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**QUESTION 1**

Which is an example of using the communication principle `timing and frequency matter`?

- A. Repeating a training video in a variety of languages because there are staff in different countries.
- B. Creating a multi-media briefing to update all staff on major changes to organizational structure.
- C. Repeating a presentation to allow for the hours of work in a global organization.
- D. Creating a targeted bulletin that allows different staff groups to feedback on improvement opportunities.

Correct Answer: D

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**QUESTION 2**

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

- 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.

Correct Answer: D

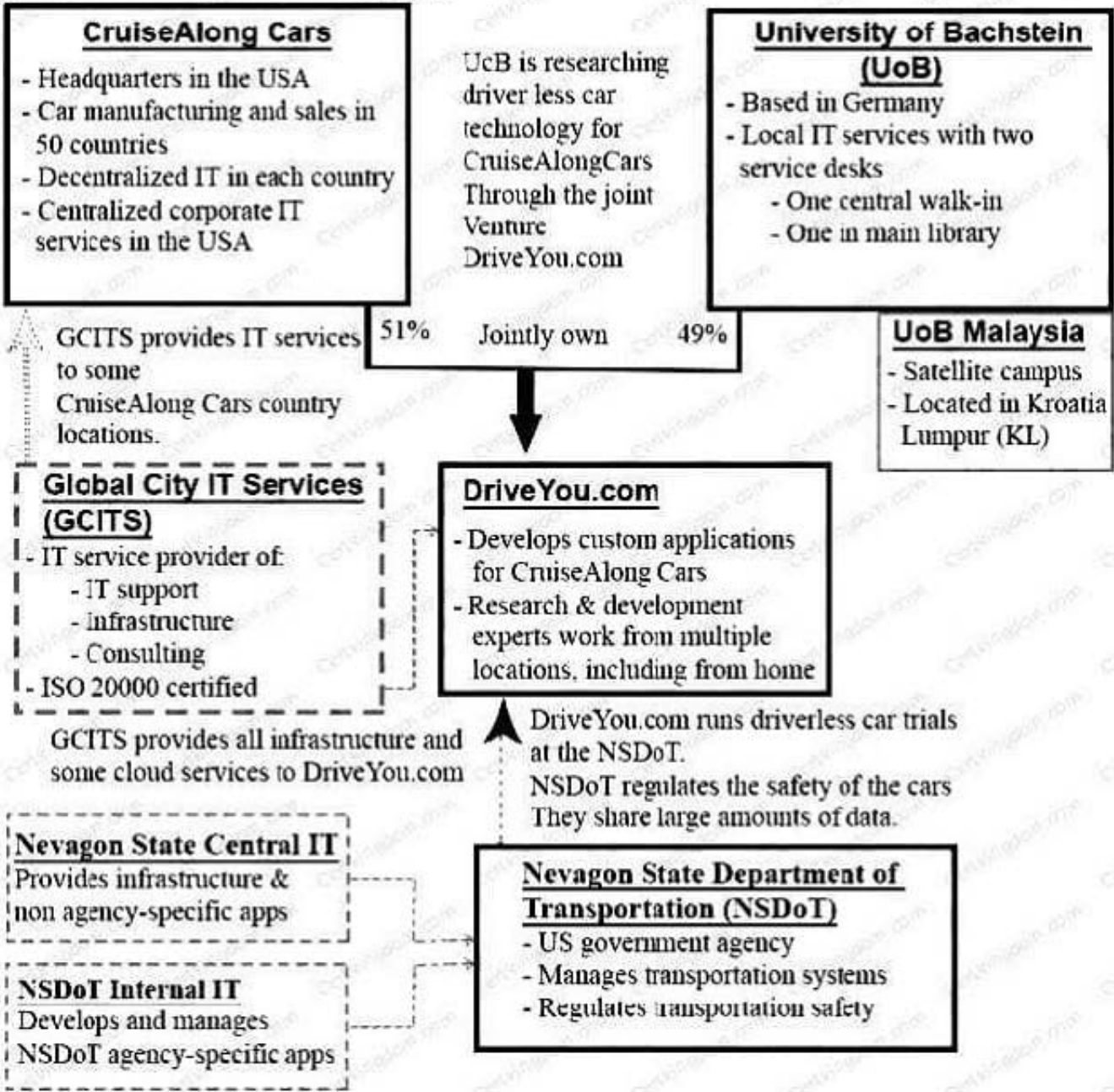
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**QUESTION 3**

