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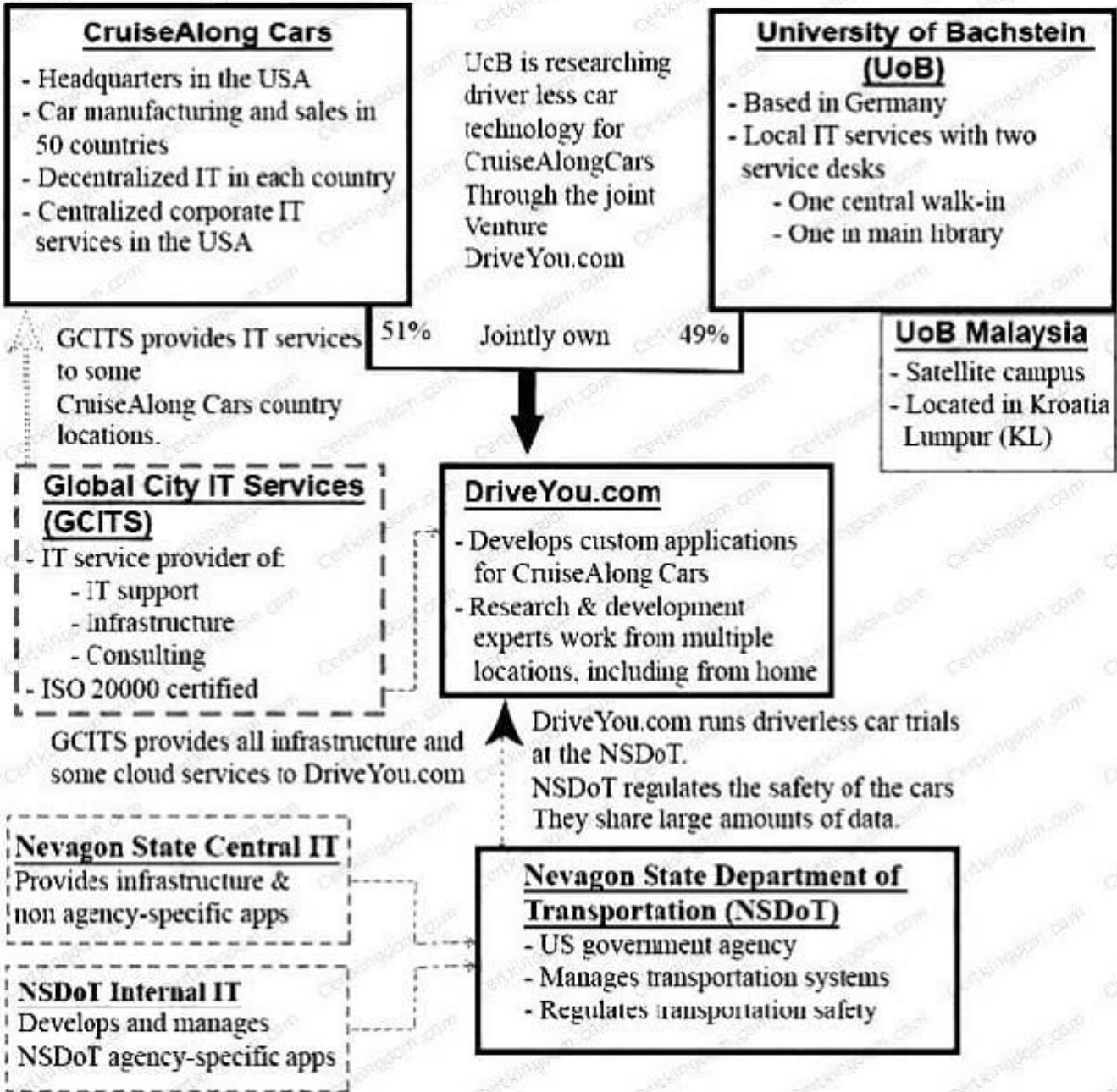


