



BCS EXIN Foundation Certificate in SIAM™

Specimen Paper V2.0

Record your surname / last / family name and initials on the answer sheet.

Specimen paper only 20 multiple-choice questions – 1 mark awarded to each question. Mark only one answer to each question. There are no trick questions.

A number of possible answers are given for each question, indicated by either **A. B. C. or D.** Your answers should be clearly indicated on the answer sheet.

Pass mark is 13/20

Time allowed: 30 minutes

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This professional certification is not regulated by the following United Kingdom Regulators
- Ofqual, Qualifications in Wales, CCEA or SQA

- 1 Which organisation is **unlikely** to get the full value from SIAM™?
- A One with a mix of internal and external service providers.
 - B One with a single service provider only.
 - C One with external service providers only.
 - D One with internal service providers only.
- 2 What is a responsibility of a service provider in a SIAM ecosystem?
- A Delivery.
 - B End-to-end integration.
 - C Governance.
 - D Strategy.
- 3 An organisation wants to transition to SIAM. They want to avoid service providers making accusations of the service integrator being biased.
- In which **two** of the following structures is this behaviour **most unlikely**?
- a) External service integrator
 - b) Hybrid service integrator
 - c) Internal service integrator
 - d) Lead supplier as a service integrator
- A a and b.
 - B b and c.
 - C c and d.
 - D a and d.
- 4 In which stage of the SIAM roadmap **SHOULD** the principles and policies for roles and responsibilities be defined?
- A Discovery & Strategy.
 - B Implement.
 - C Plan & Build.
 - D Run & Improve.

- 5 Which stage of the SIAM roadmap provides an awareness of available technologies and services?
- A Discovery & Strategy.
 - B Implement.
 - C Plan & Build.
 - D Run & Improve .
- 6 Which **two** stages from the SIAM roadmap include designing the requirements for the SIAM model?
- a) Discovery and Strategy
 - b) Implement
 - c) Plan and Build
 - d) Run and Improve
- A a and c.
 - B a and b.
 - C c and d.
 - D b and d.
- 7 In which stage of the SIAM roadmap **SHOULD** the preferred SIAM structure be selected?
- A Discovery & Strategy.
 - B Implement.
 - C Plan & Build.
 - D Run & Improve.
- 8 Which SIAM role is typically accountable for service governance and assurance?
- A Customer organisation.
 - B Integrated change advisory board.
 - C Service integrator.
 - D Service provider.
- 9 Which role is accountable for contract management?
- A Customer organisation.
 - B Executive board.
 - C Service integrator.
 - D Tactical board.

- 10** Which operational role is responsible for discussing lessons learned arising from resolving a major incident?
- A** Incident management forum.
 - B** Incident management working group.
 - C** Integrated change advisory board.
 - D** Major incident working group.
- 11** When managing cross-functional teams, what does a communication plan provide?
- A** An appropriate level of regular communication for all stakeholders.
 - B** Face-to-face meetings between virtual teams are not required.
 - C** Reduced need to re-enter and translate data.
- 12** Which is a **MAIN** challenge associated with cross-functional teams?
- A** Conflicting objectives, organisational strategies and working practices.
 - B** Gaps between process activities.
 - C** Inability to map end-to-end workflow.
 - D** Lack of architecture.
- 13** Which is an example of end-to-end measurement in a SIAM environment?
- A** Average time to resolve a problem by a particular service integration partner.
 - B** Comparison of internal versus external service providers.
 - C** How many incidents have been raised by a particular business division.
 - C** Responsiveness of the service against service level targets.
- 14** Which is the purpose of the continual service improvement process?
- A** To encourage and incentivise service providers to contribute to continual service improvement.
 - B** To ensure that continual service improvement is on the agendas of SIAM governance boards.
 - C** To provide a consistent method of quantifying, tracking, and managing the delivery of improvement activity.
 - D** To share lessons learned across all parties in the SIAM ecosystem.

15 Which process has as its **MAIN** purpose an early detection and avoidance of system and service outages?

- A** Change and release management.
- B** Continual service improvement.
- C** Event management.
- D** Incident management.

