



BCS EXIN Professional Certificate in SIAM™

Specimen Paper V3.0

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: 45 minutes

You are allowed to use the case study for this exam.

See *BCS EXIN Case Study V6.0 April 2020*.

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- Ofqual, Qualifications in Wales, CCEA or SQA

- 1 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 organisation, which is likely to see the **greatest** change to their overall governance model?

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

- 2 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 standardised sets of performance measures and standardised targets, which will be monitored for each contracted service across all ZYX divisions, which will provide a standardised approach.
- B Produce standardised sets 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, standardised for each category of service. Set specific targets that 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, standardised for each category of service. Then identify different targets depending on the actual service and the service level required by ZYX.

- 3 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.

Legacy contracts will not be bought out during the transition time.

Which service provider will probably **NOT** want to agree to the changes required?

- A BANK\$CO
- B CAD\$CO
- C FIELD\$CO
- D OUT\$CO

- 4 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.

5 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 centre 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 organisations.

6 The ZYX Board of Directors wants to confirm the SIAM strategy for ZYX. They have asked SIAMRUS to provide more information on their standardised 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. The SIAM model should support the ZYX corporate strategy and the ZYX mandate for change.

What is the **BEST** approach with ZYXS?

- 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.

- 7 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 SIAM 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.
- D Onboard an Agile team with a mandate to provide rapid, prioritised implementation of required components.

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

- Application services: ZYXS
- Desktop support: DESK\$CO
- Hosting: ZYXD
- LAN: OUT\$CO
- WAN: NET\$CO

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

Who else will NET\$CO 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.

9 The SIAM transition is complete.

- SIAMRUS is appointed as an external service integrator.
- 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.

How **SHOULD** these credits 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.

10 The ZYX SIAM model has been operational for two months.

- OUT\$CO is the service integrator.
- ZYXS provides the service desk and application development and 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 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.

- 11 ZYX has decided to use different service providers for hosting, application development, networks, application support, desktop support, and networks. Cloud and commodity services will be used wherever possible. OUT\$CO have been selected as the hosting provider, they will also be the service integrator.

When discussing the design of the new contracts for the service providers and the service integrator, the ZYX CEO, ZYX CFO, ZYX CIO, and the ZYXS IT director have a disagreement.

- The ZYX CEO wants to use a single contract structure for all service providers, in order to ensure adherence to a common set of rules and governance.
- The ZYX CFO wants to use a single contract structure for all service providers, because this will keep the complexity, and with it the costs, as low as possible.
- The ZYX CIO wants to use one contact structure for OUT\$CO and another for all other providers, as this will ensure the lowest possible costs of service provision.
- The ZYXS IT director wants several different contracts and structures, because this will allow the most flexibility.

Who is **MOST** correct?

- A ZYXH CEO
- B ZYX CFO
- C ZYZ CIO
- D ZYXS IT director

- 12 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.

- 13** 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 analysed. The analysis should be used as input to the tooling strategy, considering 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.

- 14** 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.

- 15** MOB\$CO delivers desktop support for field- and home-based users to ZYXG and ZYXUK.

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 organisations.

MOB\$CO has reacted badly after receiving this news and is not being cooperative with OUT\$CO.

What can OUT\$CO do to ensure a successful transition of desktop support services into the SIAM model?

- A** Develop a process model showing all interactions between the current processes used by MOB\$CO.
- B** Discover what expectations and demands users in the ZYX organisations have for desktop support.
- C** Get ZYXS to obtain MOB\$CO's full history of all closed incidents, problems, changes, and releases.
- D** Use the process forum structural elements to encourage more cooperation from MOB\$CO.

- 16** Project NEWGEN has started.

- The ZYX Board of Directors has decided that ZYXUK should terminate the contract with OUT\$CO.
- The external service providers and service integrator for the new SIAM model must be chosen after bidding.

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.

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

Receiving updates on the progress of the implementation project is already on the agenda.

What else **SHOULD** be included?

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

- 18 The new SIAM model has been in use for 6 months.

- SIAMRUS has been chosen as the service integrator.
- OUT\$CO now provides services to all ZYX companies.
- ZYXD is hosting the OUT\$CO services.
- ZYXS are an internal provider for application development and support
- ZYXD is a wholly owned subsidiary of ZYXS
- All ZYXD staff report to the ZYXS Operations and Support manager

Recently, OUT\$CO has not been achieving their service levels of 99.5% availability. They blame ZYXD for being the cause of the outages, but ZYXD refuses to cooperate in investigating who is at fault. ZYXD say that they are meeting their own service levels of 90% uptime. Last week two staff from ZYD and OUT\$CO met, but had a violent disagreement including allegations of incompetence.

SIAMRUS is asked to investigate and concludes that OUT\$CO and ZYXD do not trust each other and do not work well together.

