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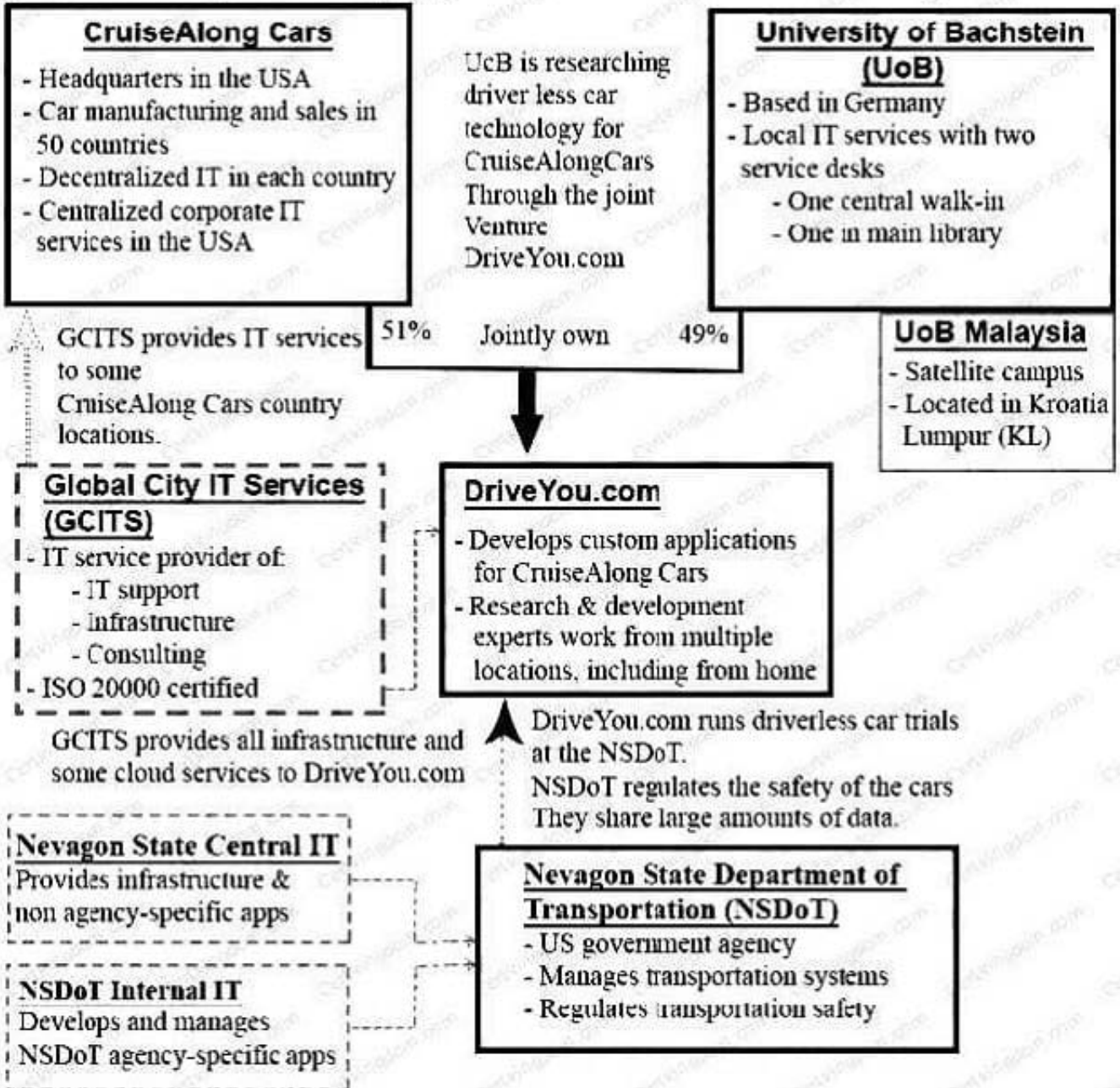


QUESTION 1

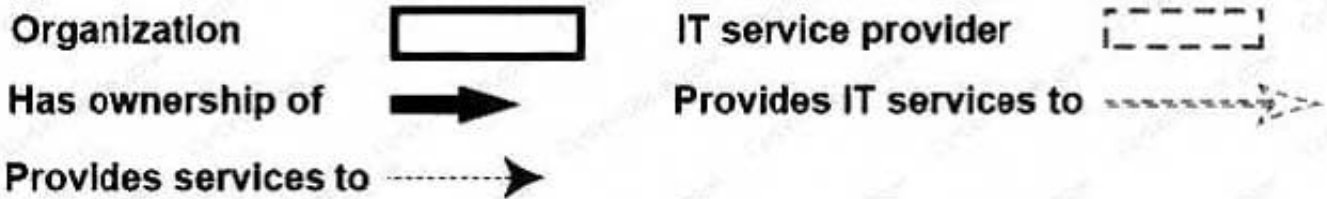
See the scenario for additional informational.

Scenario:

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



Legend



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

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.

Correct Answer: C

QUESTION 2

A number of service desk staff do not like the planned improvements and have offered alternative solutions. The project manager has decided to involve them in the design and review process. This is an example of using which tactic?

- A. Prioritize the change against other changes.
- B. Be open and honest.
- C. Create and communicate quick wins.
- D. Resistance is not always necessarily negative.