16 Which is a SIAM consideration of the monitoring and measuring process?

- A** Requirements for consistent data dictionary, data models, terminology, thresholds and reporting schedules.
- B** Responsibilities for testing integration between services from different service providers should be defined.
- C** Targets for event diagnosis and resolution should be common across service providers.

17 Which is the **earliest** stage of the SIAM roadmap to be affected by the challenge of building the business case?

- A** Discovery & Strategy.
- B** Implement.
- C** Plan & Build.
- D** Run & Improve.

18 A customer organisation sets unrealistic service levels for one of their service providers.

Which risk is directly related to this?

- A** It could be difficult to allocate responsibility for service failures.
- B** The customer's data may be at risk.
- C** The service integrator may not be able to fulfill their role.
- D** The service provider may withdraw from the ecosystem.

19 In a SIAM ecosystem, service providers need to adapt to a new way of working.

Which is an associated cultural consideration?

- A** Creating an environment for service providers that is focused on contracts and agreements.
- B** Service providers acknowledging that the service integrator has the autonomy to direct, make decisions and govern.
- C** Service providers focusing on the achievement of their own specific service levels and objectives.

20 How are ITIL processes and SIAM related?

- A** ITIL process outcomes are different from SIAM process outcomes and provide other insights.
- B** ITIL processes can be used in a SIAM ecosystem without any adaptation.
- C** SIAM builds on the ITIL's service management elements and extends them.
- D** SIAM is a replacement for ITIL and therefore does not use any of its processes.

End of Paper

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Answer Key and Rationale

Question	Answer	Explanation / Rationale	Syllabus Sections
1	B	<p>A. Incorrect. Organisations looking to manage multiple service providers will get a lot of value from adopting SIAM.</p> <p>B. Correct. Organisations with just one single service provider are unlikely to get the full value from SIAM. (Literature: A, Chapter 1.1)</p> <p>C. Incorrect. Organisations with external service providers are suitable for SIAM.</p> <p>D. Incorrect. Organisations with internal service providers only are suitable for SIAM.</p>	1.1.1
2	A	<p>A. Correct. Each service provider is responsible for the delivery of one or more services, or service elements, to the customer. It is responsible for managing the products and technology used to deliver its contracted or agreed services and operating its own processes. (Literature: A, Chapter 1.1.1.4)</p> <p>B. Incorrect. End-to-end integration is the responsibility of the service integrator.</p> <p>C. Incorrect. Governance is a responsibility of the customer organisation and service integrator.</p> <p>D. Incorrect. Strategy is a responsibility of the customer organisation.</p>	1.2.1
3	B	<p>b and c Correct: In a hybrid service integrator solution, the external service integrator works together with the customer organisation. The customer organisation is very unlikely to be accused of being biased. Therefore, this structure will be the best choice for the organisation wanting to transition. (Literature: A, Chapter 3.2 and 3.3). In an internal service integrator solution, the service integrator is the customer organisation. The customer organisation is very unlikely to be accused of being biased. Therefore, this structure will be the best choice for the organisation wanting to transition. (Literature: A, Chapter 3.2 and 3.3)</p> <p>a and d Incorrect: The organisation acting as the service integrator and service provider might be perceived to be biased, since this party can be a competitor of other service providers. The organisation acting as the service integrator and service provider might be perceived to be biased, since this party can be a competitor of other service providers.</p>	1.2.2
4	A	<p>A. Correct. This is one of the activities in the Discovery & Strategy stage. (Literature: A, Chapter 2.1.4)</p> <p>B. Incorrect. They are implemented in this stage but are defined in the Discovery & Strategy stage.</p> <p>C. Incorrect. The detailed roles and responsibilities are defined in this stage, against the principles and policies defined in the Discovery & Strategy stage.</p> <p>D. Incorrect. They are improved in this stage but are defined in the Discovery & Strategy stage.</p>	2.1.1