What is the **BEST** way for SIAMRUS to address the lack of cooperation?

- A Organise a meeting between the OUT\$CO CEO and the ZYXS Operations and Support Manager.
- B Make sure that staff from OUT\$CO and ZYXD do not meet anymore to prevent further arguments.
- C Provide a summary of contractual responsibilities for OUT\$CO and ZYXD to clear up expectations.
- D Set up a working party involving staff from OUT\$CO and ZYXD to develop end-to-end measurements.

- 19 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 **must** be included 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.

- 20 SIAMRUS is the service integrator.

In preparation for their SIAM implementation, service integrator SIAMRUS 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 discrete service.

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

What is the **BEST** way to tailor the testing approach to maximize the benefits from testing within 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 Prioritise 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-prioritise 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 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.

End of Paper

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Answer Key and Rationale

Question	Answer	Explanation / Rationale	Syllabus Sections
1	D	<p>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.</p> <p>B. Incorrect. They are already a service provider under the governance of ZYXS. Therefore, they are used to being under external operational governance.</p> <p>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.</p> <p>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).</p>	1.1.1
2	D	<p>A. Incorrect. Having standardised sets 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.</p> <p>B. Incorrect. While different targets should be set depending on the actual service and the contracted service level, having standardised sets of performance measures across all services would be impractical and offer minimal value.</p> <p>C. Incorrect. While it makes sense to standardise 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.</p> <p>D. Correct. It makes sense to standardise 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)</p>	1.1.3
3	A	<p>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</p>	1.2.1

Question	Answer	Explanation / Rationale	Syllabus Sections
		<p>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. For this reason, 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 each provider would want to agree to the proposed change. (Literature: A, Chapters 2.5.1, 2.5.5 and 2.5.6)</p> <p>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.</p> <p>C. Incorrect. The contract with FIELD\$CO is a rolling contract with 1 months' notice. It should be straightforward to agree a new contract with them containing the service integration requirements. If this proves difficult because of the low number of staff in FIELD\$CO, it should be possible to replace this service, which is a commodity service, with one from a different service provider within the 12-month period. OUT\$CO already provides such a service to the ZYXUK field engineers.</p> <p>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 will be included in the amended contract. Contracts with any replacement provider would include the service integration requirements.</p>	
4	B	<p>A. Incorrect. Ignoring additional countries until contract renewals, would severely limit ZYX's plans for expansion which is a key element in their strategy.</p> <p>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)</p> <p>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.</p> <p>D. Incorrect. The influence is not stable, and the risks are potentially very serious. Ignoring them could have detrimental consequences for ZYX.</p>	1.2.3

Question	Answer	Explanation / Rationale	Syllabus Sections
5	C	<p>A. Incorrect. Cost savings are an objective for ZYX, but they are not a critical success factor.</p> <p>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.</p> <p>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)</p> <p>D. Incorrect. The deployment of the NEWBNK application is not part of the SIAM transition.</p>	1.3.2
6	A	<p>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)</p> <p>B. Incorrect. ZYXS is responsible for NEWBNK and 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.</p> <p>C. Incorrect. As defined in SIAM, retained capabilities are functions responsible for strategic, architectural and business engagement and corporate governance activities. ZYXS provides IT services and hence is a service provider, not part of the retained capabilities.</p> <p>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.</p>	1.3.4
7	A	<p>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)</p> <p>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.</p> <p>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.</p> <p>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.</p>	1.3.6

Question	Answer	Explanation / Rationale	Syllabus Sections
8	A	<p>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)</p> <p>B. Incorrect. A service provider will have a contractual relationship with the customer organisation, but not functional or operational relationships.</p> <p>C. Incorrect. NET\$CO will also have functional and operational relationships with the desktop support provider DESK\$CO.</p> <p>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.</p>	2.1.2
9	A	<p>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)</p> <p>B. Incorrect. It is the responsibility of the service integrator to identify and calculate the service credits due.</p> <p>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.</p> <p>D. Incorrect. SIAMRUS does not have a contractual relationship with OUT\$CO and therefore cannot require them to pay the credits.</p>	2.1.3
10	A	<p>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 other's viewpoints is likely to be the most successful approach, particularly as they all work for ZYX. (Literature: A, Chapter 3.1.7)</p> <p>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 behaviours.</p> <p>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.</p> <p>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.</p>	2.1.5
11	D	<p>A. Incorrect. Although it is important that service providers adhere to a common set of rules and governance, and this may be a part of the contract, it is not a good idea to have the same contract structure for the service integrator and all service providers, because the service integrator will have fundamentally different responsibilities, and there will be cloud and commodity providers who are unlikely to agree to a standard contract.</p>	2.1.6