QUESTION 1

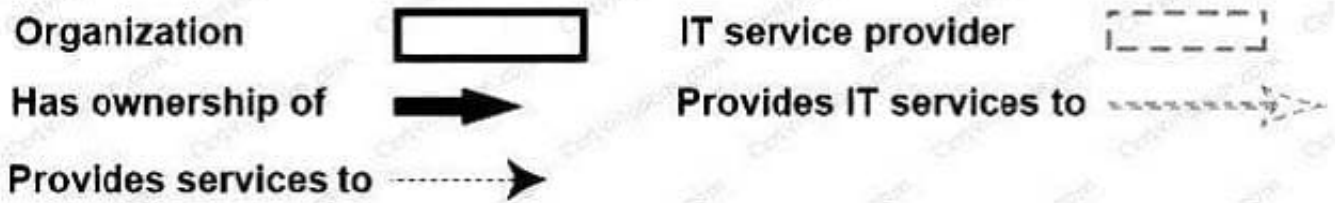
See the Scenario for additional information.

Scenario:

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



Legend



CruiseAlong Cars CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America; It has grown by acquisition over the last 20 years and has operations in over 50 countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries. 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 CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share. DriveYou.com 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 Nevegong 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) The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia; In the past, 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 Global City Services (GCITS) 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 Nevegong State Department of Transportation (NSDoT) NSDot is a government agency in the US state of Nevegong, 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 Nevegong State central IT department. CruiseAlong Cars central IT organization wants to implement a new ITSM toolset to replace their outdated system. The new ITSM toolset will be used by all CruiseAlong Cars` IT departments and their service desks. The business case for the improvement has not been made yet. This could include financial contribution from various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments. The business case for a new ITSM toolset has been approved. The project manager will soon start the detailed planning.

What is the BEST way to communicate with key stakeholders, and at which step of the CSI approach?

A. During `where are we now?` send an email to all IT country organizations describing the benefits of the project and inviting them to contribute.

B. During `where are we now?` send an email to a selection of IT country organizations, requesting their involvement in the project.

C. During `where do we want to be?` send an email to all IT country organizations describing the benefits of the project and inviting them to contribute.

D. During `where do we want to be?` send an email selection of IT country organizations, requesting their involvement in the project.