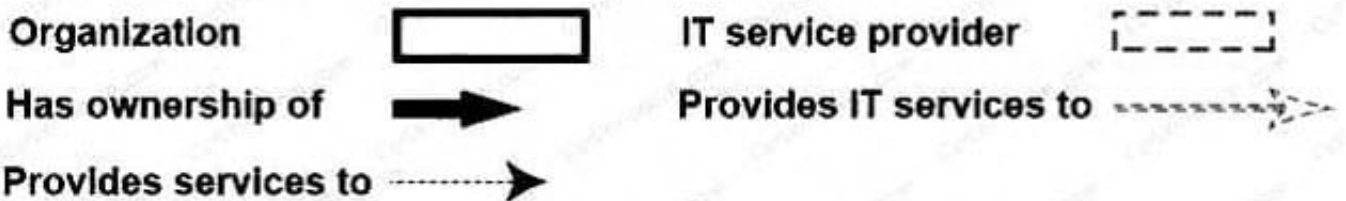
See the scenario for additional informational.

**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 is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks. They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

During which two activities is it MOST important to measure average cost per incident?

	Activity
1	Agreeing the high-level objectives for the improvement initiative
2	Understanding the current situation
3	Reviewing the improvement initiative to see if it has succeeded
4	Defining the detailed objectives for the improvement initiative

A. 1 and 2.

B. 2 and 3.

C. 3 and 4.

D. 1 and 4.

Correct Answer: A

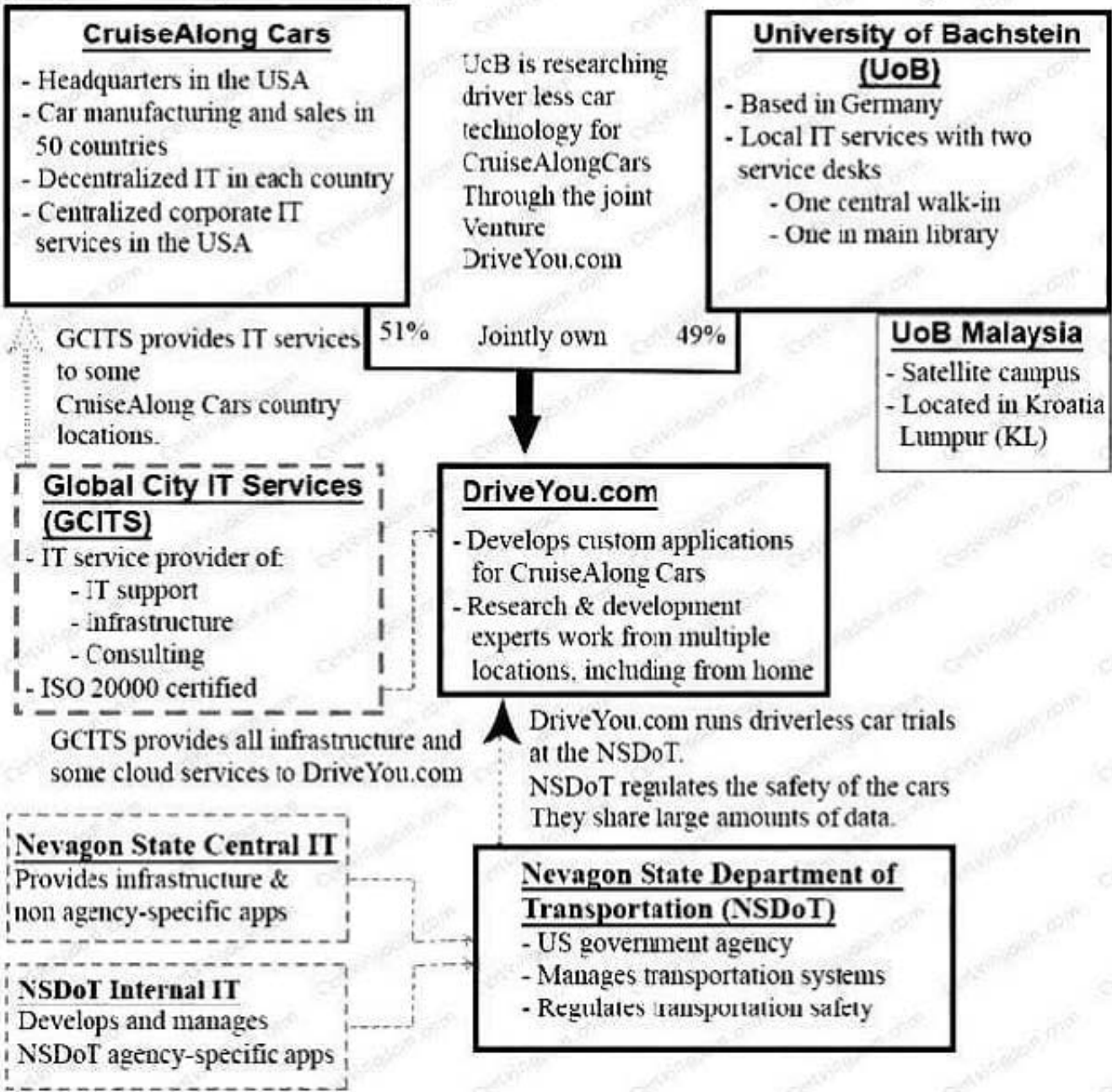
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## QUESTION 4

