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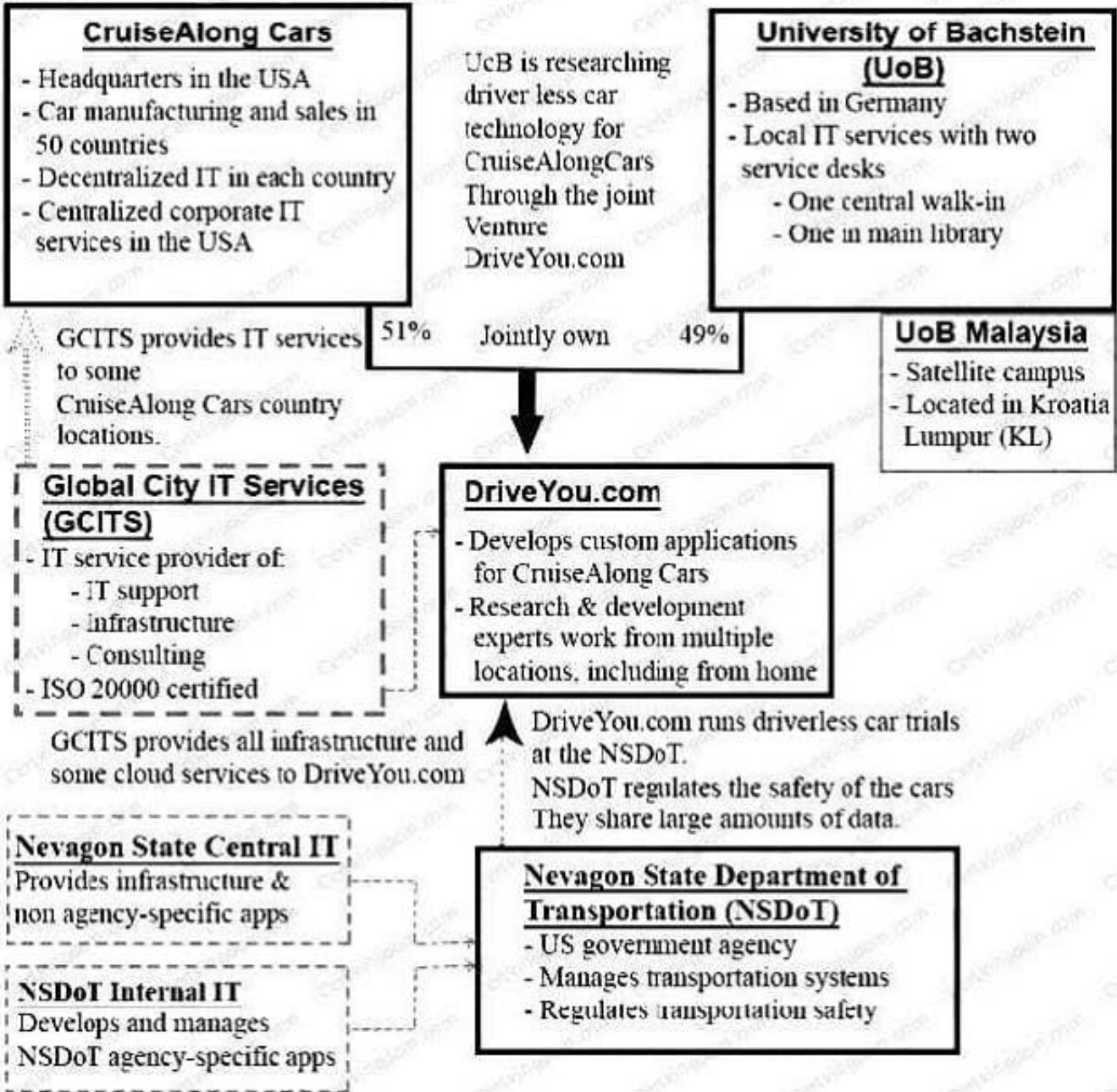


QUESTION 1

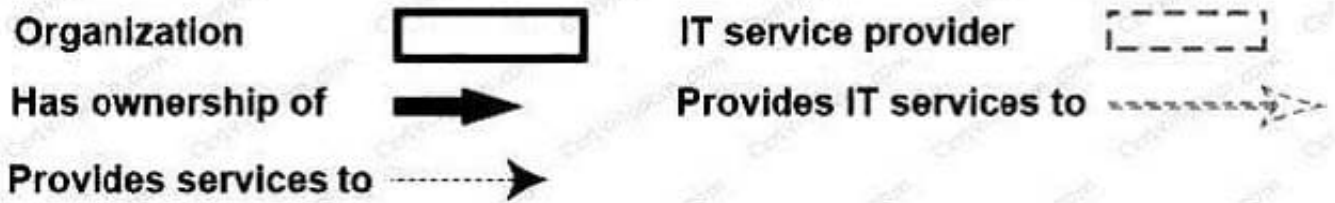
See the scenario for additional informational.