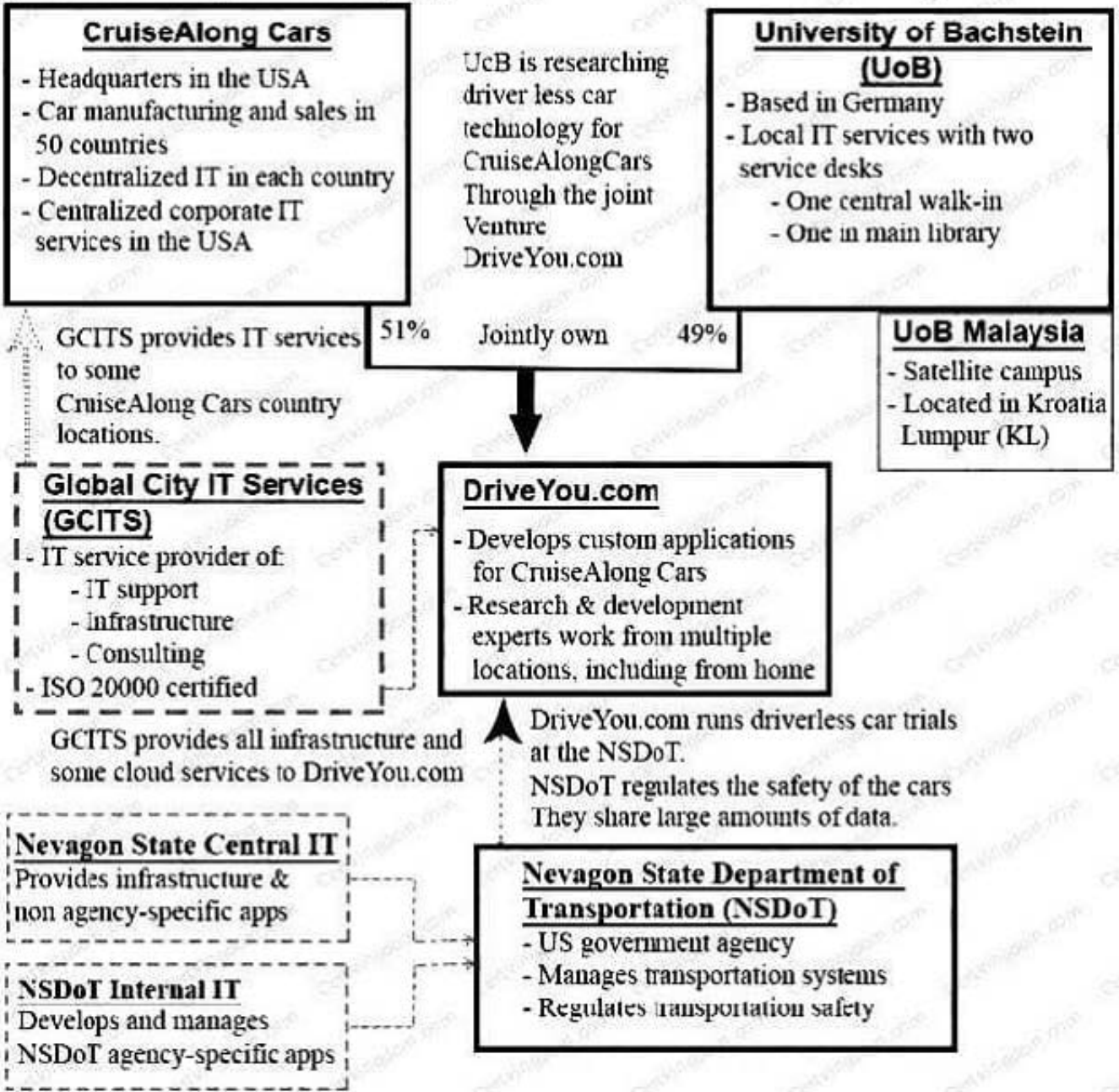
Correct Answer: B

QUESTION 2

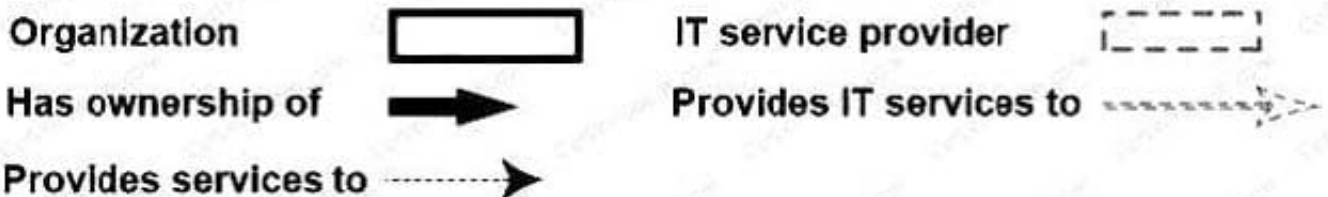
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Which is an example of a CSF for the `customer` quadrant of the balanced scorecard?

- A. Customer satisfaction with operational services.
- B. Ability to respond rapidly to customer demand for change.
- C. Stability and availability of services delivered to customers.
- D. Ability to resolve customer incidents quickly and effectively.

