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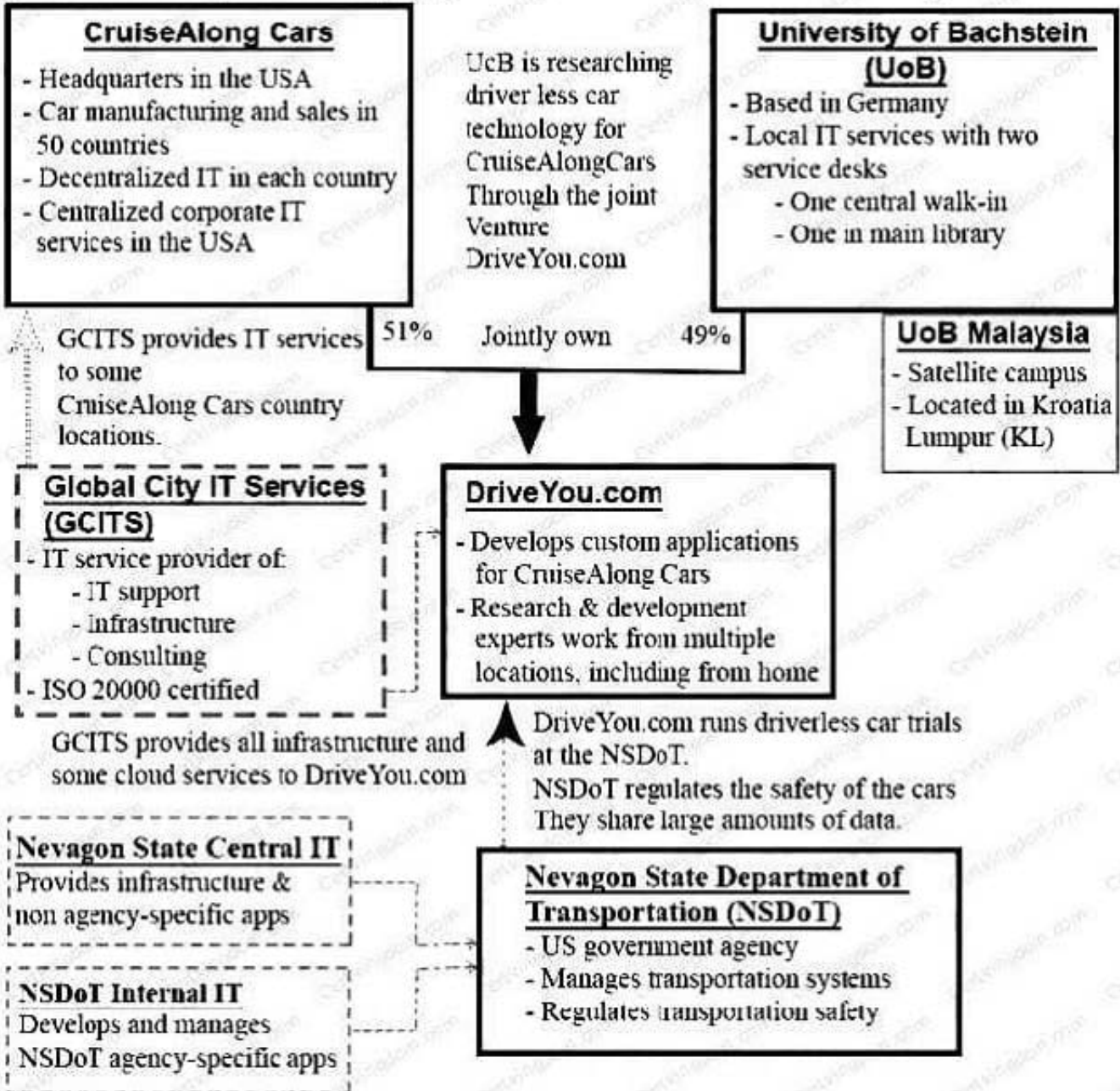


QUESTION 1

See the scenario for additional informational.

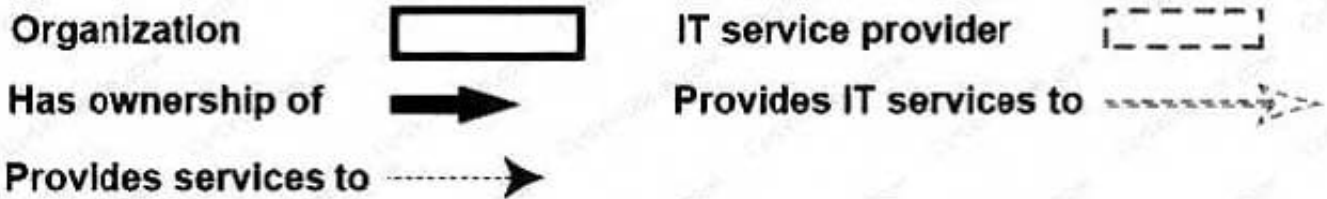
Scenario:

(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. 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.