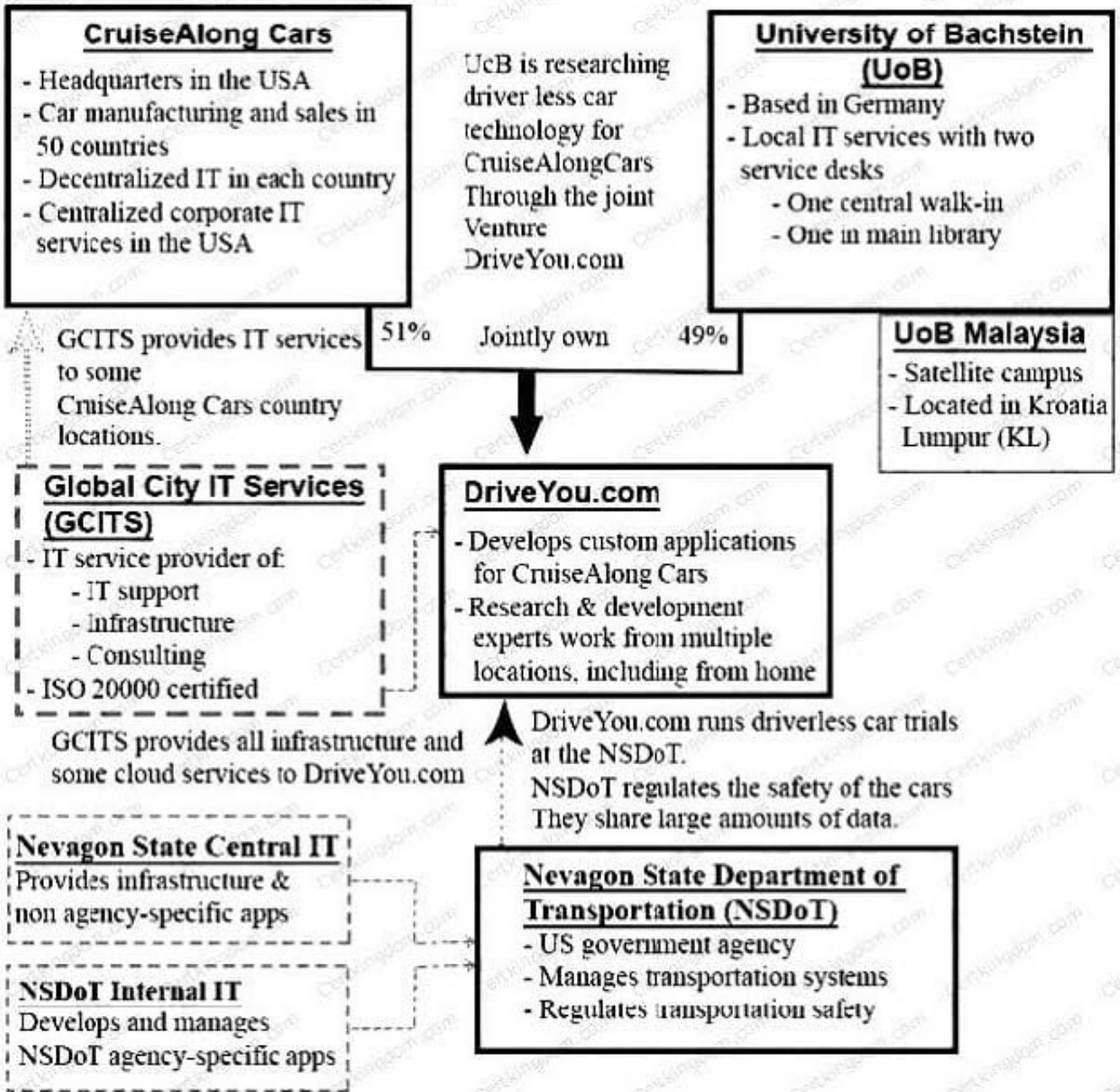
Correct Answer: D

QUESTION 3

See the Scenario for additional information.

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Legend

Organization



IT service provider



Has ownership of



Provides IT services to



Provides services to



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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.

