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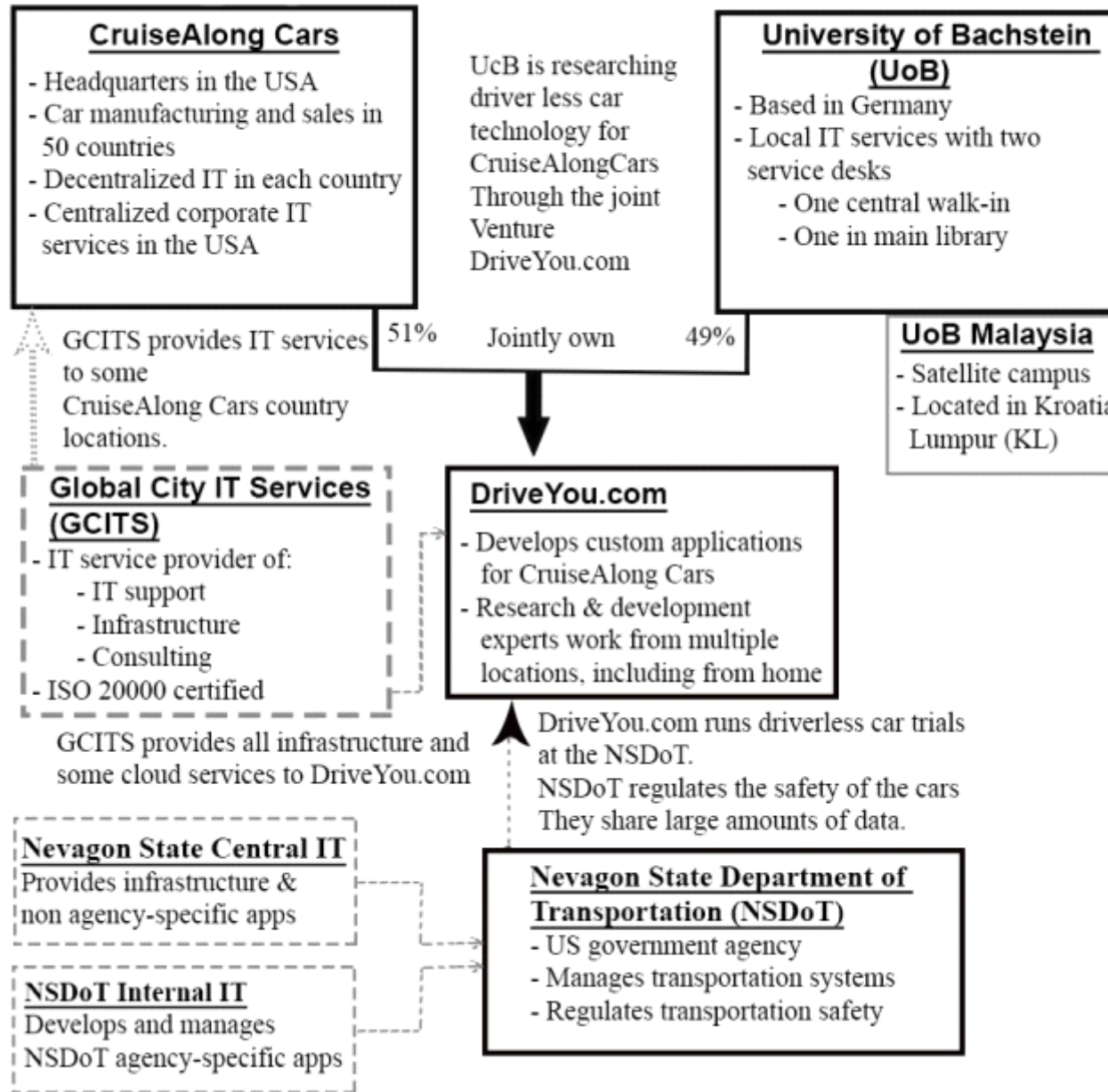
Question 1

Question Type: MultipleChoice

See the scenario for additional informational.

Scenario:

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



CruiseAlong Cars

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Some of the issues that CruiseAlong Cars needs to address include:

Inefficiencies caused by the current IT structure

Inconsistency of IT services when employees are travelling

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CruiseAlong Cars owns a 51% share.

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This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein

(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the

US at the Nevegon State Department of Transportation.

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Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices
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University of Bachstein (UoB)

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Manage growth and increasing IT demand

Demonstrate value through competitive, responsive and transparent services

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GCITS has grown through acquisition. The latest acquisition, Optimolv, does not comply with ISO/IEC 20000.

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

has six months to ensure that Optimsolv is compliant.

Optimsolv has made the improvements identified in the audit. The GCITS IT Manager needs to determine that

Optimsolv staff have accepted the required changes.

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

Options:

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

Answer:

C

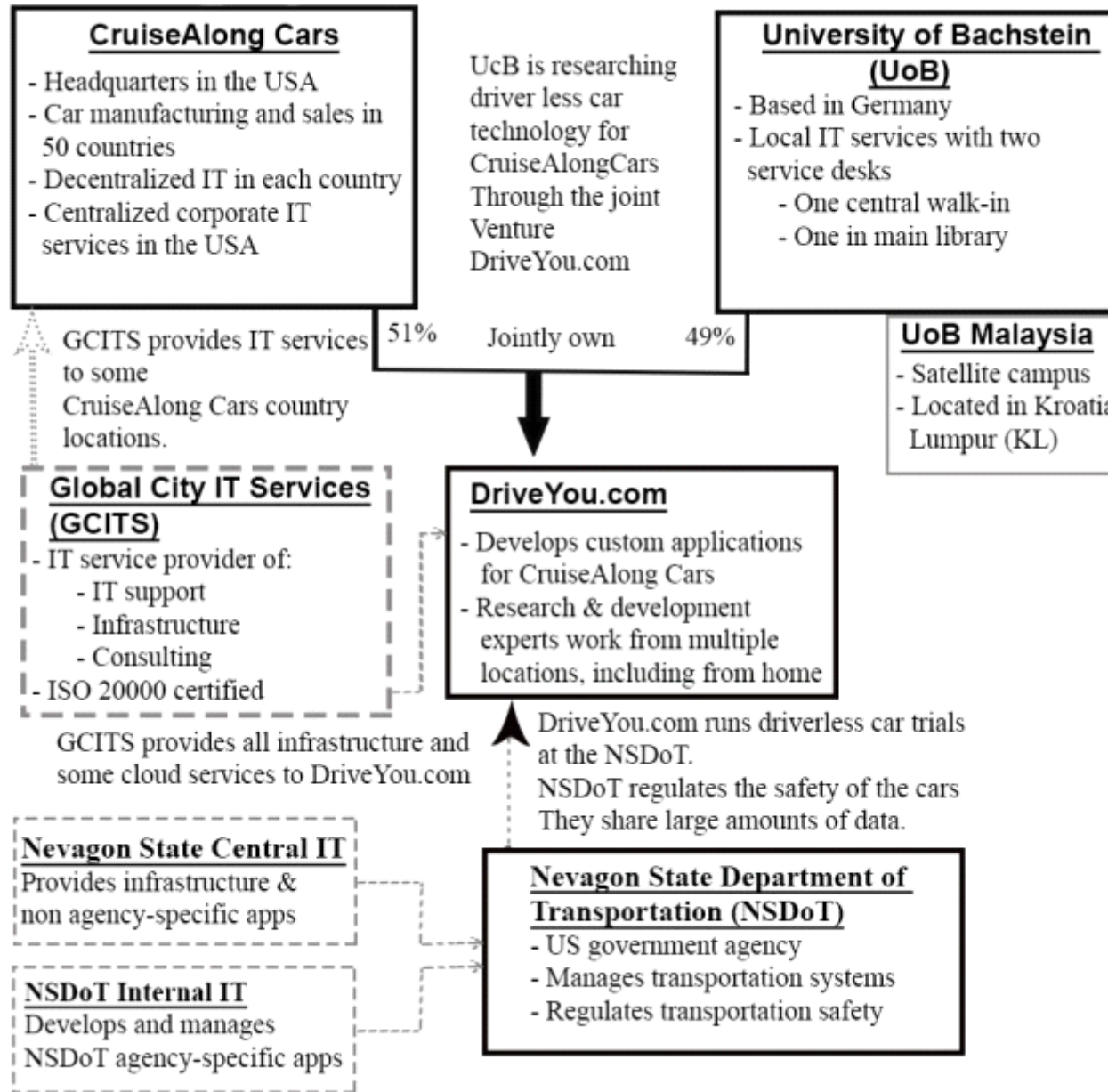
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Optimolv has a number of process improvements that need to be implemented to attain compliance. GCITS

has six months to ensure that Optimolv is compliant.

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

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

Options:

- A- "I am part of an important company initiative".
- B- "I can use the opportunity to learn valuable new skills".
- C- "Optimsolv gets ISO/IEC 20000 certification".
- D- "GCITS achieves its corporate goals".

Answer:

B

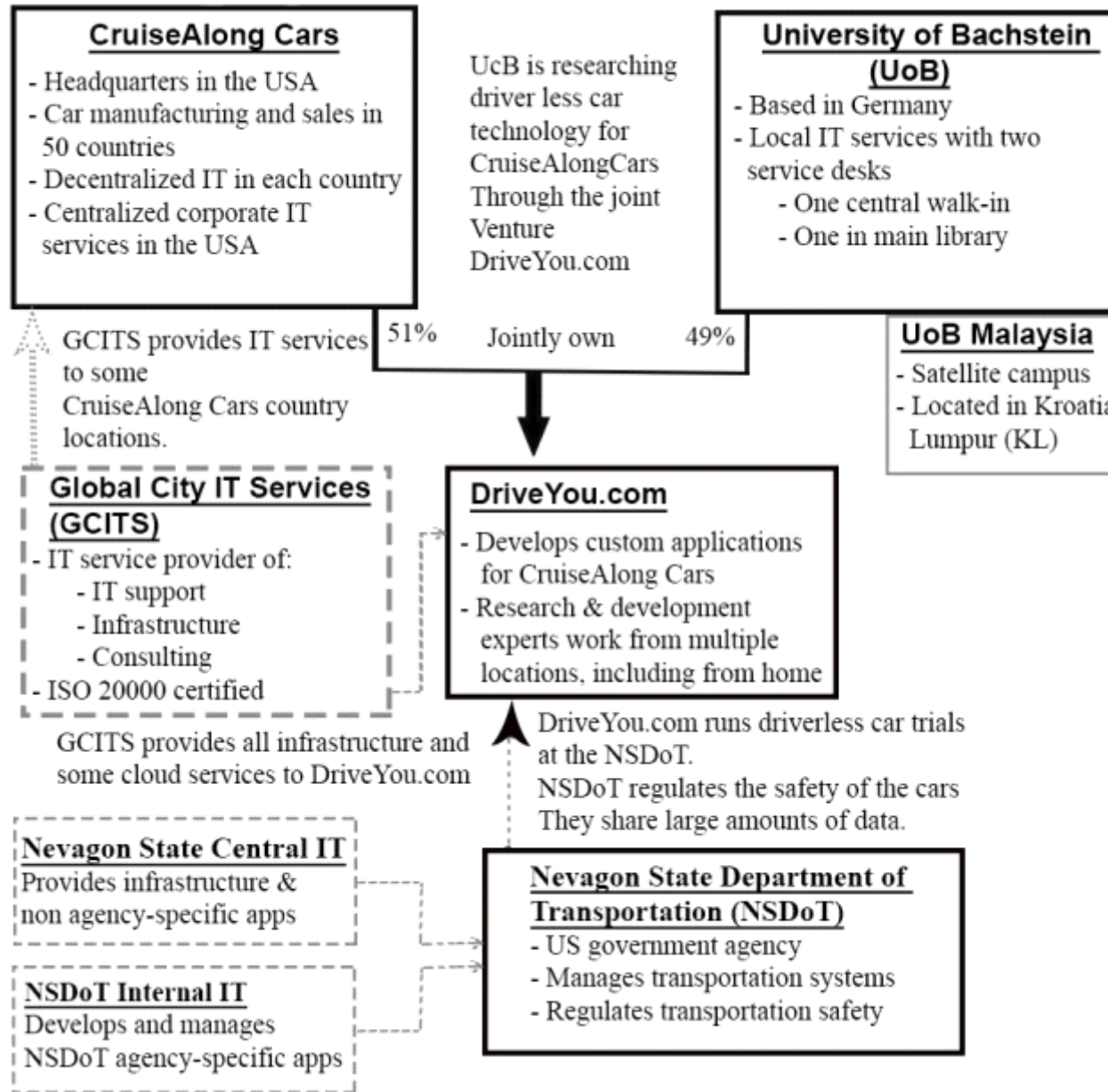
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When would it be MOST appropriate to use a stakeholder analysis worksheet during the improvement initiative within Optimsolv?