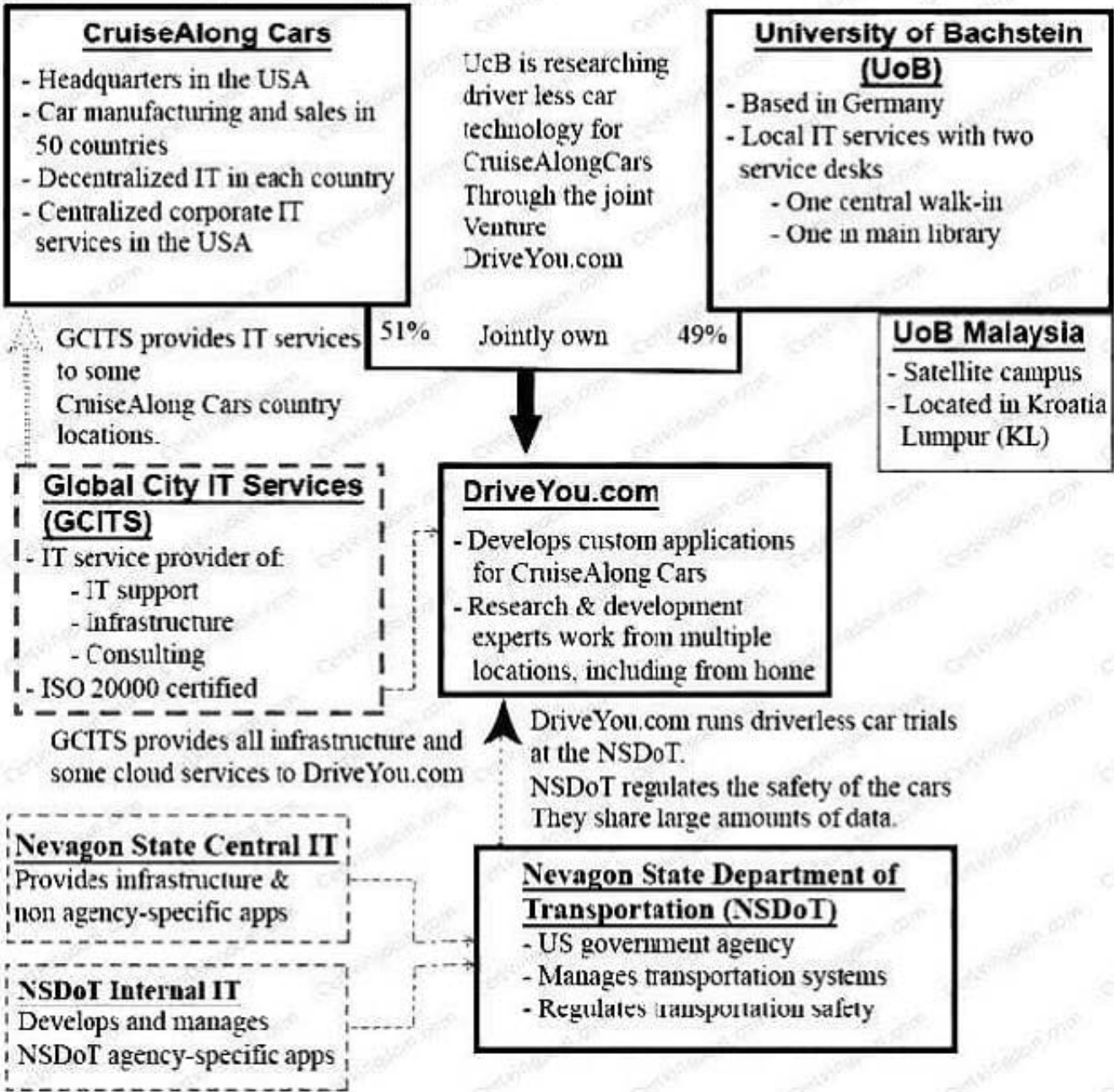
Correct Answer: C

QUESTION 3

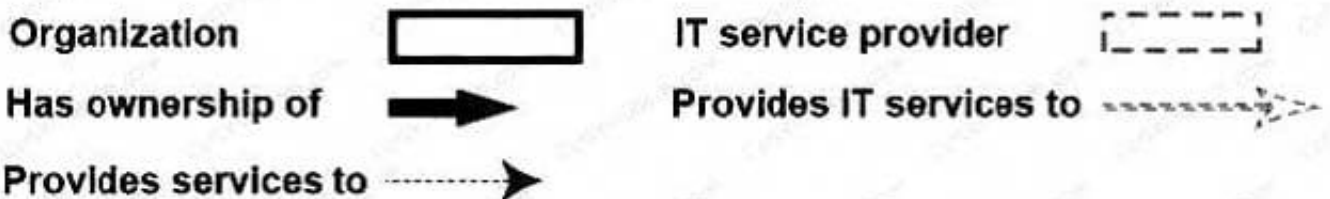
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What is the BEST course of action for the GCITS IT Manager to take FIRST?

