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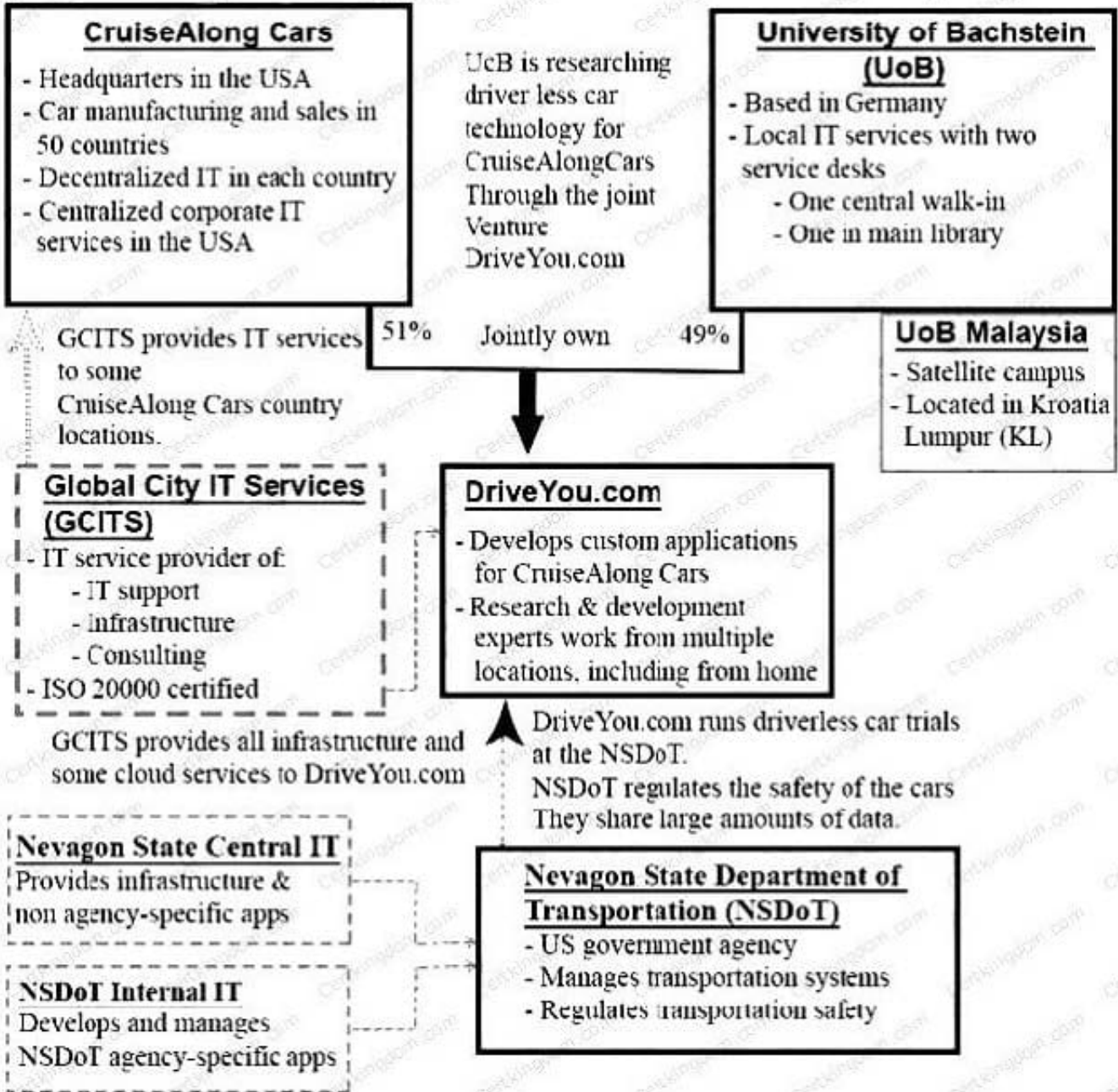


QUESTION 1

See the scenario for additional informational.

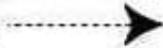
Scenario:

(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**

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. 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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. One of the BRMs has had an improvement idea for implementing a de-centralized support model that can be actioned quickly. The BRM proposed implementing the improvement in the next three months. The improvement was rejected by the CIO who has suggested that the idea should never have been proposed.