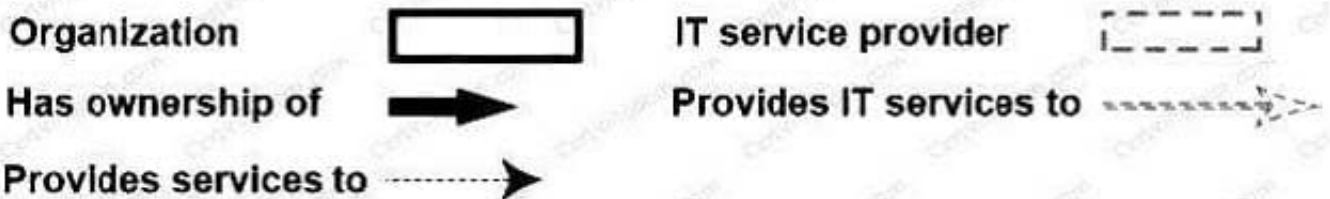
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Which is the BEST combination of report content and target stakeholder?

	Stakeholder who receives the report	Report content	
a)	Service desk staff	Customer satisfaction scores	Achievement of service availability targets
b)	Service desk staff	Achievement of service response targets	Root cause of outages
c)	Senior executives	Customer satisfaction scores	Root cause of outages
d)	Senior executives	Achievement of service desk response targets	Achievement of service availability targets

A. Stakeholder who receives the report: Service desk staff Report content: Customer satisfaction scores, Achievement of service availability targets

B. Stakeholder who receives the report: Service desk staff Report content: Achievement of service response targets, Root cause of outages

C. Stakeholder who receives the report: Senior executives Report content: Customer satisfaction scores, Root cause of outages

D. Stakeholder who receives the report: Senior executives Report content: Achievement of service desk response targets, Achievement of service availability targets

Correct Answer: D

**QUESTION 5**

The improvement initiative has been running for a year and the BRMs believe it has been successful. What is the BEST way to demonstrate its success?

- A. By completing a benefits realization review.
- B. By facilitating a customer service review workshop.
- C. By conducting a service catalogue gap analysis.
- D. By undertaking a stakeholder review analysis.

Correct Answer: C

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