has asked the ZYXS IT Director to prepare a governance approach for monitoring and measuring service performance that will support the achievement of the strategic objective to ensure delivery against contracts.

What is the best approach?

## Options:

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- A-** ZYXH will monitor the individual service providers with whom they have retained legal contracts and report the findings to ZYXS. ZYXS will then integrate this with data gathered from its own contracted service providers to produce an end-to-end report.
- B-** ZYXH will review the performance of each delivered service in order to determine whether service levels have been achieved. ZYXS will monitor its own performance, collect findings from the service providers, and collate these in a summary report to ZYXH.
- C-** ZYXS will assure delivery of the end-to-end service. ZYXH will monitor the performance of ZYXS and overall achievement of the expected outcomes. This includes ZYXH measuring the realization of benefits expected from the transition to SIAM.
- D-** ZYXS will monitor and measure each individual service provider for fulfillment of contractual targets. Based on reports from ZYXS, ZYXH will assume responsibility for monitoring the implementation of any improvements with the individual service providers.

## Answer:

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C

## Explanation:

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Objective and Context:

ZYXH wants to ensure delivery against contracts and has appointed ZYXS as the service integrator.

The CEO requests a governance approach to monitor and measure service performance.

End-to-End Service Assurance:

ZYXS, as the service integrator, is responsible for ensuring the delivery of end-to-end services. This includes integrating services from various providers and maintaining overall service performance.

Monitoring by ZYXH:

ZYXH will focus on monitoring ZYXS's performance as the integrator, ensuring that the strategic objectives are met and benefits are realized.

ZYXH will evaluate the overall outcomes and effectiveness of the SIAM transition, including service quality and contract adherence.

Governance Approach:

This approach aligns with the SIAM principle of having the service integrator manage operational responsibilities while the retained organization oversees strategic performance and benefits realization.

SIAM Professional Body of Knowledge (BoK), Chapter on Service Performance Management

ITIL 4: Direct, Plan and Improve (DPI), Section on Governance and Reporting

SIAM Professional Body of Knowledge (BoK), Chapter on Governance and Service Assurance

ITIL 4: Direct, Plan and Improve (DPI), Section on Monitoring and Measuring Performance

## Question 5

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**Question Type:** MultipleChoice

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ZYX has experienced a failure in their finance system leading to the delay of an invoicing run, a resulting temporary cash flow problem, and a breach of the service level for the end-to-end service.

Investigations show that this was caused by a change implemented by NETSCO A change request had been raised but not yet authorized As the NETSCO engineer thought it was urgent, they implemented the change without following the appropriate change processes to obtain authorization.

What is the most appropriate course of action the service integrator should take?

**Options:**

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- A-** Create a service improvement initiative for the treatment of emergency changes
- B-** Impose service credits on NETSCO to compensate for the service level failure
- C-** inform the management of NETSCO and let them deal with it as an operational matter
- D-** introduce a service level target on changes implemented outside of the change control process

**Answer:**

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A

**Explanation:**

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Incident Analysis: The failure in the finance system was caused by an unauthorized change implemented by a NETSCO engineer. This indicates a gap in the emergency change management process.

Service Improvement: Creating a service improvement initiative focused on the treatment of emergency changes addresses the root cause of the issue and prevents future occurrences.

Process Enhancement: This initiative should involve reviewing and strengthening the emergency change management process, including clear guidelines, authorization procedures, and training for engineers.

Alternative Actions:

Imposing service credits (Option B) addresses the symptom (service level failure) but not the underlying process issue.

Informing NETSCO management (Option C) alone is insufficient to drive systemic change.

Introducing a service level target on unauthorized changes (Option D) adds a monitoring mechanism but does not directly improve the change management process.

Conclusion: The most appropriate course of action is to create a service improvement initiative for emergency changes. This proactive approach enhances the overall change management process and reduces the risk of similar issues in the future.

SIAM Foundation Body of Knowledge (BoK), Chapter on Change Management

SIAM Professional Body of Knowledge (BoK), Service Improvement and Emergency Change Management Sections

## Question 6

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**Question Type: MultipleChoice**

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ZYX has decided to create an internal service provider for application development and support. This new service provider is formed by merging relevant staff from every ZYX company with the necessary capabilities and skills.

This internal service provider will operate from multiple locations, which enables the provision of year-round 24-hour support.

A capability framework for application development and support is drawn up for the new internal service provider.

What will the development of the capability framework help to address?

**Options:**

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- A-** Establish a process forum for application development and support
- B-** Map skill levels for application development and support roles
- C-** Support effective working between staff in the different locations
- D-** Understand the boundaries and interactions with other service providers

**Answer:**

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B

**Explanation:**

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Capability Framework: Developing a capability framework for application development and support helps in defining the necessary skills, competencies, and roles required for effective service delivery.