Options:

- A- During planning, to identify the key people who need to be influenced within Optimsolv.
- B- During process design, to prioritize stakeholders within GCITS.
- C- During implementation, to understand the primary motivation for change at Optimsolv
- D- During testing, to measure the risk to achieving the ISO/IEC 20000 accreditation.

Answer:

A

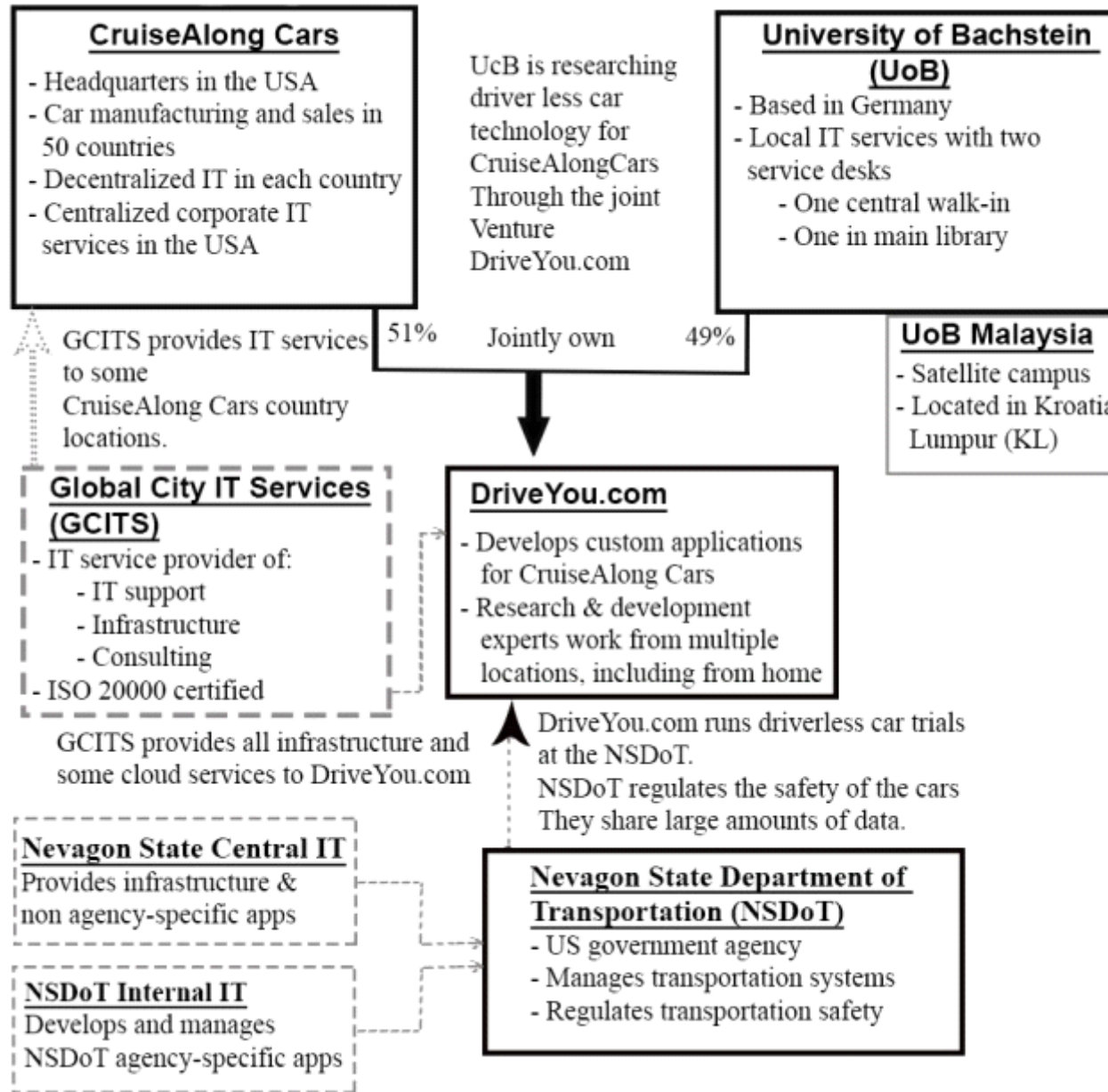
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Optimolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimolv is compliant.

