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QUESTION NO: 1

See the Scenario for additional information.

Legend

Organization



IT service provider



Has ownership of



Provides IT services to



Provides services to



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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 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:

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- Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT)

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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 Nevagon State central IT department.

DriveYou.com decided to move the storage and management of their testing data to a new platform so that they can share it more effectively with the UoB. They also need to facilitate data transfer from new CruiseAlong Cars research facilities in Japan and Australia.

DriveYou.com senior management has decided they want a business case produced for the proposed new platform for managing test data.

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.

ANSWER: C

QUESTION NO: 2

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GCITS have a major audit coming up to verify continued compliance to the ISO/IEC 20000 standard. In preparation for the audit, they are conducting a series of internal audits.

GCITS has grown through acquisition. The latest acquisition, Optimsolv, does not comply with ISO/IEC 20000. Optimsolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimsolv is compliant.

Optimsolv has made the improvements identified in the audit. The GCITS IT Manager needs to determine that Optimsolv staff have accepted the required changes.

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.

ANSWER: C

QUESTION NO: 3

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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.

The project manager is planning an assessment to verify that the improvements have been achieved in the first iteration of the project.

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.

ANSWER: B

QUESTION NO: 4

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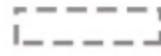


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- A.** 'Timing and frequency matter' because 'where are we now?' requires that messages to all stakeholders are kept simple.
- B.** 'There is no single correct method of communication because 'how do we get there?' requires co-ordination from a diverse range of stakeholders.
- C.** 'Timing and frequency matter' because 'what is the vision?' will need regular reinforcement to ensure the execution of the project is a success.
- D.** 'There is no single correct method of communication' because 'where do we want to be?' is different for every stakeholder.

ANSWER: B

QUESTION NO: 5

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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 Nevagon 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.

Which benefit is the MOST important to include in the business case for this improvement and why?

- A.** A lower risk of overspending the IT budget, because this is aligned with the goal of the improvement.
- B.** Fewer breaches of agreed service levels, because this will lead to improved business unit satisfaction.
- C.** Provision of shared funding from many countries, because this will lead to improved business unit satisfaction.
- D.** A reduction in the cost of service desks, because this is aligned with the goal of the improvement.

ANSWER: D