Question	Answer	Explanation / Rationale	Syllabus Sections
		<p>B. Incorrect. Even if a low number of contract types may seem less complex, writing a single structure that encompasses all fundamentally different responsibilities will either produce a very complex and unreadable contract, or a contract that is not respecting that service integrators have fundamentally different responsibilities. Also, the cloud and commodity providers are unlikely to agree to a standard contract.</p> <p>C. Incorrect. Whilst it is a good idea to have a different structure for OUT\$CO, as they are a both a service integrator and a service provider, differing contract structures by themselves are unlikely to ensure the lowest pricing.</p> <p>D. Correct. The ZYXS IT director is right, because her statement respects the fundamentally different types of service provider, and the responsibilities that OUT\$CO will have as the service integrator. The provider that also provides the service integration capability will need a different structure to the other service providers, as will the cloud and commodity service providers. Where there are different types of service providers, it can be better to have a few different structures to accommodate the different types. (Literature: A, Chapter 3.1)</p>	
12	D	<p>A. Incorrect. ZYX should contribute, but these discussions will predominately be covered by the service integrator with the service providers.</p> <p>B. Incorrect. The service integrator will lead the discussion on the low-level operational interfaces with the service providers.</p> <p>C. Incorrect. The service integrator will guide the resolution of operational details.</p> <p>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)</p>	2.2.2
13	C	<p>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 analysed in conjunction with the parties involved. Also, the service providers are not yet known, hence it is not possible to select a particular toolset option.</p> <p>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.</p> <p>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</p>	2.2.3

Question	Answer	Explanation / Rationale	Syllabus Sections
		<p>service providers capabilities and willingness to make any toolset changes. (Literature: A, Chapter 3.1.8)</p> <p>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.</p>	
14	C	<p>A. Incorrect. A phased approach may be more expensive, but implementation activities could be phased, where possible, around financial cycles and budgets.</p> <p>B. Incorrect. A phased implementation is preferable if there is more than one unit involved. This is to reduce the risk for each unit.</p> <p>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)</p> <p>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.</p>	3.1.1
15	B	<p>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.</p> <p>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. If MOB\$CO does not cooperate, this is the best course of action. (Literature: A, Chapter 4.2.1.1)</p> <p>C. Incorrect. The information would be of limited use, as MOB\$CO only provided desktop support to ZYXG and ZYXUK. Understanding what is required for all of ZYX is of greater benefit. Historic information is also likely to be of limited use.</p> <p>D. Incorrect. Process forums are primarily for new service providers. Furthermore, given the situation, MOB\$CO is unlikely to be willing to have meetings with the other service providers.</p>	3.1.2
16	B	<p>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.</p> <p>B. Correct. OUT\$CO is an important current stakeholder that 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)</p>	3.2.1

Question	Answer	Explanation / Rationale	Syllabus Sections
		<p>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.</p> <p>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 think that a delay in informing them of the expected termination means that they are not expected to bid to provide services in the new SIAM model. This will demotivate them, with a risk that they degrade services.</p>	
17	A	<p>A. Correct. This is a high-level strategic issue which affects the overall scope of the project. (Literature: A, Chapter 5.1.1)</p> <p>B. Incorrect. Lower level actions such as this are outside the scope of the executive steering board.</p> <p>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.</p> <p>D. Incorrect. This is an operational issue which should be addressed at a lower level.</p>	4.1.1
18	D	<p>A. Incorrect. Relationships need to be developed between providers at an operational rather than strategic level. Escalating to the senior level before attempting to resolve the issues at the operational level is more likely to inflame the situation, although this may be required if the issues then continue.</p> <p>B. Incorrect. Trust between service providers may be increased by having more face-to-face time. Not meeting will do nothing to improve cooperation.</p> <p>C. Incorrect. Communicating contractual responsibilities will not help providers to work in a collaborative manner.</p> <p>D. Correct. Having individuals working together facilitated by the service integrator will help to develop trust between individuals and then the organisations. Moving from targets per service provider to an end-to-end measurement will help to remove the feeling of competition and allow trust and co-operation to be established. (Literature: A, Chapter 5.3).</p>	4.1.2
19	B	<p>A. Incorrect. These will need to be addressed during Plan and Build, but they are not required for the outline business case.</p> <p>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)</p> <p>C. Incorrect. Although this may be important from an HR perspective, it does not have any relevance to the outline business case.</p> <p>D. Incorrect. These will need to be considered during Plan and Build but are not relevant to the outline business case.</p>	5.1.1

Question	Answer	Explanation / Rationale	Syllabus Sections
20	B	<p>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.</p> <p>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 once. Then focus shifts to the remaining tests to ensure that those with the highest impact are prioritised for testing. (Literature: A, Chapter 4.4.1.1)</p> <p>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 via the processes.</p> <p>D. Incorrect. A key part of service provision 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.</p>	5.1.3