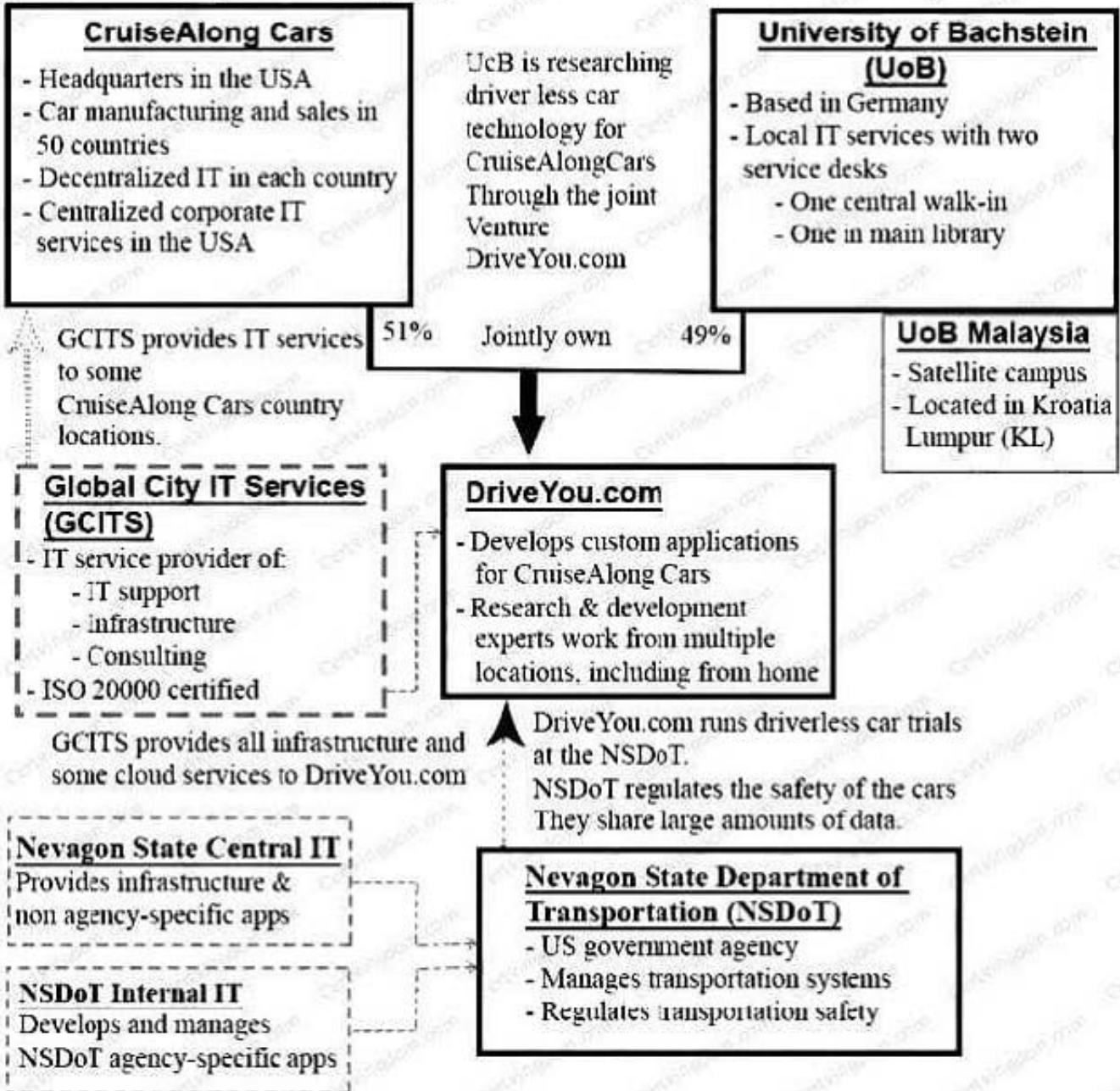
Correct Answer: B

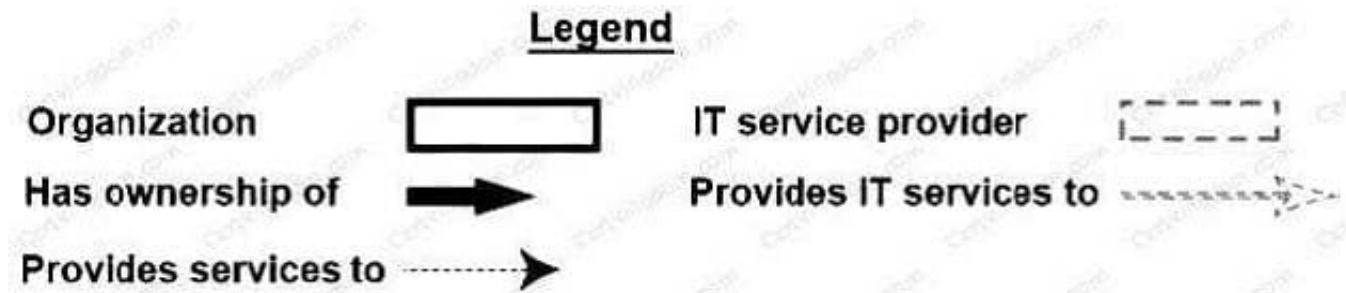
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Which OCM activity will BEST help Optimolv to overcome any staff resistance, and comply with ISO/IEC 20000 within six months?

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.