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

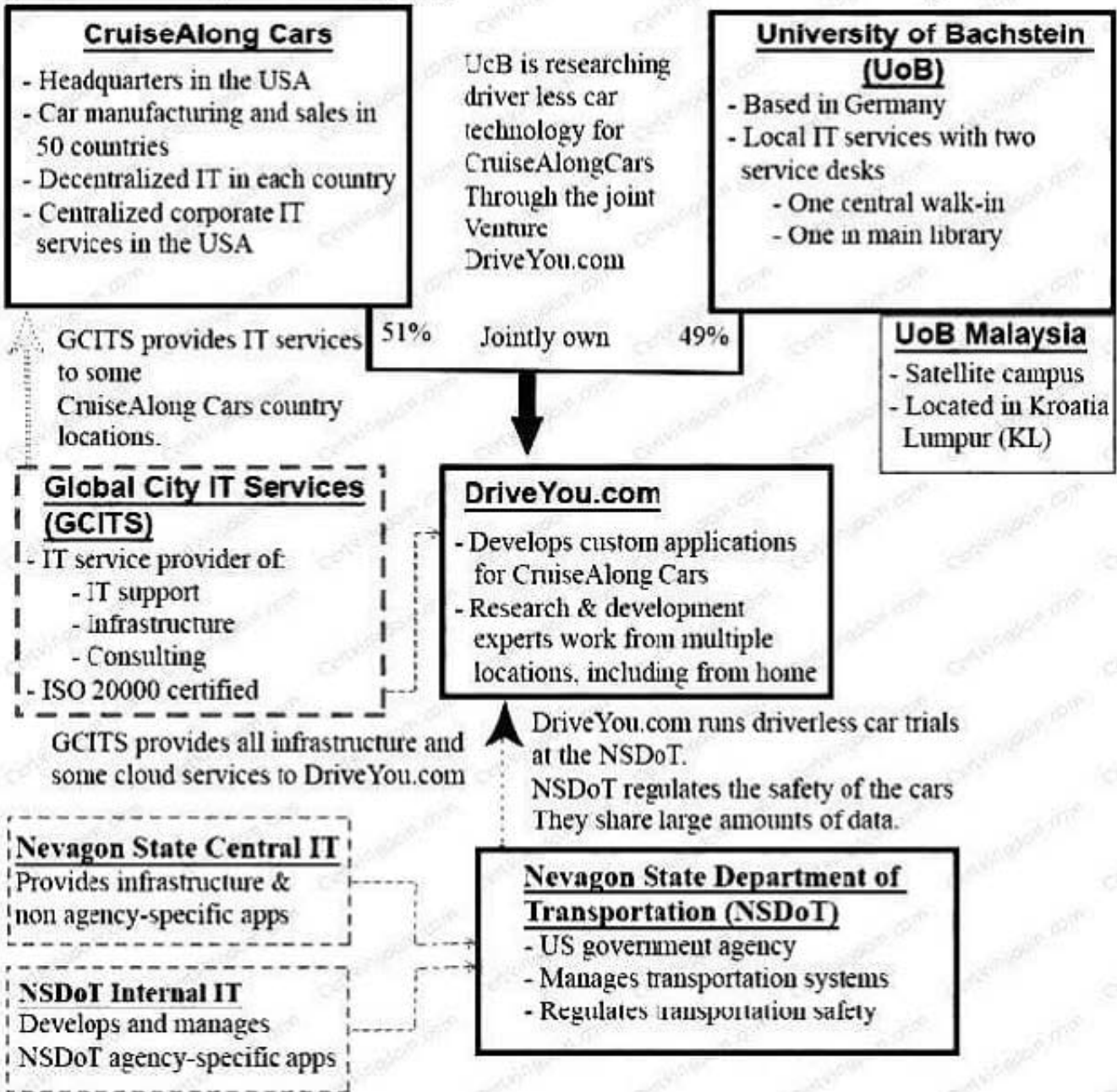


- A. The CSI register, to properly define the timescale for implementation.
- B. The CSI register, to define who the improvement would be actioned by.
- C. The orientation worksheet, to understand the organizational vision.
- D. The orientation worksheet, to measure the success of the improvement.