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. The IT department at the UoB does not have a service catalogue or a service portfolio, and there is limited understanding of the structure and value of services in the organization. Many of the individual departments and faculties are resistant to the CIO`s vision for global services. They have decided to appoint business relationship managers (BRMs) who will be expected to address many of the challenges, in order to support collaboration and help to define global services. Some business analysts are going to be transferred to these new positions. The newly appointed BRMs are starting to define services and want to ensure that value, outcomes, costs and risks are included in every service definition.

Which definition is the MOST complete?

A. Grant application service: increases the number of successful grant applications by helping researchers to write

effective grant proposals. reduces cost of support staff needed increases reliability of grant submissions.

B. User device access service: provides connectivity for phones, laptops and tablets. includes service desk support and software deployment. supports cost-effective remote access to central services for people working from home.

C. Exam administration service: increases productivity of administrative staff by reducing downtime of exam marking and grade tracking. reduces cost of managing exams. provides centralized storage of exam materials in the cloud.

D. Centralized email service: reduces overall costs for the university IT department by enabling retirement of many smaller email services. provides connectivity to central cloud email service. supports calendar and shared distribution lists

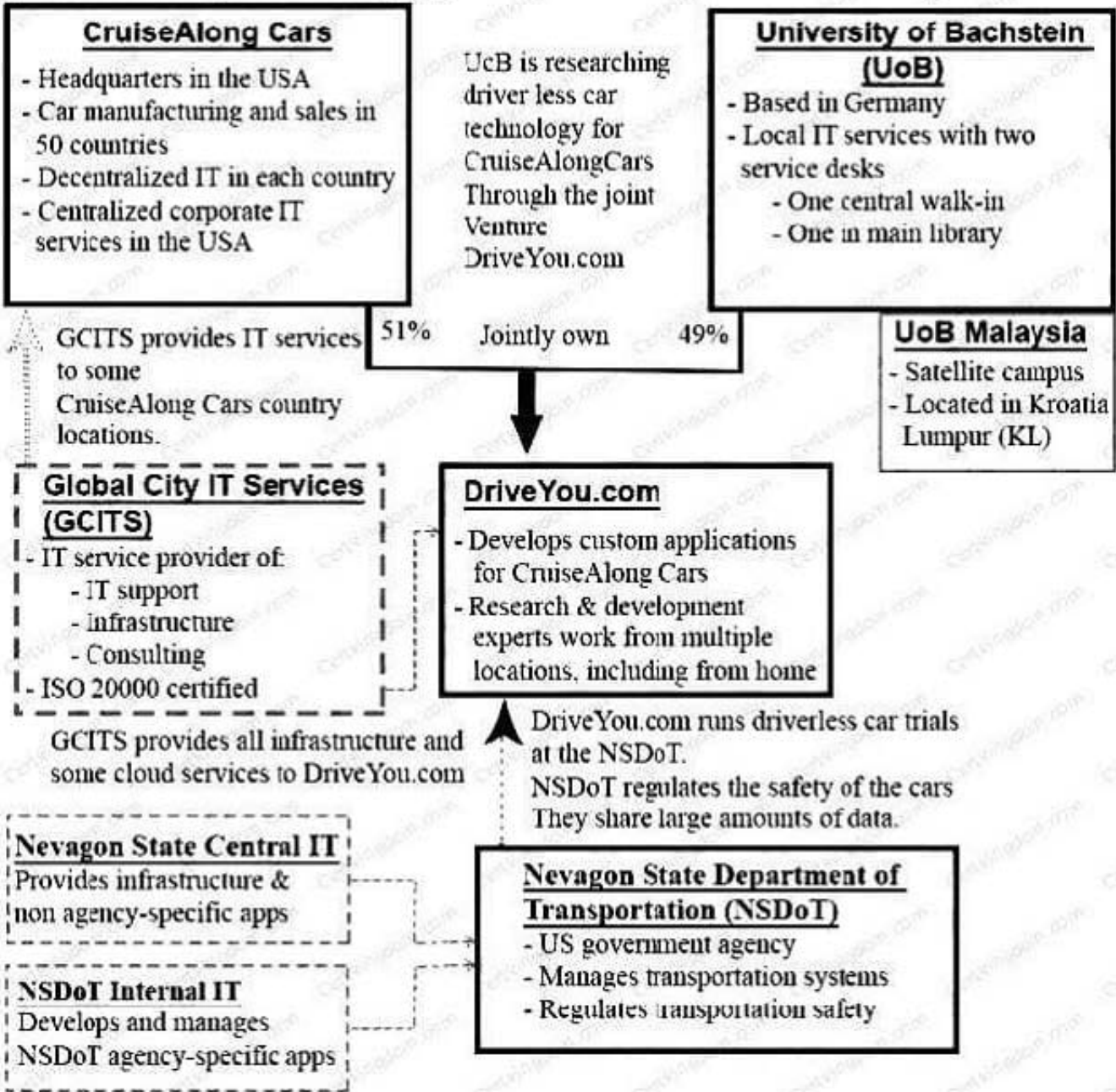
Correct Answer: D

QUESTION 2

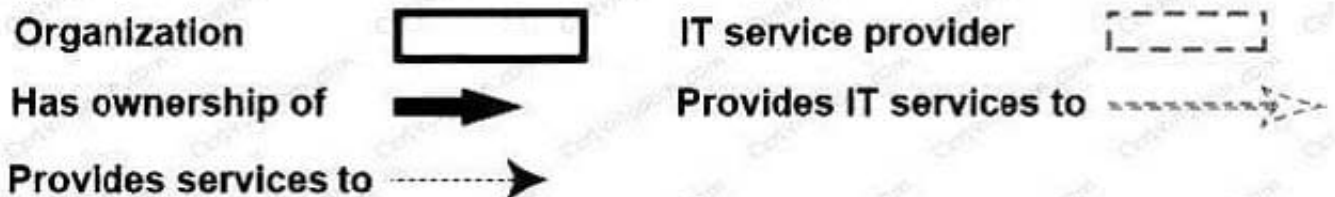
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What is the BEST step to take next in the stakeholder management process, and why?

	Action	Why
a)	Devise a communication plan for each stakeholder	To understand how the new Optimisolv staff are likely to react, and win their support
b)	Devise a communication plan for each stakeholder	To understand the importance of each stakeholder to the initiative
c)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand the importance of each stakeholder to the initiative
d)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand how the new Optimisolv staff are likely to react, and win their support

A. Action: Devise a communication plan for each stakeholder Why: To understand how the new Optimisolv staff are likely to react, and win their support

B. Action: Devise a communication plan for each stakeholder Why: To understand the importance of each stakeholder to the initiative

C. Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor' Why: To understand the importance of each stakeholder to the initiative

D. Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor' Why: To understand how the new Optimisolv staff are likely to react, and win their support