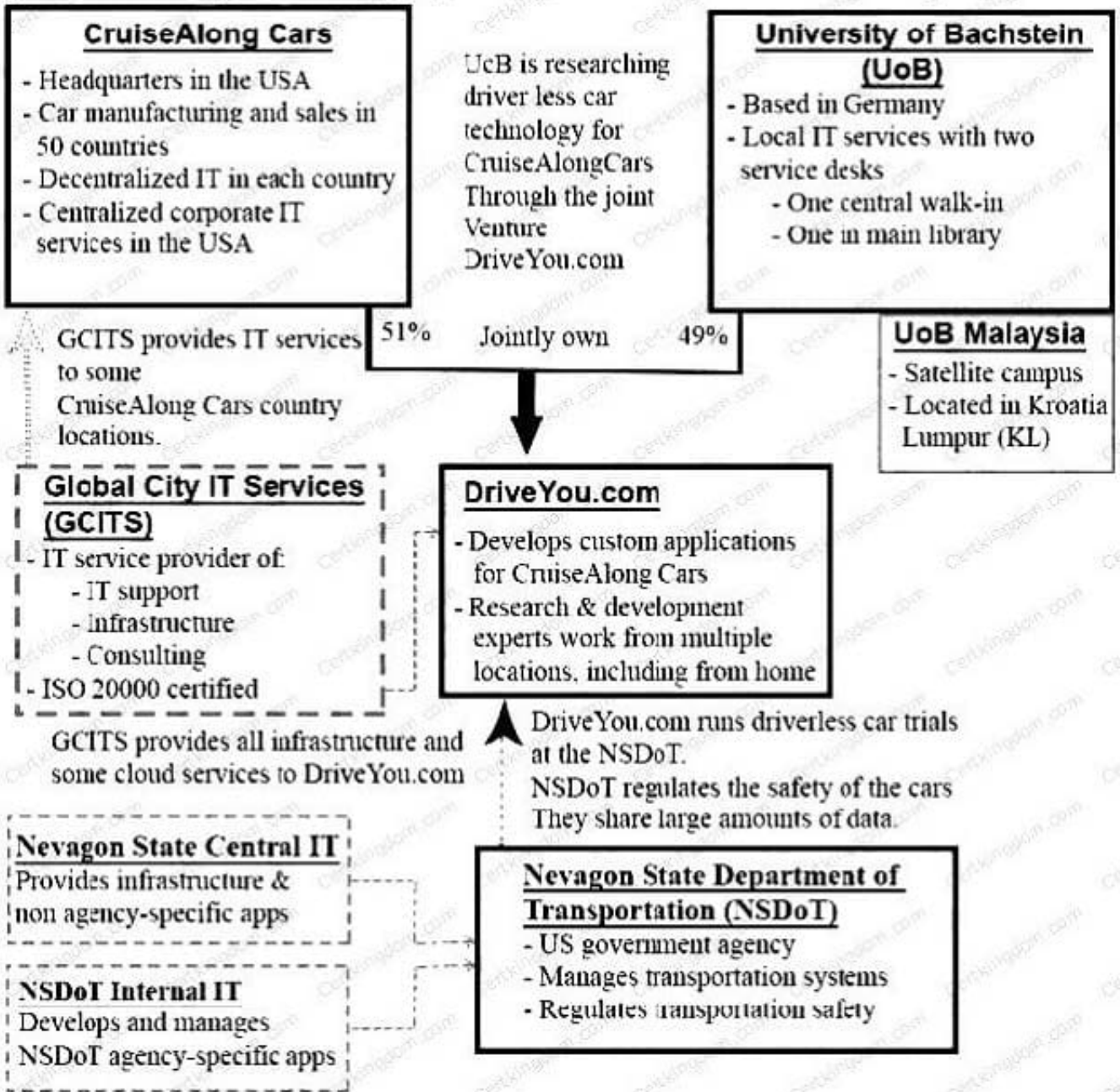
Correct Answer: C

QUESTION 5

See the scenario for additional informational.

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Stakeholder Name	Communications Approach	Key Interests and Issues	Current Status	Desired Support
Australian and Japanese researchers	Monitor	Making their data readily available for use by UoB	Neutral	Neutral
DriveYou.com CIO	Critical	Project sponsor /	Advocate	Advocate
DriveYou.com technical team members		support the new solution	Neutral	Supporter

A. Communications Approach: Critical Why: They are accountable for the project budget to build and support the new solution

B. Communications Approach: Significant Why: The data being shared on the new platform is critical to the technical team role

C. Communications Approach: Critical Why: Technical teams are the only people with the necessary skills to manage the new platform

D. Communications Approach: Significant Why: Continued support is required for the planning process and then support of the solution.