Question	Answer	Explanation / Rationale	Syllabus Sections
5	A	<p>A. Correct. Understanding the marketplace is an activity of the Discovery & Strategy stage. This activity should include a review of available technologies and services against the strategic objectives. (Literature: A, Chapter 2.1.4.7)</p> <p>B. Incorrect. Understanding of the marketplace should take place before the Implement stage, in the Discovery & Strategy stage.</p> <p>C. Incorrect. Understanding of the marketplace should take place before the Plan & Build stage, in the Discovery & Strategy stage.</p> <p>D. Incorrect. Understanding of the marketplace should take place in the Discovery & Strategy stage.</p>	2.1.2
6	A	<p>a and c Correct: The high-level requirements are defined in the first stage. These are further developed in the second stage. (Literature: A, Chapter 2). The high-level requirements are defined in the first stage. These are further developed in the second stage. (Literature: A, Chapter 2)</p> <p>b and d Incorrect: Incorrect. In the Implement stage, the requirements are implemented. The fourth stage is where the SIAM model is operated and continually improved. Incorrect. In the Implement stage, the requirements are implemented. The fourth stage is where the SIAM model is operated and continually improved.</p>	2.1.2
7	C	<p>A. Incorrect. A structure may be proposed during the Discovery & Strategy stage, as part of defining the strategy for SIAM, but it is not selected until the Plan & Build stage.</p> <p>B. Incorrect. The structure must be selected during the Plan & Build stage, before the start of the Implementation stage.</p> <p>C. Correct. All the information gathered so far should be used to select the preferred SIAM structure in the Plan & Build stage. (Literature: A, Chapter 2.2.4.1.2)</p> <p>D. Incorrect. The structure must be selected during the Plan & Build stage, before the start of the Implementation stage.</p>	2.1.5
8	C	<p>A. Incorrect. The customer is not accountable for service governance and assurance. This is the responsibility of the service integrator.</p> <p>B. Incorrect. The integrated change advisory board has responsibilities related to the assurance of changes, but they are not accountable for service governance and assurance.</p> <p>C. Correct. Service governance and assurance is one of the key accountabilities of the service integrator. (Literature: A, Chapter 5.4 and 5.1.3)</p> <p>D. Incorrect. Within a SIAM ecosystem, service providers are not accountable for service governance and assurance.</p>	3.1.1
9	A	<p>A. Correct. The customer organisation holds the contracts with external organisations, hence is accountable for their management. (Literature: A, Chapter 5.3)</p> <p>B. Incorrect. The executive board may discuss issues with management of contracts, but they are not accountable for contract management.</p>	3.1.1

Question	Answer	Explanation / Rationale	Syllabus Sections
		<p>C. Incorrect. The service integrator can be responsible for the execution of some tasks for contract management, devolved to them by the customer organisation, but the accountability for contract management is always with the customer organisation as they hold the contracts with external organisations.</p> <p>D. Incorrect. The tactical board may discuss issues with management of contracts, but they are not accountable for contract management.</p>	
10	A	<p>A. Correct. The incident management forum would discuss lessons learned as part of continual improvement. (Literature: A, Chapter 5.7.3 and 1.1.6.2)</p> <p>B. Incorrect. All working groups are convened to address specific issues. Forums work on improvements.</p> <p>C. Incorrect. The integrated change advisory board is an operational governance board, not an operational role.</p> <p>D. Incorrect. All working groups are convened to address specific issues. Forums work on improvements.</p>	3.1.2
11	A	<p>A. Correct. A communication plan is key to ensure there is an appropriate level of regular communication for all stakeholders, for example meetings and levels of reporting. (Literature: A, Chapter 6.1.2.4)</p> <p>B. Incorrect. Virtual teams need to build relationships between team members. This can be challenging if there is no regular face-to-face contact between them. It is recommended to have at least one face-to-face event where team members can get to know each other, to foster trust and create good working relationships.</p> <p>C. Incorrect. This is a benefit from the toolset integration practice.</p>	4.1.1
12	A	<p>A. Correct. Conflicting objectives, organisational strategies and working practices are one of the main challenges associated with cross-functional teams. (Literature: A, Chapter 6.1.1)</p> <p>B. Incorrect. This is a challenge related to integrating processes across service providers.</p> <p>C. Incorrect. This is a challenge associated with enabling and reporting on end-to-end services.</p> <p>D. Incorrect. This is a challenge associated with creating a tooling strategy.</p>	4.1.3
13	D	<p>A. Incorrect. Average time to resolve a problem by a particular service integration partner is not an example of end-to-end measurement in a SIAM environment. As end-to-end measurement is about the entire service and not a particular component or provider.</p> <p>B. Incorrect. Comparison of internal versus external service providers is not an example of end-to-end measurement in a SIAM environment. End-to-end measurement is about the service and not about the providers' performance.</p>	4.1.4