Correct Answer: B

QUESTION 2

See the scenario for additional informational.

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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

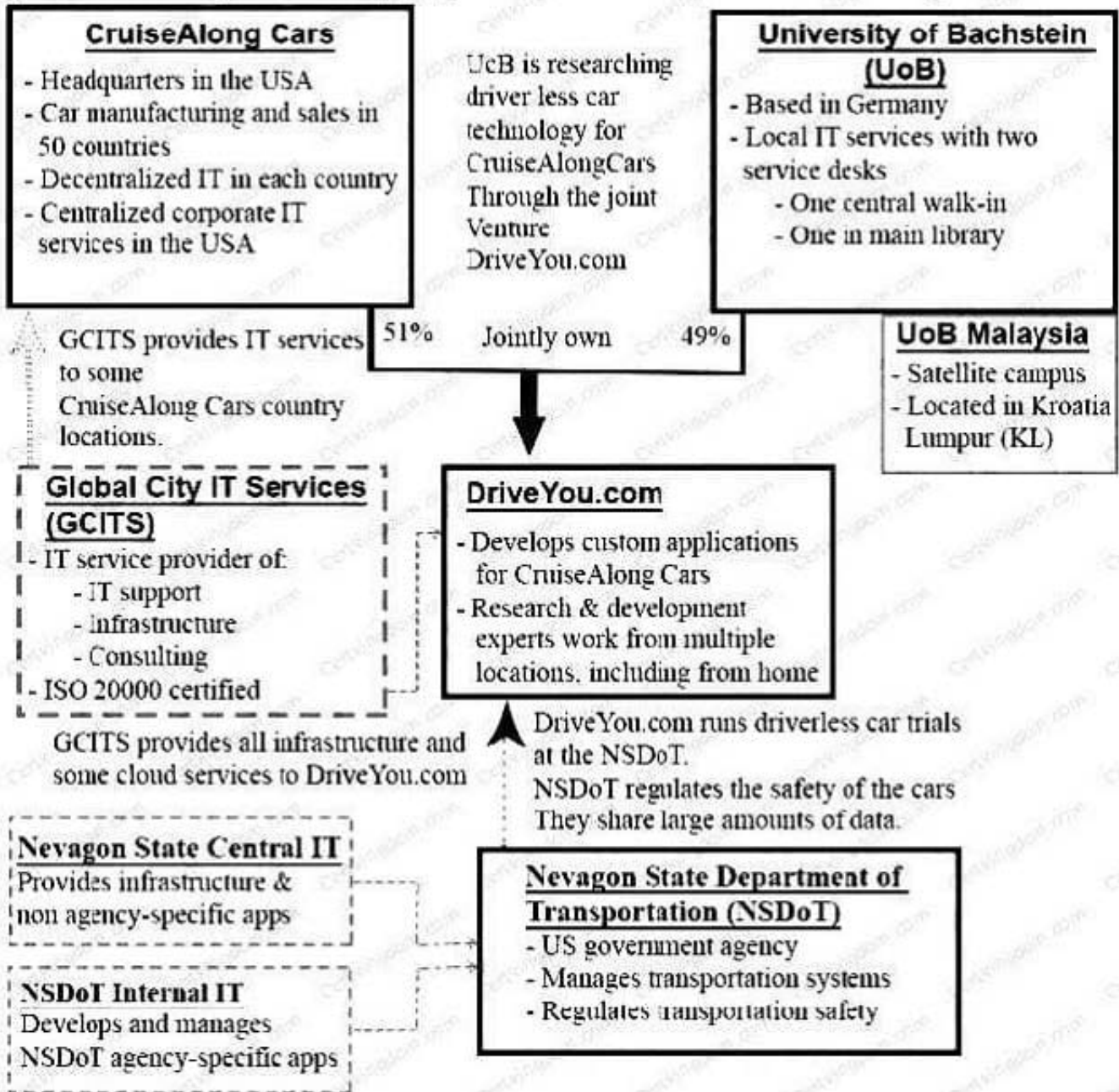
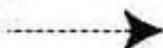
C. Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor' Why: To understand the importance of each stakeholder to the initiative

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

See the Scenario for additional information.