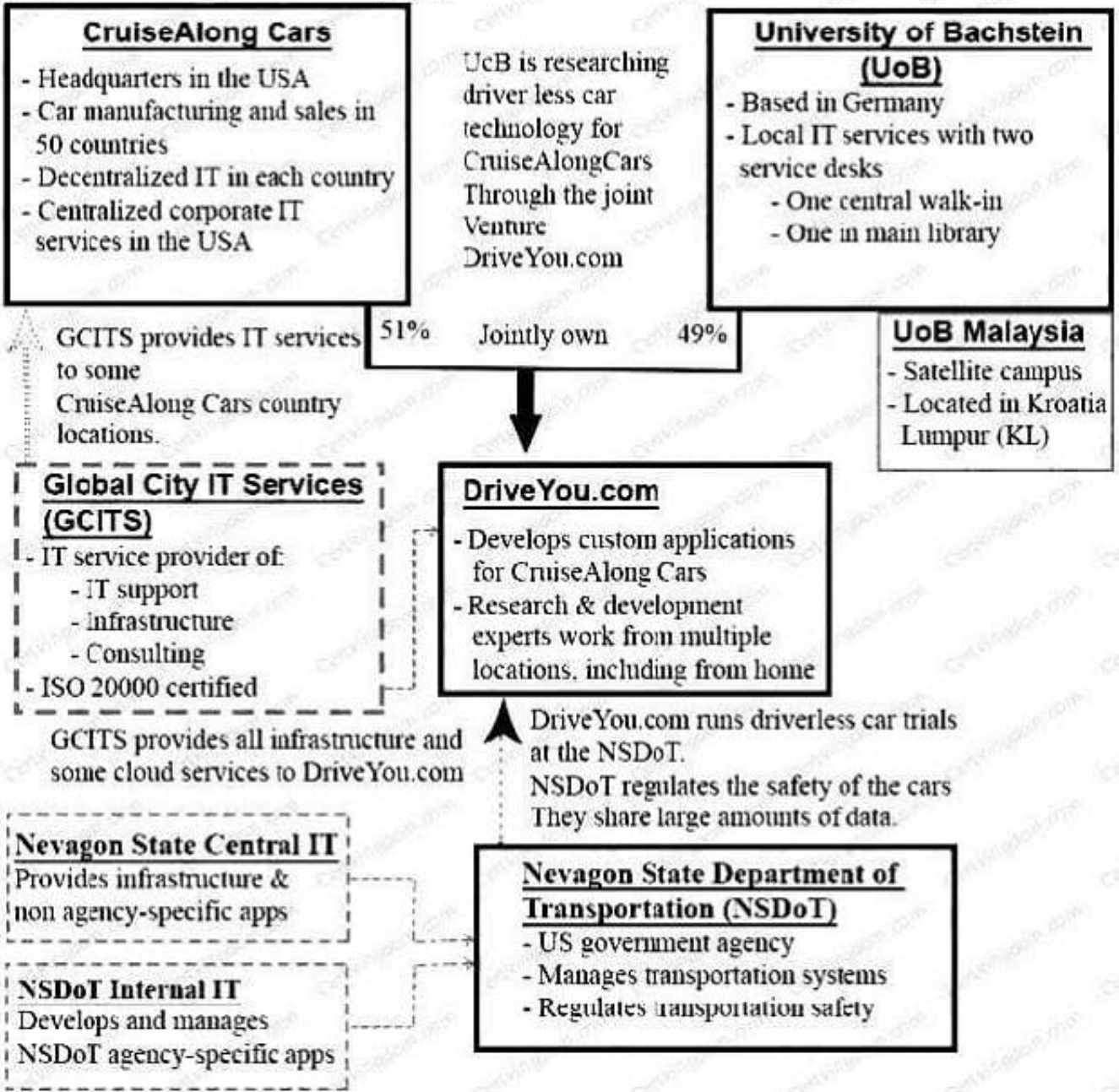
Correct Answer: C

QUESTION 3

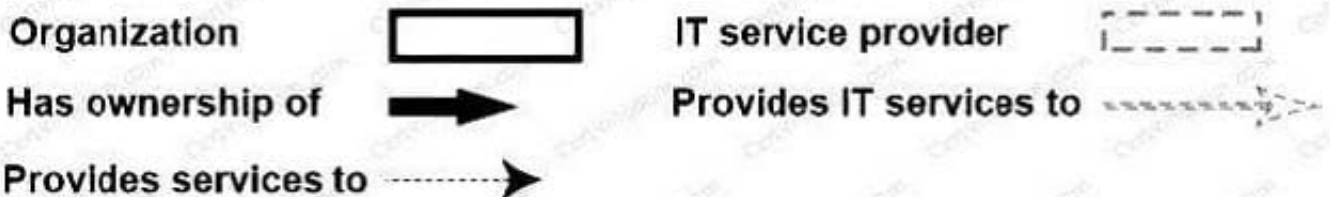
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What three pieces of information are MOST important to include in the business case?

	Information
1	Risks to existing data accessibility
2	Expected cost of implementation
3	Volume of data to be migrated
4	Global security regulations and legislation
5	Value to organization and strategy
6	Options and approaches to be considered

- A. 1, 2 and 5.
- B. 1, 3 and 6.
- C. 2, 4 and 6.
- D. 3, 4 and 5.

Correct Answer: C

QUESTION 4

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.