Question	Answer	Explanation / Rationale	Syllabus Sections
		<p>C. Incorrect. How many incidents have been raised by a particular business division is not an example of end-to-end measurement in a SIAM environment. Incidents' impact on the service could be an end-to-end measurement, but the number of incidents on its own is not, as it is not reflecting how service was provided against business targets.</p> <p>D. Correct. Responsiveness of the service against defined targets is an example of end-to-end measurement in a SIAM environment. (Literature: A, Chapter 6.3)</p>	
14	C	<p>A. Incorrect. This is one of the SIAM considerations for the continual service improvement process.</p> <p>B. Incorrect. This is one of the SIAM considerations for the continual service improvement process.</p> <p>C. Correct. This is the purpose of the continual service improvement process. (Literature: A, Chapter B18.1)</p> <p>D. Incorrect. This is one of the SIAM considerations for the continual service improvement process.</p>	5.2.1
15	C	<p>A. Incorrect. Change management enables changes to be made to services with minimal amounts of disruption.</p> <p>B. Incorrect. The purpose of continual service improvement is to provide a consistent method of quantifying, tracking and managing the delivery of improvement activity across an ecosystem.</p> <p>C. Correct. This is a purpose of event management (Literature: A, Chapter B6.1)</p> <p>D. Incorrect. Incident management seeks to restore service. It also records and manages service issues. Incident management does not aim at prevention of outages.</p>	5.2.1
16	A	<p>A. Correct. This is one of the SIAM considerations of the monitoring and measuring process. (Literature: A, Chapter B5.2)</p> <p>B. Incorrect. This is a SIAM consideration of the release management process.</p> <p>C. Incorrect. This is a SIAM consideration of the event management process.</p>	5.2.2
17	A	<p>A. Correct. This challenge starts early in the SIAM roadmap, during the Discovery & Strategy stage. (Literature: A, Chapter 8.1.2)</p> <p>B. Incorrect. The business case will also be used during the Implement and Run & Improve stages to verify that the anticipated benefits are being realised, but this is not the earliest stage.</p> <p>C. Incorrect. At the end of the Plan & Build stage, executive backing is required to authorise any procurements and allocate resources to the remaining stages, but this is not the earliest stage.</p> <p>D. Incorrect. The business case will also be used during the Implement and Run & Improve stages to verify that the anticipated benefits are being realised, but this is not the earliest stage.</p>	6.1.1

Question	Answer	Explanation / Rationale	Syllabus Sections
18	D	<p>A. Incorrect. This is a different commercial risk.</p> <p>B. Incorrect. This is a risk associated with level of control and ownership.</p> <p>C. Incorrect. This is a risk associated with cultural fit.</p> <p>D. Correct. Unrealistic targets and service levels for service providers may result in their withdrawing from the ecosystem. (Literature: A, Chapter 8.3.3)</p>	6.1.3
19	B	<p>A. Incorrect. The associated correct consideration is creating an environment that is focused on business outcomes and the customer, not individual service provider's contracts and agreements.</p> <p>B. Correct. Service providers must acknowledge that the service integrator is the voice of the customer and has the autonomy to direct and make decisions and govern without being undermined. (Literature: A, Chapter 7.2.1)</p> <p>C. Incorrect. Within a SIAM ecosystem, the focus is on relationships, particularly cross-provider relationships, governance controls, and pursuit of common goals rather than achievement of specific individual organisational service levels and objectives.</p>	6.1.5
20	C	<p>A. Incorrect. Most SIAM processes have the same outcomes as ITIL.</p> <p>B. Incorrect. Processes will require adaptation to suit the multiple supplier ecosystem.</p> <p>C. Correct. SIAM does not replace ITIL, but it builds on its service management elements and extends them across the ecosystem where they are relevant to the SIAM model. (Literature: A, Chapter 4.1.1.1)</p> <p>D. Incorrect. SIAM is not a replacement for ITIL and uses ITIL as a foundation.</p>	7.1.1