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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

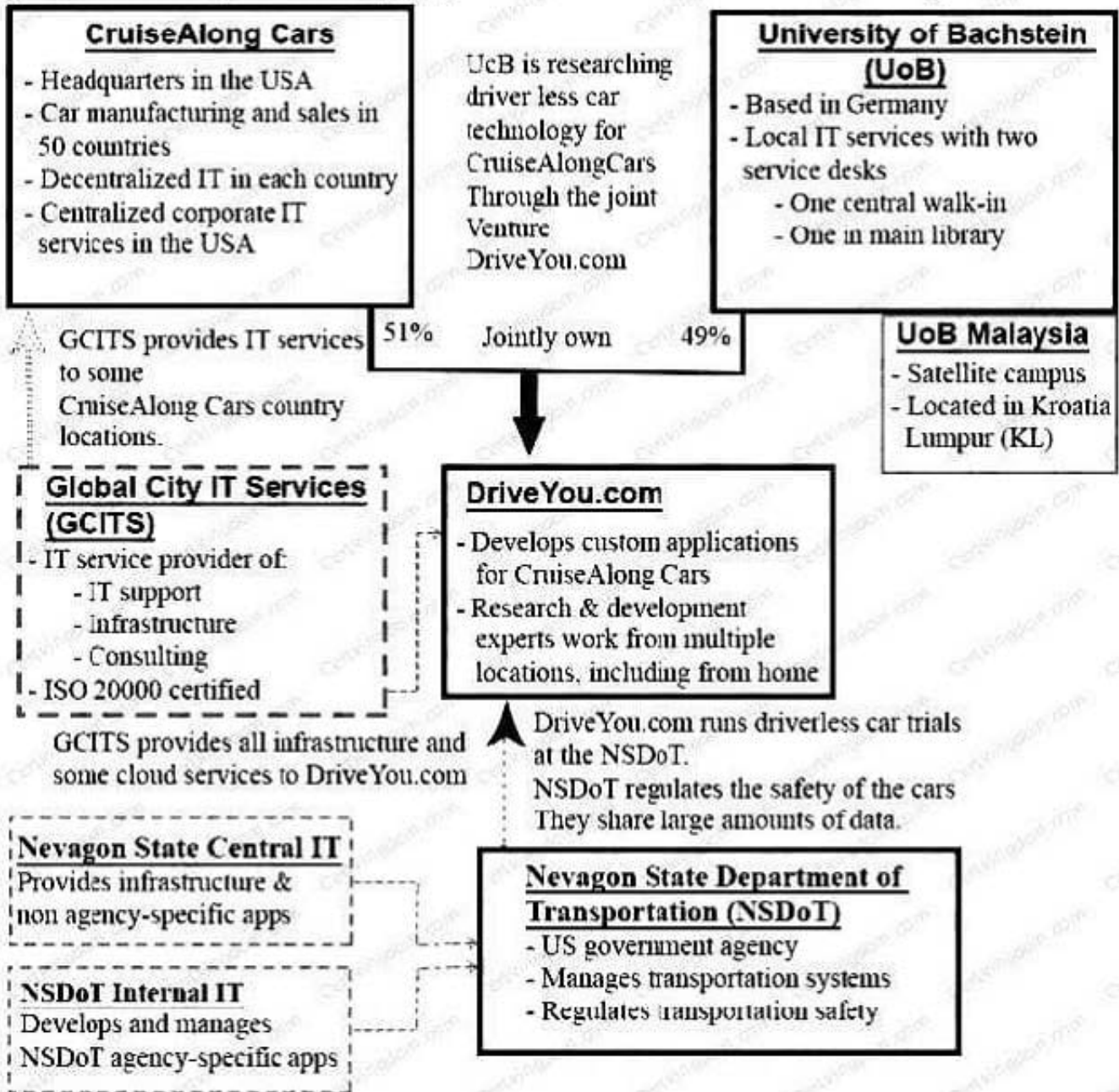
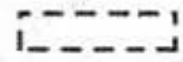
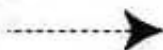
C. Service desk issue: Resistance to using new procedures OCM activity: Invite users to share success stories

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

Correct Answer: A

QUESTION 4

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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