Skill Mapping: Mapping skill levels for application development and support roles ensures that the internal service provider has the right capabilities in place to meet operational demands and deliver high-quality services.

Effective Working: While supporting effective working between staff in different locations (Option C) and understanding boundaries and interactions with other service providers (Option D) are important, they are broader objectives that rely on having a well-defined capability framework first.

Process Forum: Establishing a process forum (Option A) can be a subsequent step, but it is not the primary purpose of a capability framework.

Strategic Alignment: By mapping skill levels, ZYX ensures that their internal service provider is equipped with the necessary expertise and can effectively support application development and operations across multiple locations.

Conclusion: The development of a capability framework is most directly aimed at mapping skill levels, which is foundational for ensuring that the new internal service provider can operate effectively.

SIAM Foundation Body of Knowledge (BoK), Chapter on Capability and Competency Frameworks

SIAM Professional Body of Knowledge (BoK), Skill Mapping and Role Definition Sections

## Question 7

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**Question Type: MultipleChoice**

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The CEO has asked SIAMRUS to assist in the Discovery and Strategy stage. Given this stage, SIAMRUS is not appointed as the service integrator yet. The first task assigned to SIAMRUS is to analyze the current ZYX services and service providers.

OUTSCO has refused to provide any information to SIAMRUS because they are a competitor SIAMRUS still needs information to create a baseline assessment

What is the best approach for SIAMRUS to get the necessary information about OUTSCO and its services'?

**Options:**

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- A-** Analyze the current and historic OUTSCO related incidents recorded in the ZYXS service desk tool
- B-** Ask the ZYXH contract governance team to formally instruct OUTSCO to provide the information
- C-** Rely on the analysis of services and providers included in the report prepared by the CIO
- D-** Review the OUTSCO contract and performance reports with the ZYXUK service delivery managers

**Answer:**

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B

**Explanation:**

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Information Gathering: SIAMRUS needs comprehensive information about current services and service providers to create a baseline assessment during the Discovery and Strategy stage.

Formal Instruction: As OUTSCO has refused to provide information due to competition concerns, a formal instruction from the ZYXH contract governance team can mandate compliance. This leverages contractual obligations and authority.

Contractual Authority: The contract governance team has the authority to enforce contract terms and can compel OUTSCO to provide the necessary information.

Alternative Approaches:

Analyzing incident records (Option A) may provide limited insights and lacks the comprehensive data needed.

Relying on the CIO's report (Option C) might not provide up-to-date or complete information.

Reviewing contracts and performance reports with service delivery managers (Option D) could help but may not yield all required details.

Conclusion: Formal instruction from the ZYXH contract governance team is the most effective approach to ensure compliance and obtain the necessary information for a thorough baseline assessment.

SIAM Foundation Body of Knowledge (BoK), Chapter on Discovery and Strategy

SIAM Professional Body of Knowledge (BoK), Information Gathering and Contract Management Sections

## Question 8

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**Question Type: MultipleChoice**

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ZYX has decided to use an external service integrator SIAMRUS has recommended that the SIAM transition project board has senior user representatives from both the ZYX retained capabilities and the service provider organizations. ZYXS will be an internal service provider.

What activity should ZYXS be responsible for in the senior user role?

**Options:**

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- A-** Ensure that the transition project meets the expected benefits
- B-** Highlight resource gaps within the project that need resolution
- C-** Provide input into the acceptance criteria for toolsets
- D-** Represent the users from all ZYX companies on the project board

**Answer:**

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D

**Explanation:**

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Role of Senior User Representatives: The senior user role on the project board is crucial for ensuring that the needs and perspectives of end-users are adequately represented during the transition.

ZYXS as Internal Service Provider: As an internal service provider, ZYXS has a comprehensive understanding of the user requirements and operational contexts within ZYX companies.

User Representation: ZYXS is best positioned to represent the users from all ZYX companies due to their internal role and existing relationships with the user base. This ensures that user needs are considered in decision-making processes.

Expected Benefits and Resource Gaps: While ensuring the project meets expected benefits and highlighting resource gaps are important, these are typically responsibilities shared across the project board and not specifically tied to the senior user role.

Toolset Acceptance Criteria: Providing input into toolset acceptance criteria is a specific task, but it does not encompass the broader responsibility of user representation.

Conclusion: Representing the users from all ZYX companies on the project board ensures that the transition project aligns with user needs and expectations, promoting successful implementation and user satisfaction.