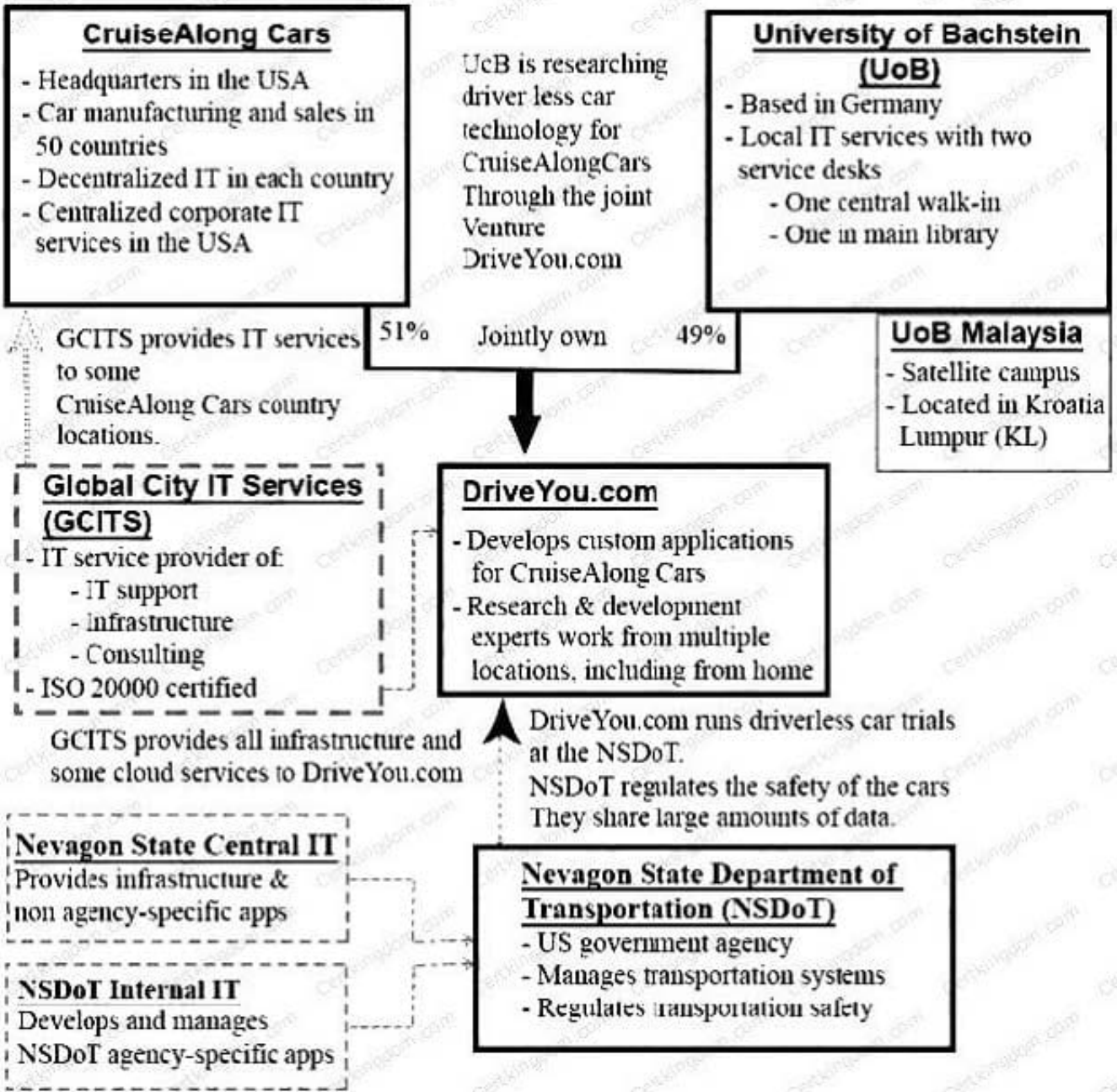
Correct Answer: D

QUESTION 5

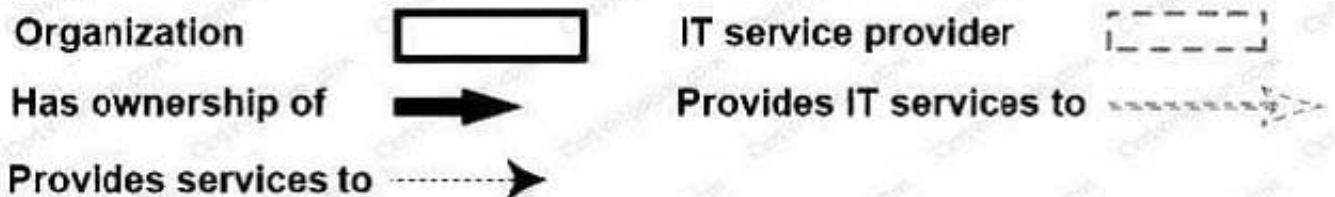
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	Metric
1	Average number of incidents resolved per agent per day
2	% of time that mobile users can send and receive emails
3	% availability of mobile access servers
4	Average cost of resolving incidents
5	Mean time between failure of mobile devices
6	Length of time to provide senior executives with new mobile device

Which set of metrics provides a suitable balance?

A. 1, 3 and 4.

B. 1, 5 and 6.

C. 2, 3 and 5

D. 2, 4 and 6

Correct Answer: C

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