The project manager has identified the relevant stakeholders in the initiative.

What is the BEST step to take next in the stakeholder management process, and why?

	Action	Why
a)	Devise a communication plan for each stakeholder	To understand how the new Optimsolv staff are likely to react, and win their support
b)	Devise a communication plan for each stakeholder	To understand the importance of each stakeholder to the initiative
c)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand the importance of each stakeholder to the initiative
d)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand how the new Optimsolv staff are likely to react, and win their support

Options:

A- Action: Devise a communication plan for each stakeholder

Why: To understand how the new Optimsolv staff are likely to react, and win their support

B- Action: Devise a communication plan for each stakeholder

Why: To understand the importance of each stakeholder to the initiative

C- Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'

Why: To understand the importance of each stakeholder to the initiative

D- Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'

Why: To understand how the new Optimsolv staff are likely to react, and win their support

Answer:

C

Question 5

Question Type: MultipleChoice

Why is stakeholder management an important part of any improvement initiative?

Options:

- A-** To identify the leader who will fund the change.
- B-** To determine the level of resource allocated to the change.
- C-** To determine risk levels presented by organizational culture.
- D-** To identify whose support is needed for the change.

Answer:

D

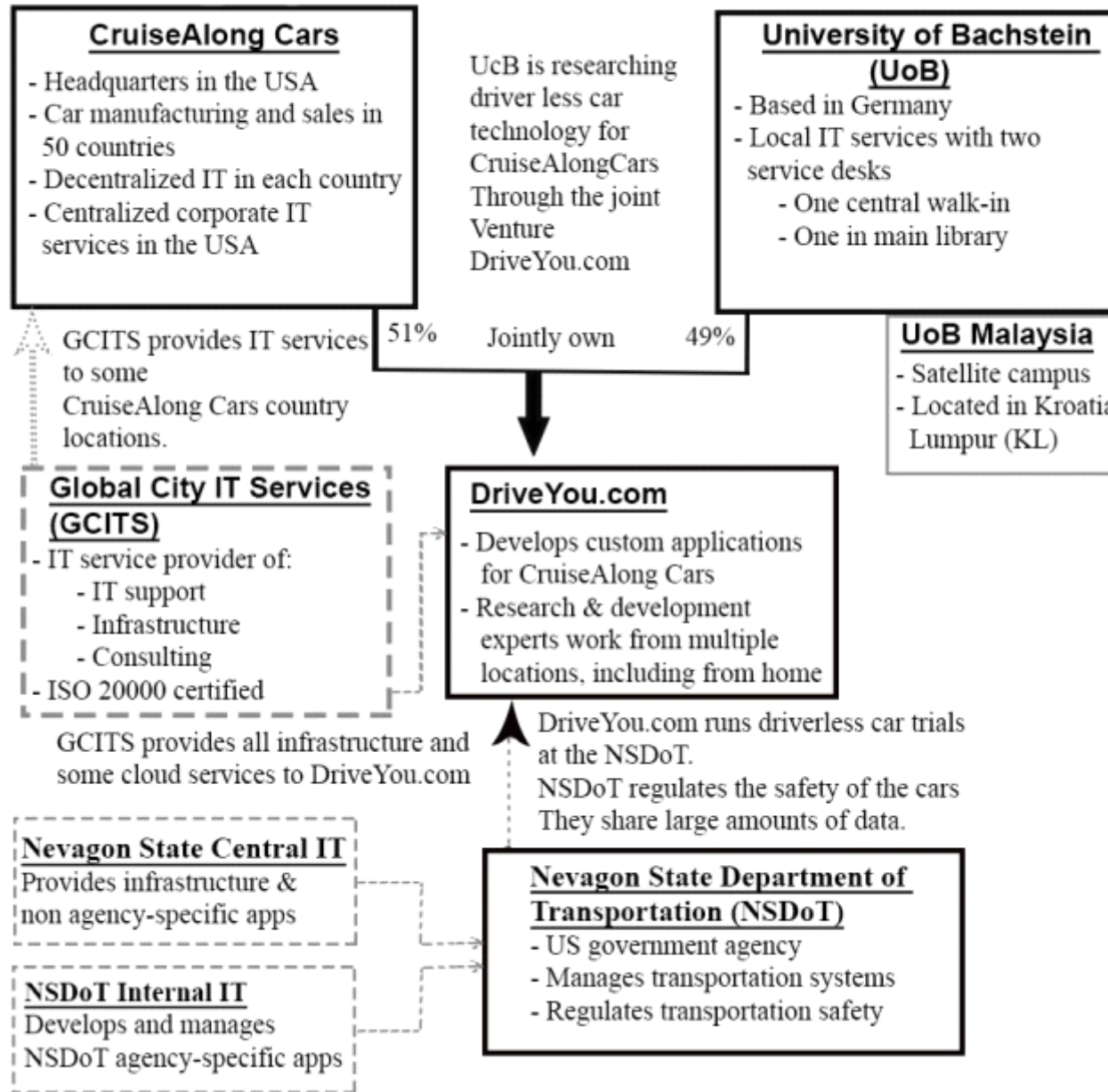
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Which OCM activity will BEST help Optimsolv to overcome any staff resistance, and comply with ISO/IEC 20000 within six months?

Options:

- A- Create a sense of urgency for the change.
- B- Demonstrate enough value to business.
- C- Make compliance the top corporate priority.
- D- Maintain a focus on continual improvement.