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

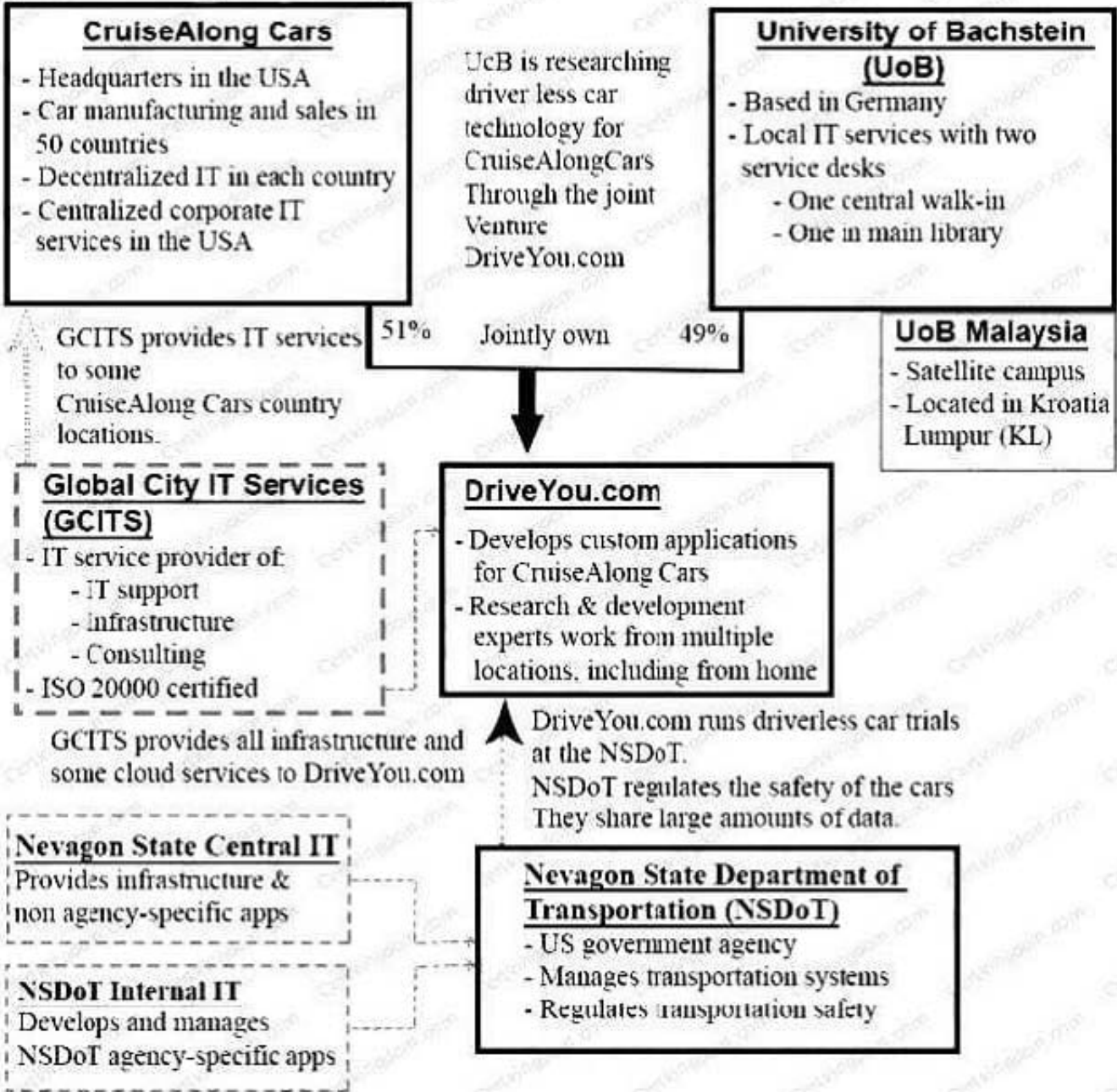
Correct Answer: C

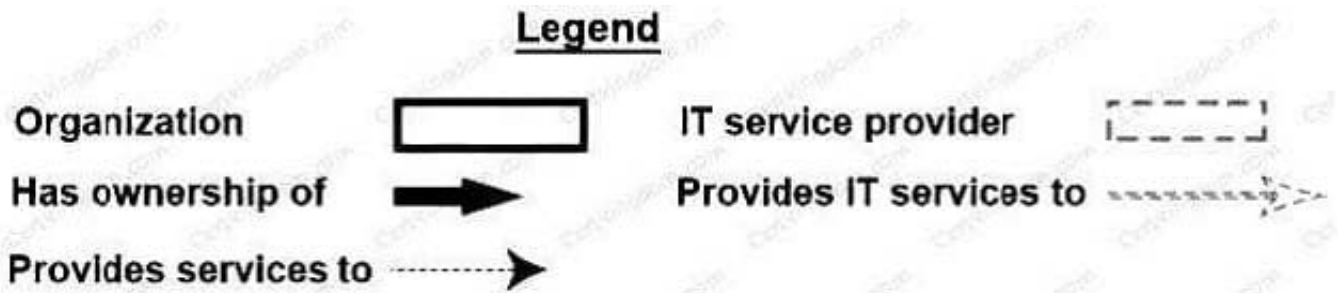
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Which guiding principle should have been followed to avoid this situation, and why?

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.