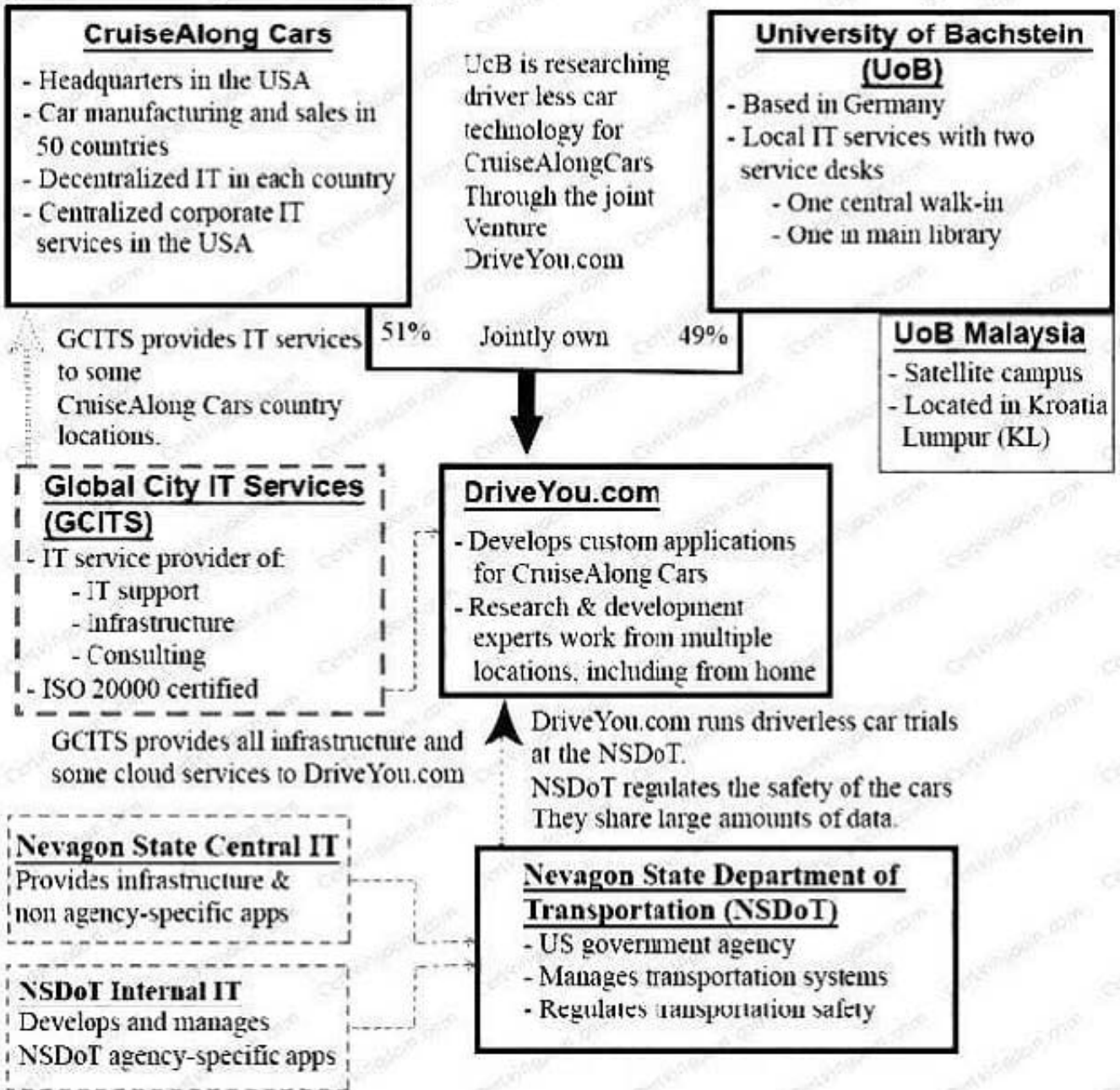
Correct Answer: D

QUESTION 6

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Which row of information BEST supports the business case?

- A. Key stakeholders: Central IT CIO Selected country CIOs Baseline value: Time taken to produce weekly reports = 1 day Expected result: Time taken to produce weekly reports = 0.5 day
- B. Key stakeholders: Central IT CIO All country CIOs Baseline value: Number of incorrectly categorized incidents per month = 50 Expected result: Number of incorrectly categorized incidents per month = 30
- C. Key stakeholders: Central IT CIO Selected country CIOs Baseline value: Total IT headcount = 470 Expected result: Total IT headcount = 500
- D. Key stakeholders: Central IT CIO All country CIOs Baseline value: Average cost per incident = \$12.50 Expected result: Average cost per incident = \$9.00