SIAM Foundation Body of Knowledge (BoK), Chapter on Roles and Responsibilities

SIAM Professional Body of Knowledge (BoK), Governance and Senior User Roles Sections

## Question 9

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**Question Type:** MultipleChoice

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The corporate strategy of ZYX contains these objectives:

- Ensure delivery against contracts
- Invest in and train all ZYX staff
- Reduce operating costs
- Be ready to adapt to change

The ZYX strategy requires that the costs of the service integrator should be as low as possible, and that service levels and high-quality services should be achieved at all times. The CEO wants the new SIAM model to be in place as soon as possible

OUTSCO is a global provider of a range of services, including service integration. They have a good reputation as a flexible and reliable service integrator who is willing to amend their SIAM model. They are in the last year of a 10-year contract to provide outsourced services to ZYXUK. Over the last two years the performance and quality of their services has decreased

SIAMRUS is a global provider of service integration services in the manufacturing sector. They use a standardized SIAM model with limited flexibility. SIAMRUS recently created an outline SIAM strategy for ZYXUK: proposing that they should be the service integrator.

ZYXS is experienced in the service management of corporate services including managing the delivery of service providers. The ZYXS IT Director used to be a senior service manager in a small service integration company. The ZYXS office location is almost at capacity with no possibility of expansion. ZYXS are the developers of NEWBNK, which is strategic to the future of ZYX.

The CEO wants to retain as many of the existing service providers as possible

Which is the most appropriate structure and sourcing approach for choosing the service integrator for ZYX?

### Options:

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- A- OUTSCO as a hybrid service integrator, acting with the service management function of ZYXS
- B- OUTSCO as an external service integrator, providing service integration services to ZYX
- C- SIAMRUS as an external service integrator, providing service integration services to ZYX
- D- ZYXS as an internal service integrator, transferring their application and support services into ZYXD

### Answer:

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D

### Explanation:

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Corporate Strategy Alignment:

The ZYX strategy emphasizes low costs for the service integrator, high service levels, and maintaining existing service providers. ZYXS, with its internal capabilities, aligns well with these objectives.

Internal Capabilities:

ZYXS has experience in service management and developing NEWBNK, a strategic application for ZYX. Utilizing internal capabilities can reduce costs and ensure tighter control over service quality.

Transfer of Services:

Transferring application and support services to ZYXD consolidates resources and leverages existing internal expertise, ensuring continuity and stability in service provision.

Avoiding External Constraints:

Appointing an external service integrator like OUTSCO or SIAMRUS could introduce higher costs and less flexibility. ZYXS's internal management can better align with the strategic goals and existing corporate culture.

Capacity Considerations:

Although the ZYXS office is at capacity, transferring application and support services to ZYXD helps manage this limitation by distributing workloads and responsibilities.

SIAM Professional Body of Knowledge (BoK) discusses the benefits and considerations of different service integrator models.

ITIL 4: Drive Stakeholder Value (DSV) provides insights into managing service provider relationships and aligning them with organizational strategy.

SIAM Professional Body of Knowledge (BoK), Chapter on Service Integrator Models

ITIL 4: Drive Stakeholder Value (DSV), Section on Sourcing and Supplier Management

## Question 10

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**Question Type:** MultipleChoice

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ZYXS has been chosen as the service integrator. Immediately after implementation an issue has arisen with a high priority incident. OUTSCO and ZYXD are passing the incident between them and are blaming each other for not owning the solution. Meanwhile the incident is approaching its target resolution time and may breach its service level

What should ZYXS do first?

**Options:**

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- A-** Call a meeting of the senior representatives of OUTSCO and ZXYD to agree on an approach
- B-** Convene an immediate meeting with OUTSCO and ZYXD to agree steps to resolve the incident
- C-** Escalate the dispute to a SIAM governance lead in ZYXH who has the authority to make an enforceable decision
- D-** Request a meeting with the purchasing department to get a definitive contractual view of responsibility

**Answer:**

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D

**Explanation:**

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Urgency of the Situation:

A high-priority incident is close to breaching its service level, necessitating immediate action to resolve the issue and prevent further impact.

#### Immediate Resolution Steps:

Convening an immediate meeting with OUTSCO and ZYXD allows for direct and prompt communication between the involved parties.

This meeting aims to agree on concrete steps to resolve the incident quickly, focusing on collaboration rather than assigning blame.

#### Role of the Service Integrator:

As the service integrator, ZYXS is responsible for coordinating the resolution efforts and ensuring that all parties work together effectively.

Facilitating this meeting demonstrates proactive leadership and the ability to manage critical incidents.

#### Preventing Escalation:

Addressing the issue immediately helps prevent escalation to higher authorities or governance bodies, which can delay resolution and increase tension between providers.

SIAM Professional Body of Knowledge (BoK) emphasizes the importance of prompt and effective incident management.

ITIL 4: Create, Deliver and Support (CDS) includes guidelines for managing incidents and ensuring timely resolution.

SIAM Professional Body of Knowledge (BoK), Chapter on Incident Management

ITIL 4: Create, Deliver and Support (CDS), Section on Incident Management





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