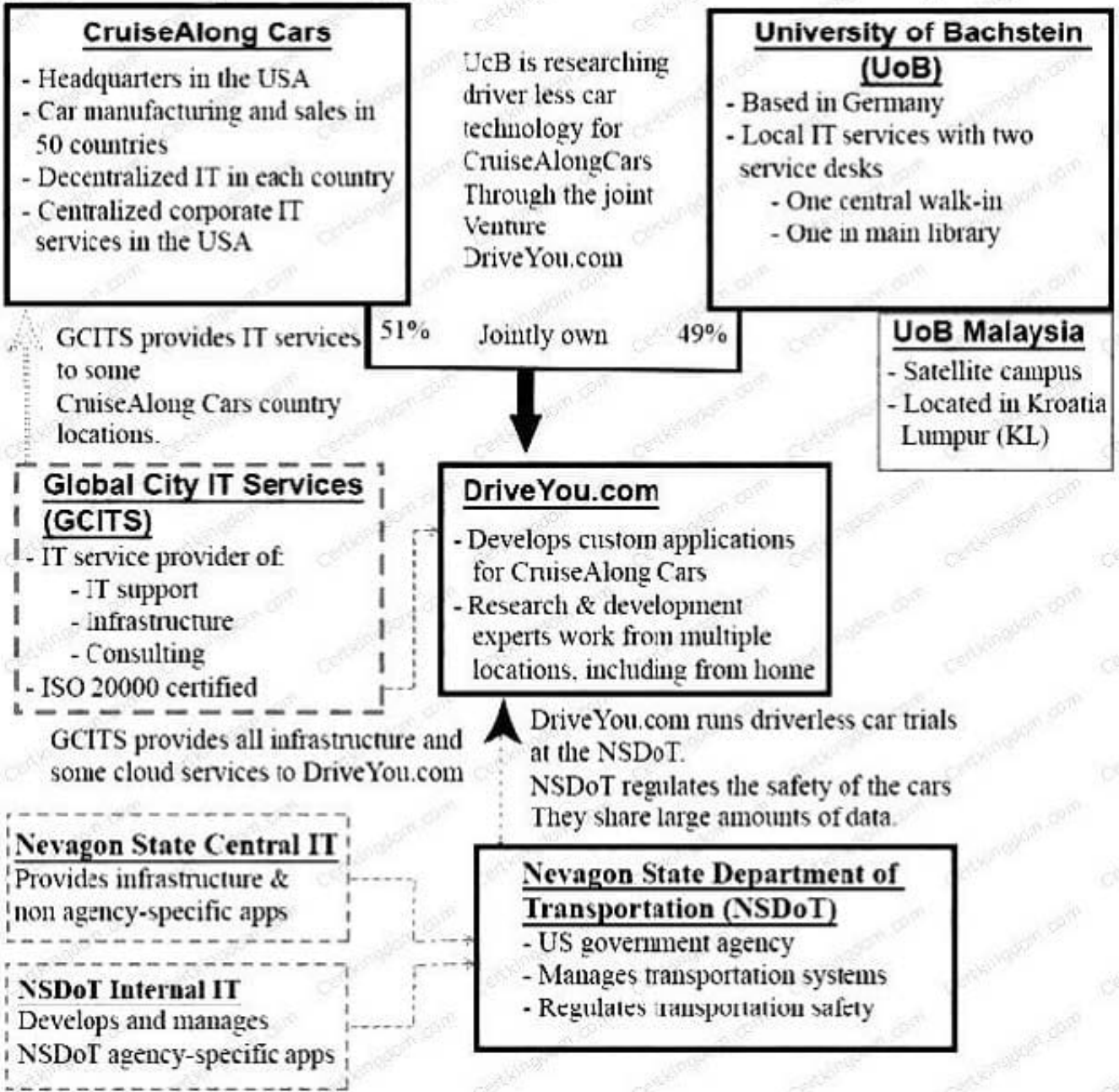
Correct Answer: C

QUESTION 5

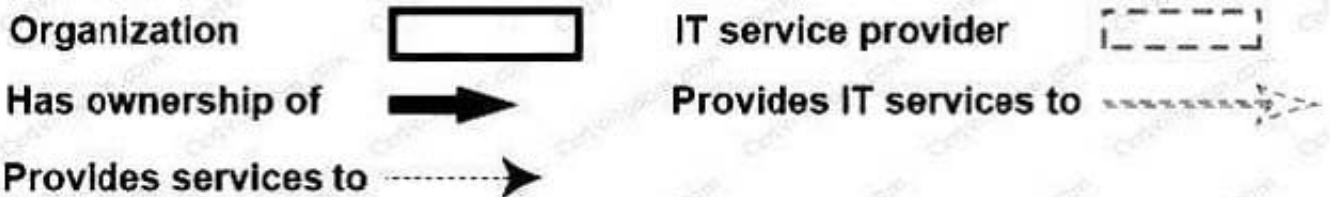
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Which tool should the BRM have used to predict the CIO`s response at this early stage?

- A. The CSI register, to properly define the timescale for implementation.
- B. The CSI register, to define who the improvement would be actioned by.
- C. The orientation worksheet, to understand the organizational vision.
- D. The orientation worksheet, to measure the success of the improvement.

Correct Answer: B

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