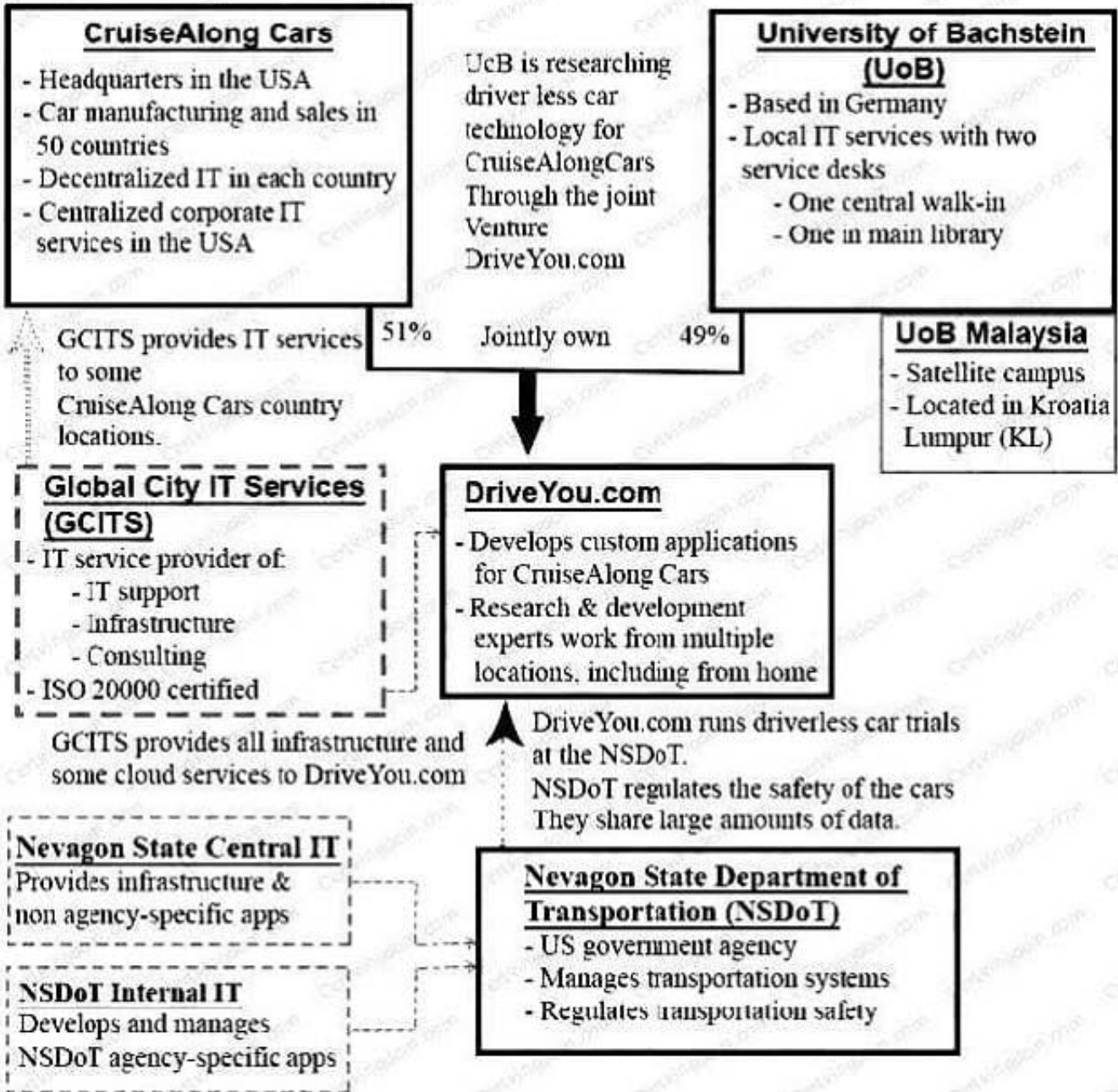
Correct Answer: D

QUESTION 7

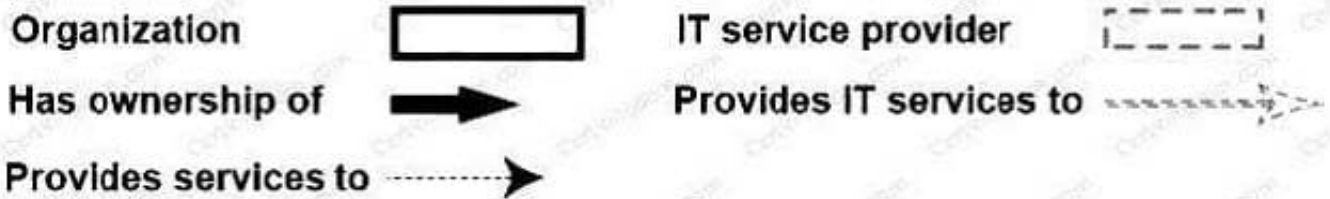
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support, and reported incidents and requests will be treated as a high priority.

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider.

Which two rows show the CORRECT use of OCM techniques in the global mobile VIP project?

	CSI step	OCM Technique	Key Stakeholder
1	<i>What is the vision?</i>	Sponsor management	GCITS Senior executives
2	<i>Where are we now?</i>	Training needs analysis	Mobilwork staff
3	<i>Where do we want to be?</i>	Identity resistance	GCITS staff
4	<i>How do we keep the momentum going?</i>	Reinforcement	GCITS Service desk staff