Answer:

C

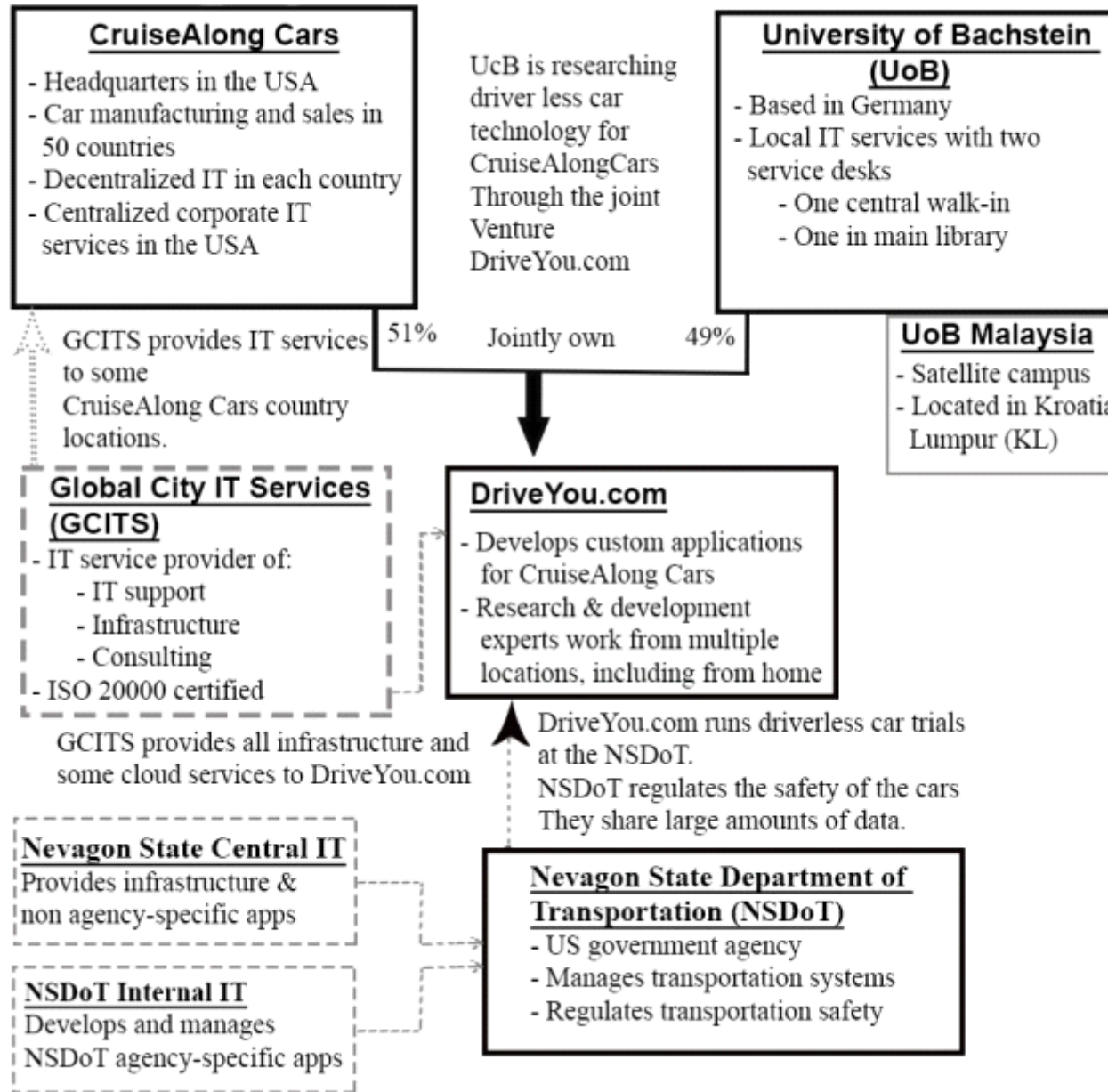
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The IT department at the UoB does not have a service catalogue or a service portfolio, and there is limited understanding of the structure and value of services in the organization. Many of the individual departments and faculties are resistant to the CIO's vision for global services.

They have decided to appoint business relationship managers (BRMs) who will be expected to address many of the challenges, in order to support collaboration and help to define global services. Some business analysts are going to be transferred to these new positions.

The BRMs have learned that none of the customers are satisfied with a new service, even though it meets all the functional requirements agreed with a wide range of UoB customer and user group representatives.

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

Options:

A- Guiding principle: Keep it simple

Why: The customers and users were not kept informed of the progress of the project resulting in negative perception of the results

B- Guiding principle: Progress iteratively

Why: Everything the service provider does needs to map directly to value for the UoB customers and other stakeholders

C- Guiding principle: Design for experience

Why: Even though functional requirements were met the UoB customer interaction with the service was ignored leading to dissatisfaction

D- Guiding principle: Collaborate

Why: The wrong people were involved in the agreement of functional requirements when designing the solution.

Answer:

C

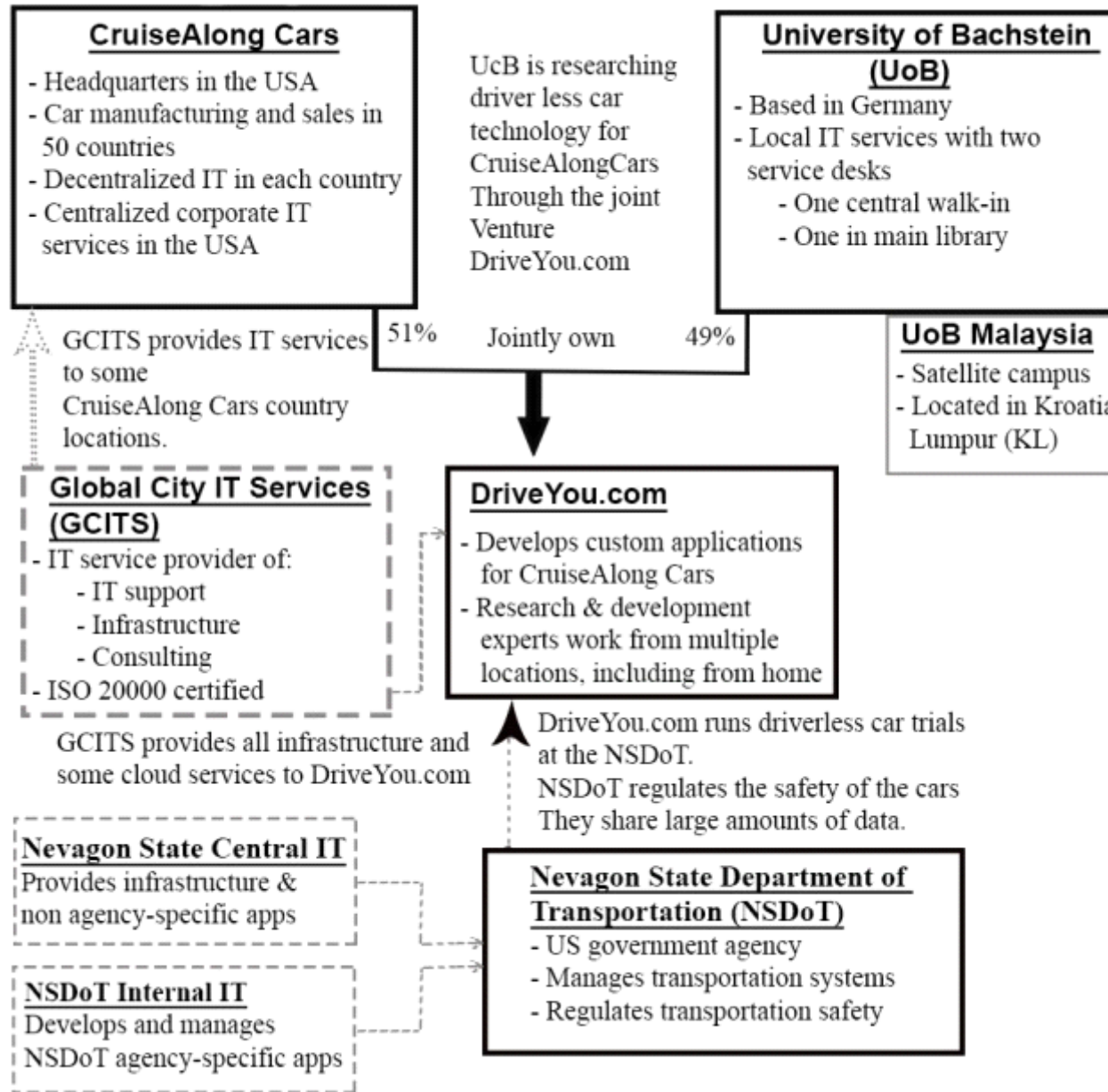
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(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the

US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices
Compliance with safety and other regulatory requirements.

University of Bachstein (UoB)

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some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

Complete the centralization and consolidation of IT

Manage growth and increasing IT demand

Demonstrate value through competitive, responsive and transparent services

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GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include:

Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT)

NSDot is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

The IT department at the UoB does not have a service catalogue or a service portfolio, and there is limited understanding of the structure and value of services in the organization. Many of the individual departments and faculties are resistant to the CIO's vision for global services.

They have decided to appoint business relationship managers (BRMs) who will be expected to address many of the challenges, in order to support collaboration and help to define global services. Some business analysts are going to be transferred to these new positions.

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

Options:

- A- Run a workshop to define the structure and value of IT services.
- B- Visit each customer in their normal place of work to see what they do.
- C- Issue a detailed questionnaire to all customers to discover their expectations.
- D- Establish current performance levels and match the new service to them.

Answer:

D

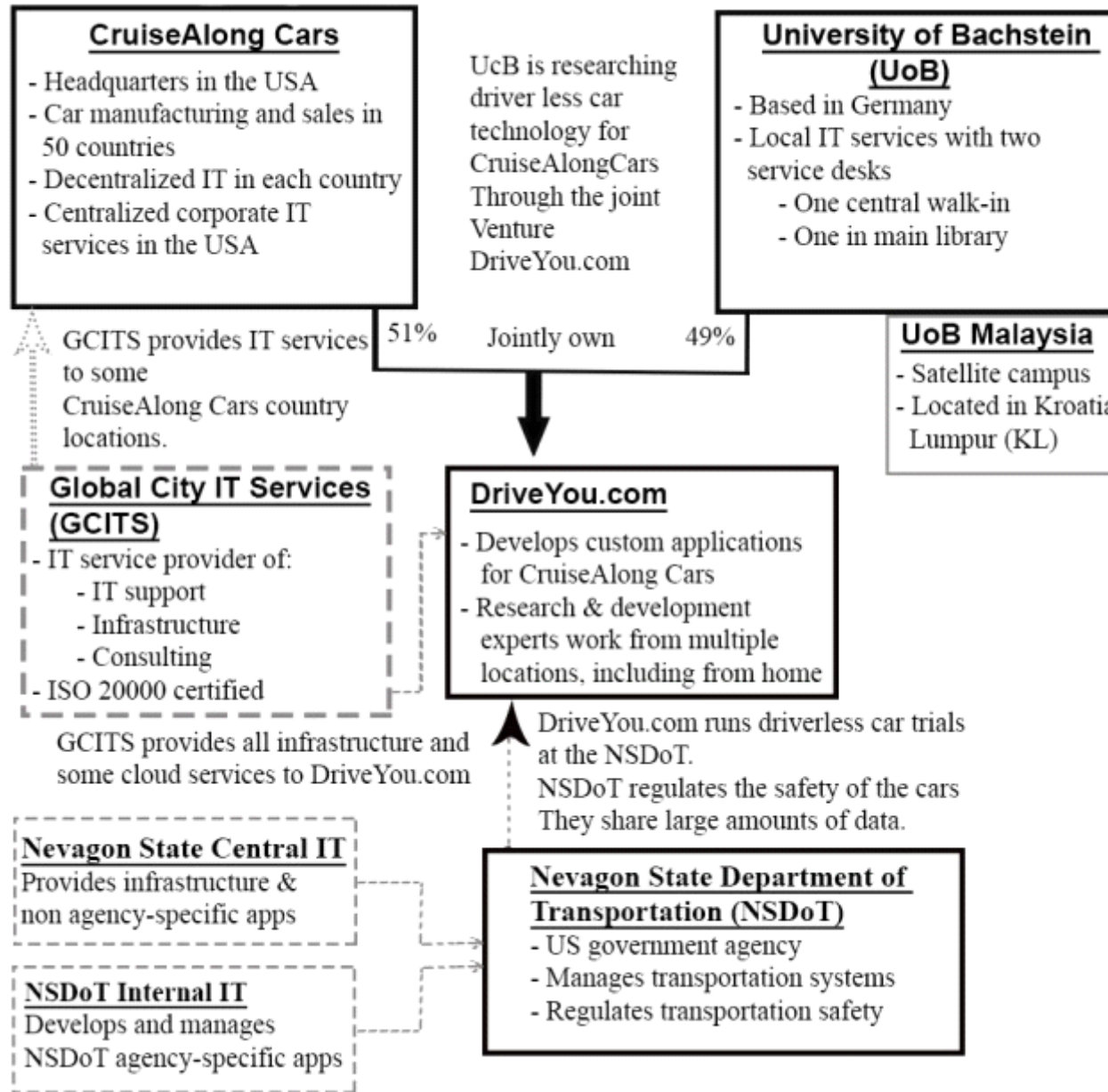
Question 9

Question Type: MultipleChoice

See the scenario for additional informational.

Scenario:

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



CruiseAlong Cars

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Some of the issues that CruiseAlong Cars needs to address include:

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Inconsistency of IT services when employees are travelling

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

CruiseAlong Cars research facilities in Japan and Australia.

Options:

- A- 'Timing and frequency matter' because 'where are we now?' requires that messages to all stakeholders are kept simple.
- B- 'There is no single correct method of communication because 'how do we get there?' requires coordination from a diverse range of stakeholders.
- C- 'Timing and frequency matter' because 'what is the vision?' will need regular reinforcement to ensure the execution of the project is a success.
- D- 'There is no single correct method of communication' because 'where do we want to be?' is different for every stakehold

Answer:

B

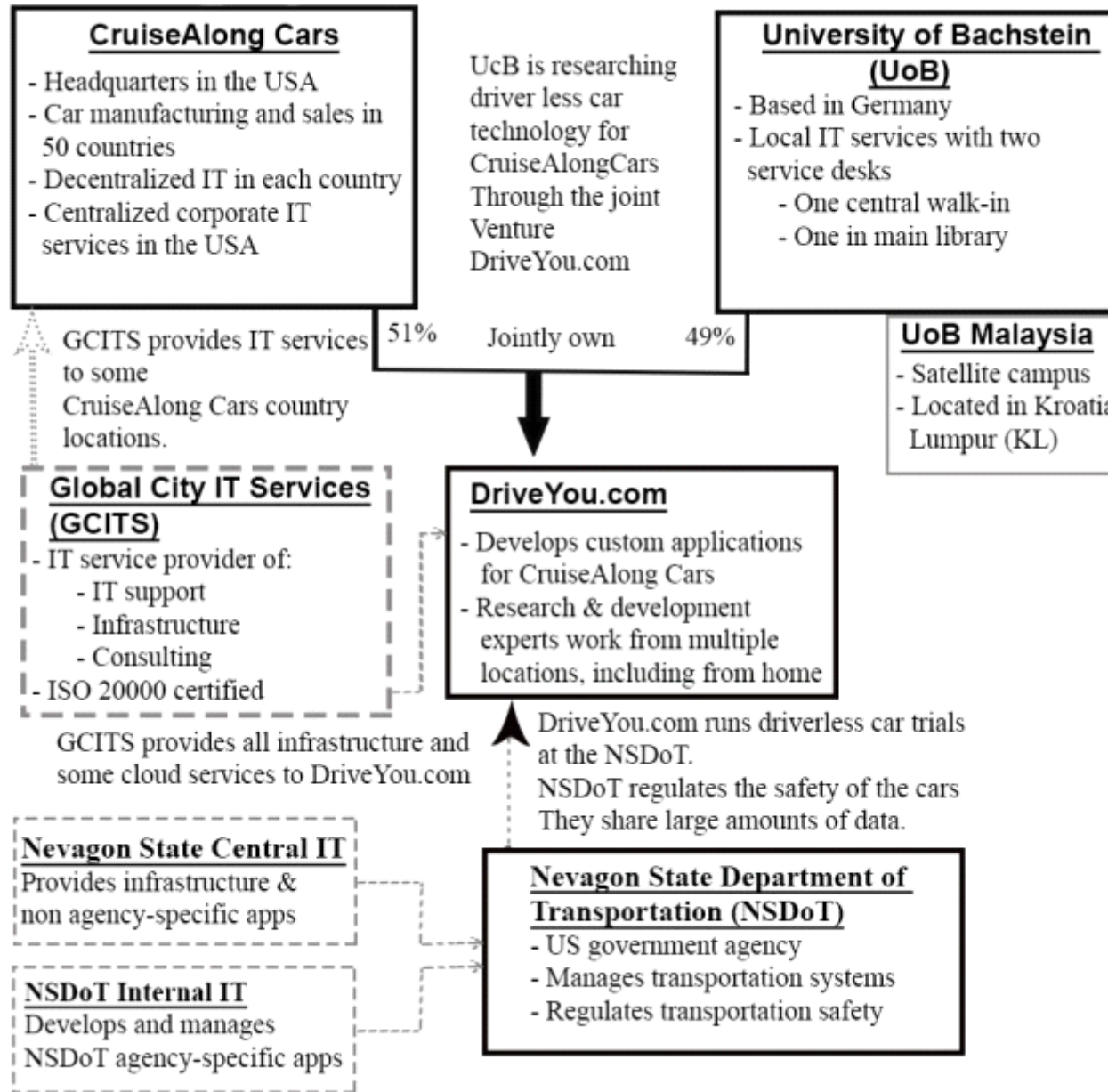
Question 10

Question Type: MultipleChoice

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CruiseAlong Cars research facilities in Japan and Australia.

The DriveYou.com project manager has set up an initial teleconference for the project, which will include the new research teams from CruiseAlong Cars.

How could the project manager ensure that 'verbal handshaking' is addressed?

Options:

- A- By ensuring that action points and next steps are clarified and agreed during the session.
- B- By organizing face-to-face meetings in advance to build rapport and personal contact.
- C- By requesting that all parties listen closely to discussions and do not speak over each other.
- D- By creating a digital recording to ensure that all the discussions are captured and can be reviewed.

Answer:

A

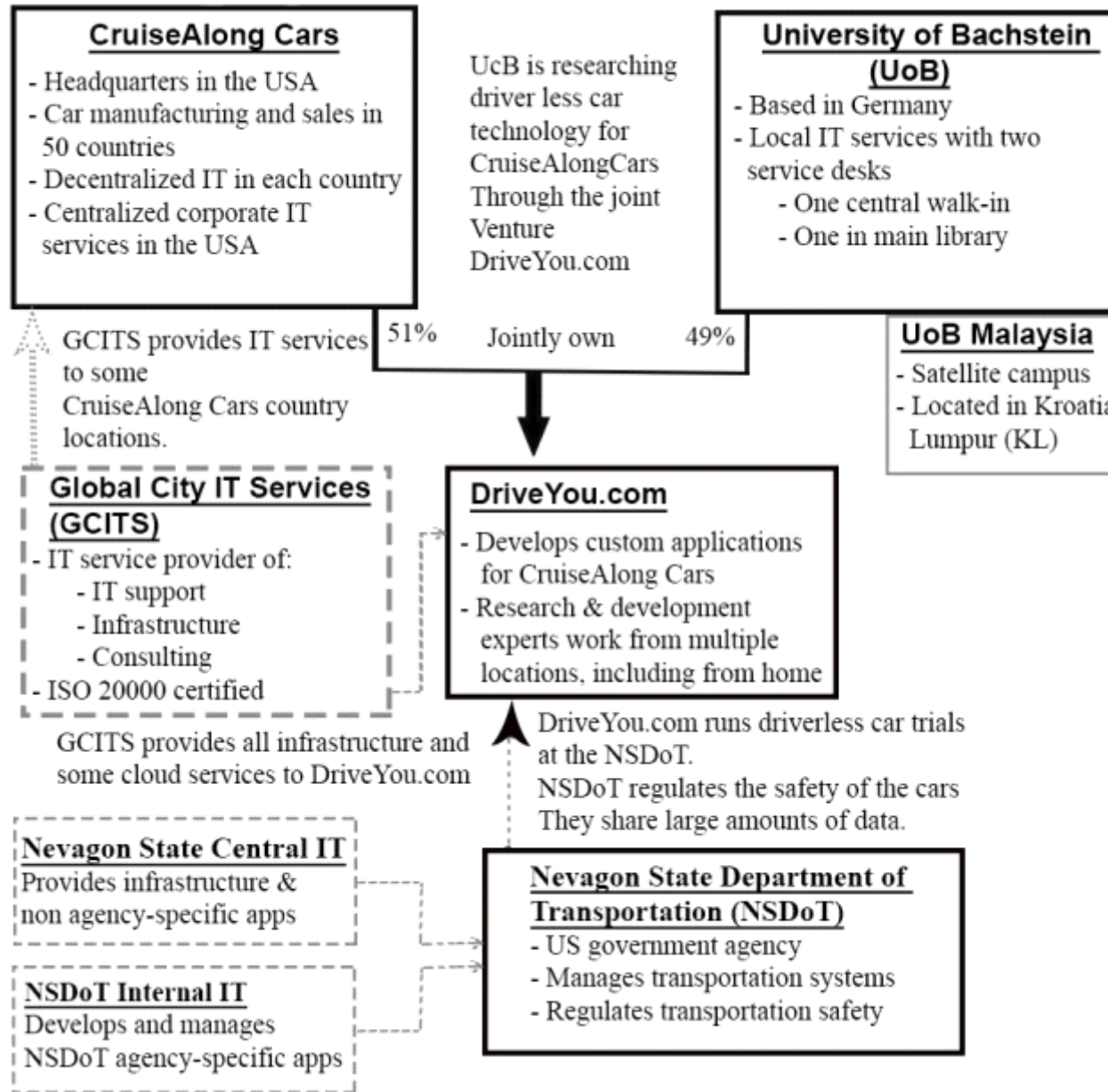
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Question Type: MultipleChoice

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

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

Which is the BEST approach?

Options:

- A-** Create a new comprehensive communications plan for all stakeholders before engaging with the research teams.
- B-** Use the existing communications plan and send all previous communications to the research teams.
- C-** Make contact with the research teams and build a specific communications approach to address their needs.
- D-** Include the named contacts immediately on the project email distribution list and ask them for feedback.

Answer:

C

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