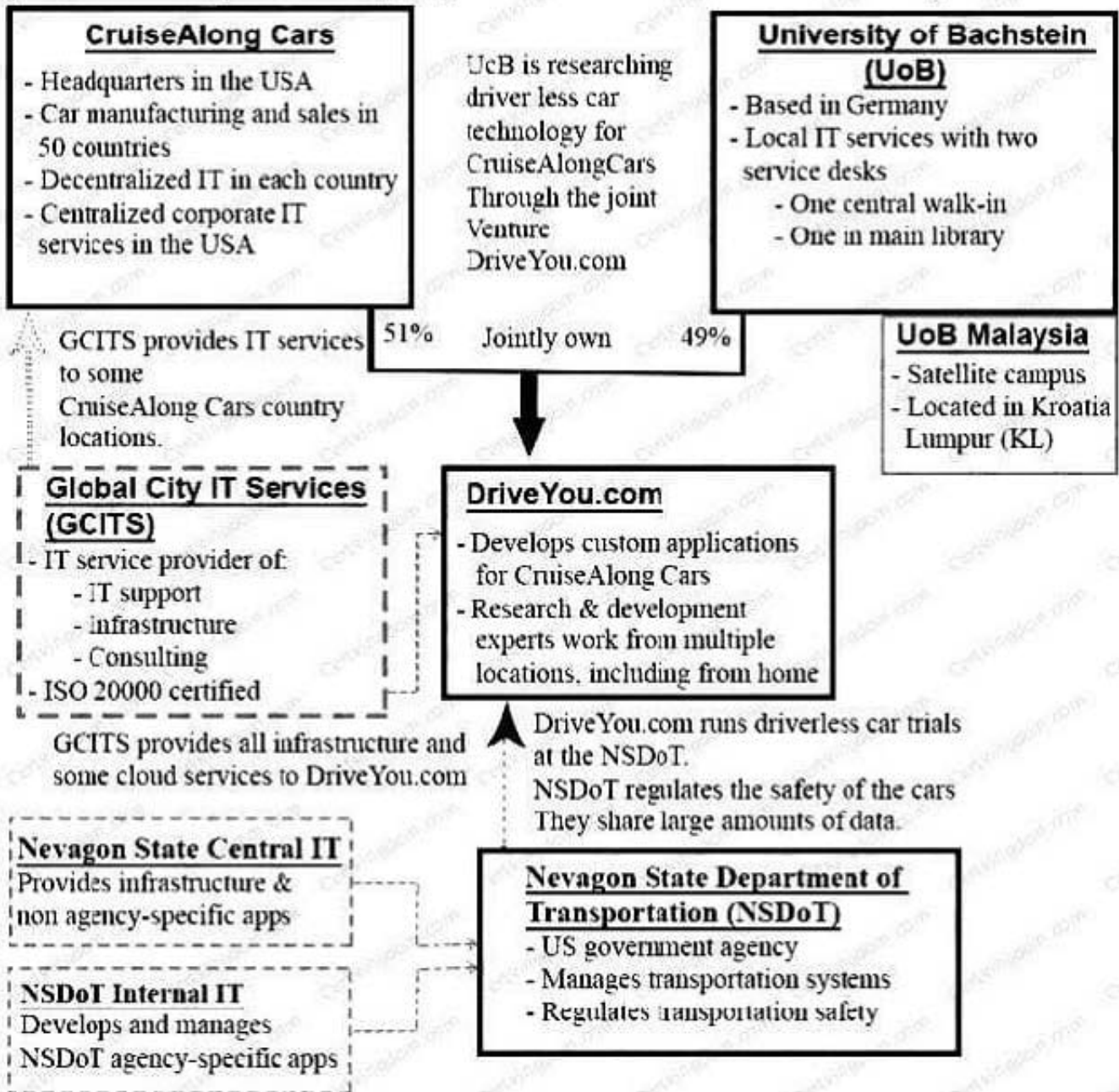
QUESTION 5



See the scenario for additional informational.

Scenario:

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



Legend

Organization



IT service provider



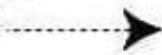
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Which OCM activity will BEST help Optimolv to overcome any staff resistance, and comply with ISO/IEC 20000 within six months?

- 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



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