A. 1 and 2.

B. 2 and 3.

C. 3 and 4.

D. 1 and 4.

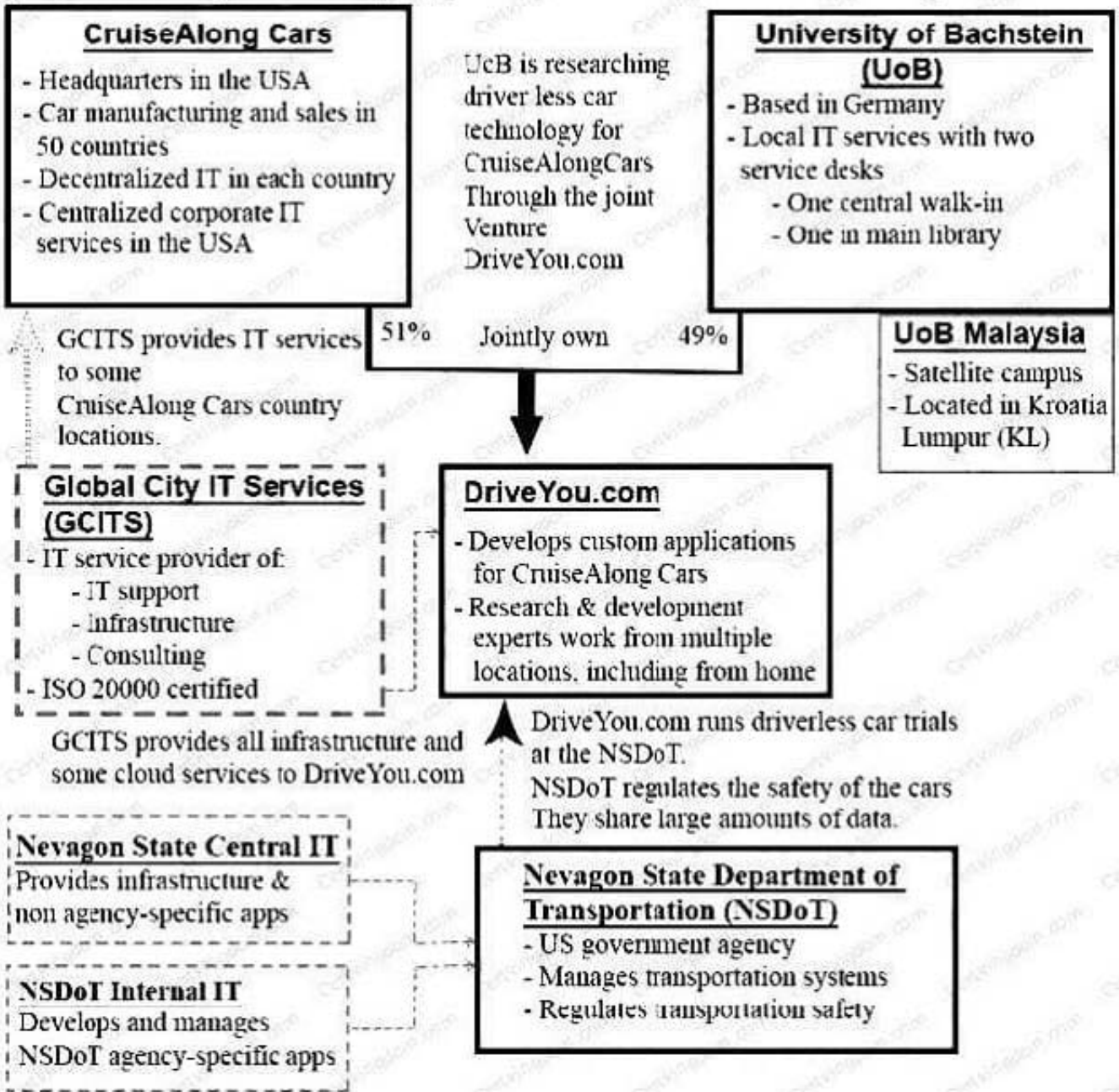
Correct Answer: D

QUESTION 8

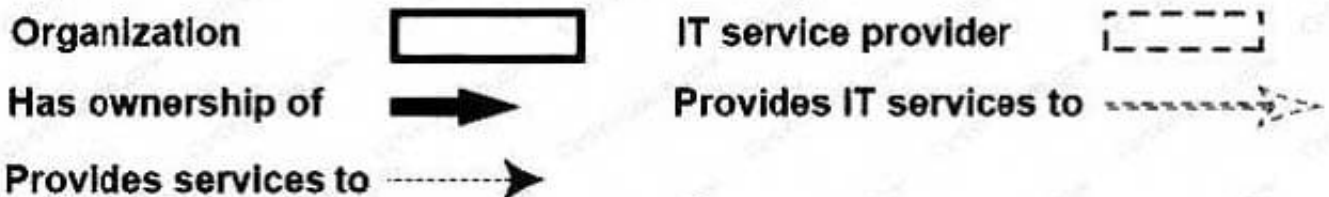
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countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City 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 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) 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 Nevegon State Department of Transportation (NSDoT) NSDoT is a government agency in the US state of Nevegon, 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 Nevegon State central

IT department. GCITS will create a new 'global mobile VIP service' for CruiseAlong Cars senior

executives, which will give them access to corporate IT services from mobile devices, from any location.

The new service will be delivered by the existing GCITS centralized service desk. It will include 24/7

support, and reported incidents and requests will be treated as a high priority.

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider.

During the 'how do we get there? Step, a plan will be created for implementing changes to the service

desk procedures. Some issues with the service desk staff are anticipated.

Which OCM activity is the BEST to address the relevant service desk issue?

	Service desk issue	OCM activity
a)	Inconsistent engagement in the project	Create a plan for regular measurement and reporting
b)	Poorly defined roles and responsibilities for the new procedures	Conduct a training needs analysis
c)	Resistance to using the new procedures	Invite users to share success stories
d)	Lack of training for the new service and procedures	Implement a staff reward scheme

A. Service desk issue: Inconsistent engagement in the project OCM activity: Create a plan for regular measurement and reporting

B. Service desk issue: Poorly defined roles and responsibilities for the new procedures OCM activity: Conduct a training needs analysis

C. Service desk issue: Resistance to using new procedures OCM activity: Invite users to share success stories

D. Service desk issue: Lack of training for the new service and procedures OCM activity: Implement a staff reward scheme

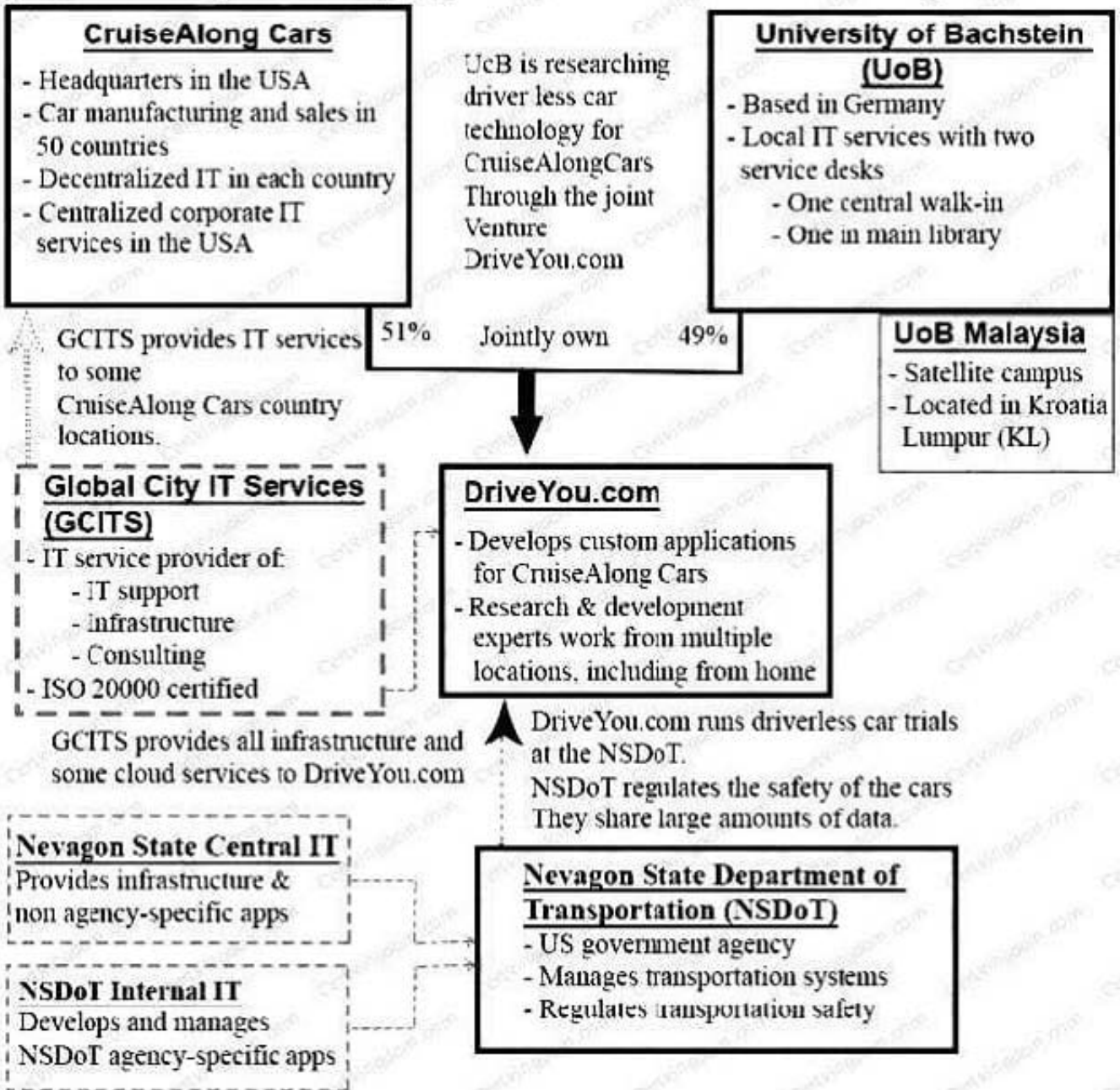
Correct Answer: A

QUESTION 9

See the scenario for additional informational.

Scenario:

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



Legend

Organization



IT service provider



Has ownership of



Provides IT services to



Provides services to



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Which are the BEST two outputs of the assessment?

	Outputs
a)	Customer satisfaction; Process maturity of incident management and request fulfilment
b)	Process metrics; Organizational maturity of CruiseAlong Cars business units
c)	Customer satisfaction; Change readiness of CruiseAlong Cars IT departments
d)	Process metrics; SWOT analysis of all service management processes

- A. Customer satisfaction; Process maturity of incident management and request fulfilment
- B. Process metrics; Organizational maturity of CruiseAlong Cars\' business units
- C. Customer satisfaction; Change readiness of CruiseAlong Cars\' IT departments
- D. Process metrics; SWOT analysis of all service management processes.

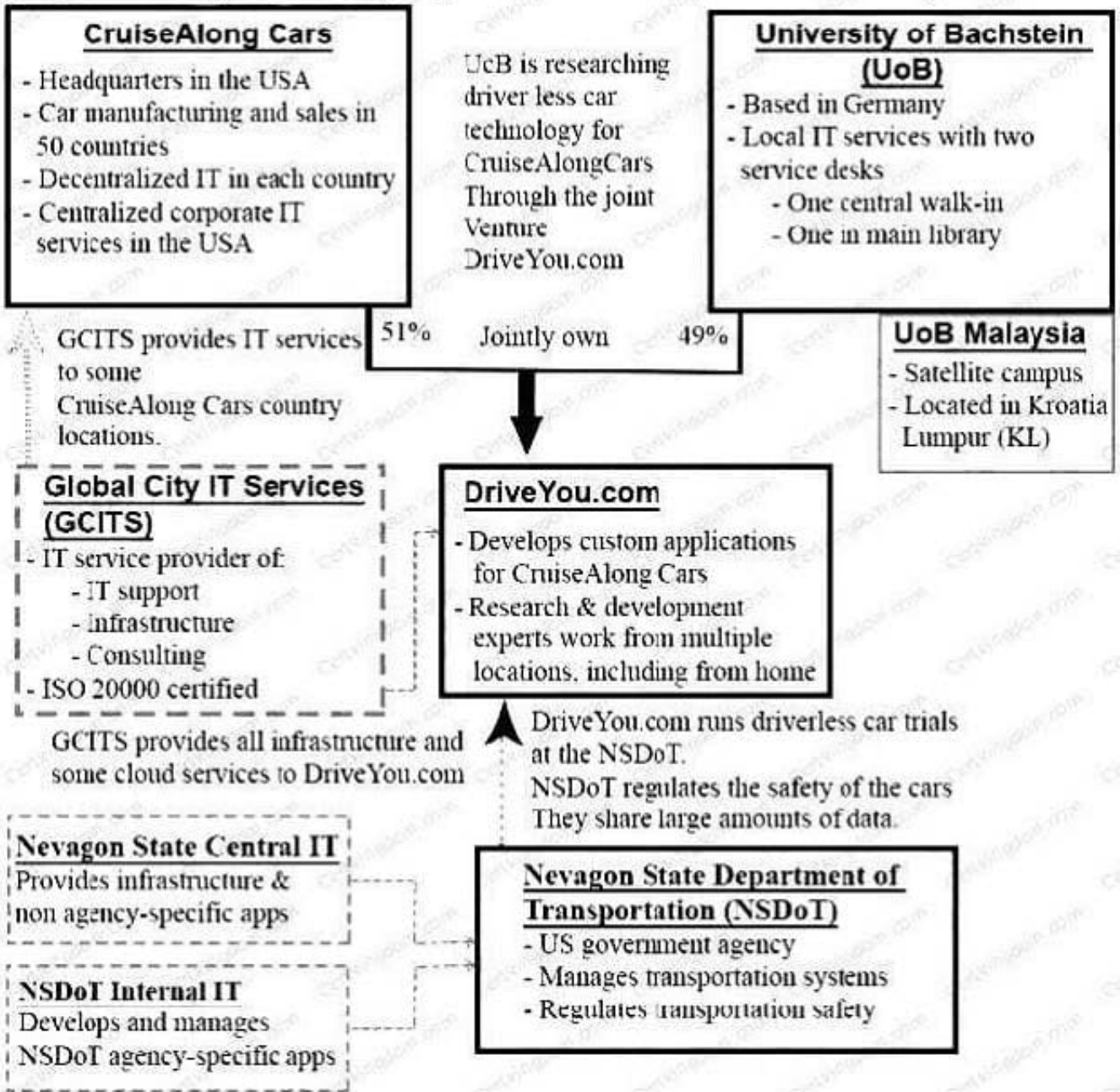
Correct Answer: B

QUESTION 10

See the scenario for additional informational.

Scenario:

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



Legend

Organization



IT service provider



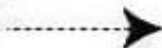
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Which KPI is the MOST appropriate?

- A. Customer satisfaction with mobile services is higher than 90%.
- B. Network availability for mobile services is maintained at 99.6%.
- C. Incident turnaround time for mobile services is improved by 15%.
- D. Cost per incident for mobile services is within 2% of target

Correct Answer: A

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