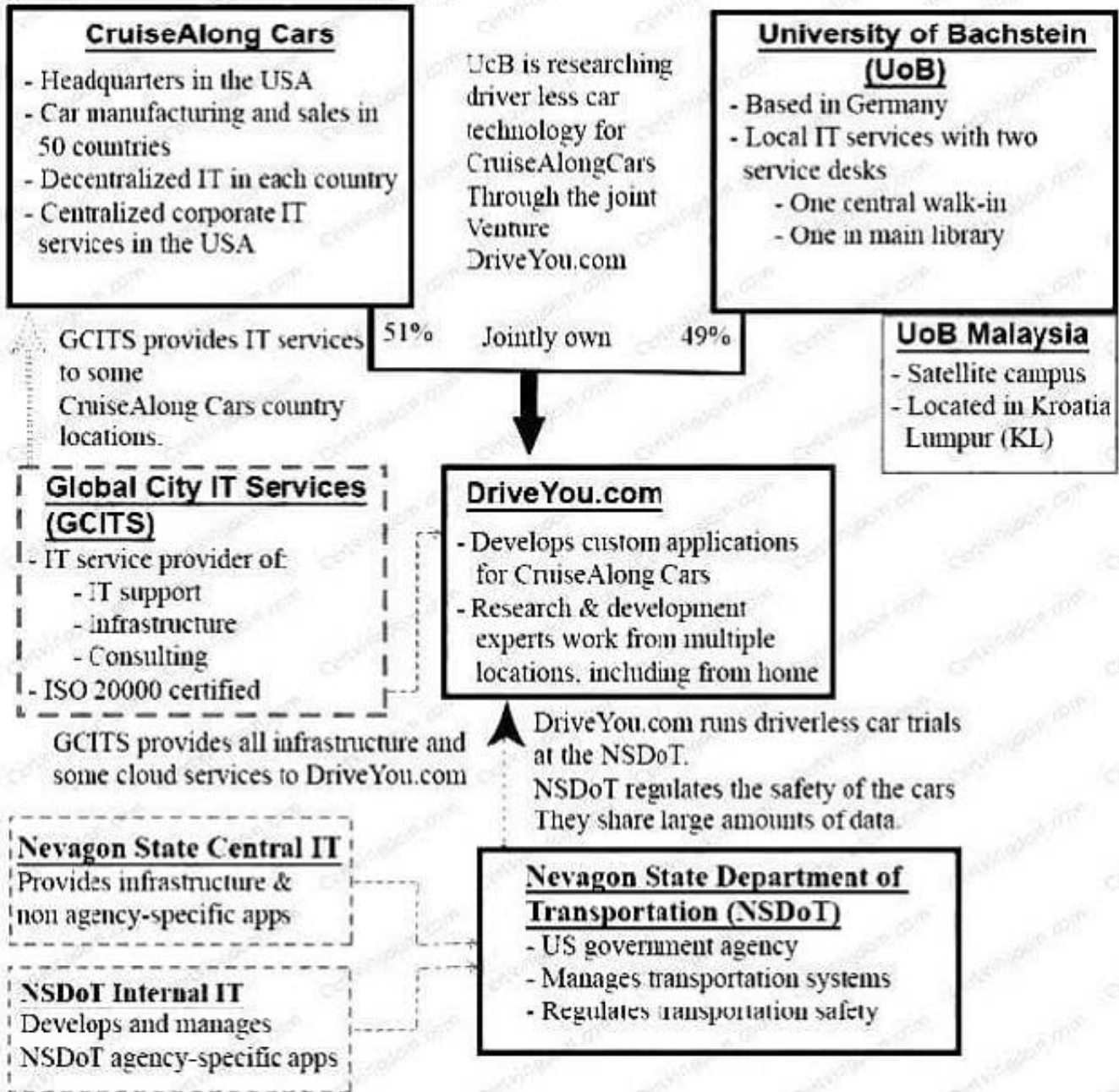
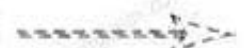
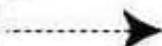


- B. Carry out stakeholder analysis to determine which Optimsolv employees to survey.
- C. Directly observe impacted Optimsolv employees in their roles.
- D. Create a resistance management plan for Optimsolv employees.

Correct Answer: C

QUESTION 2

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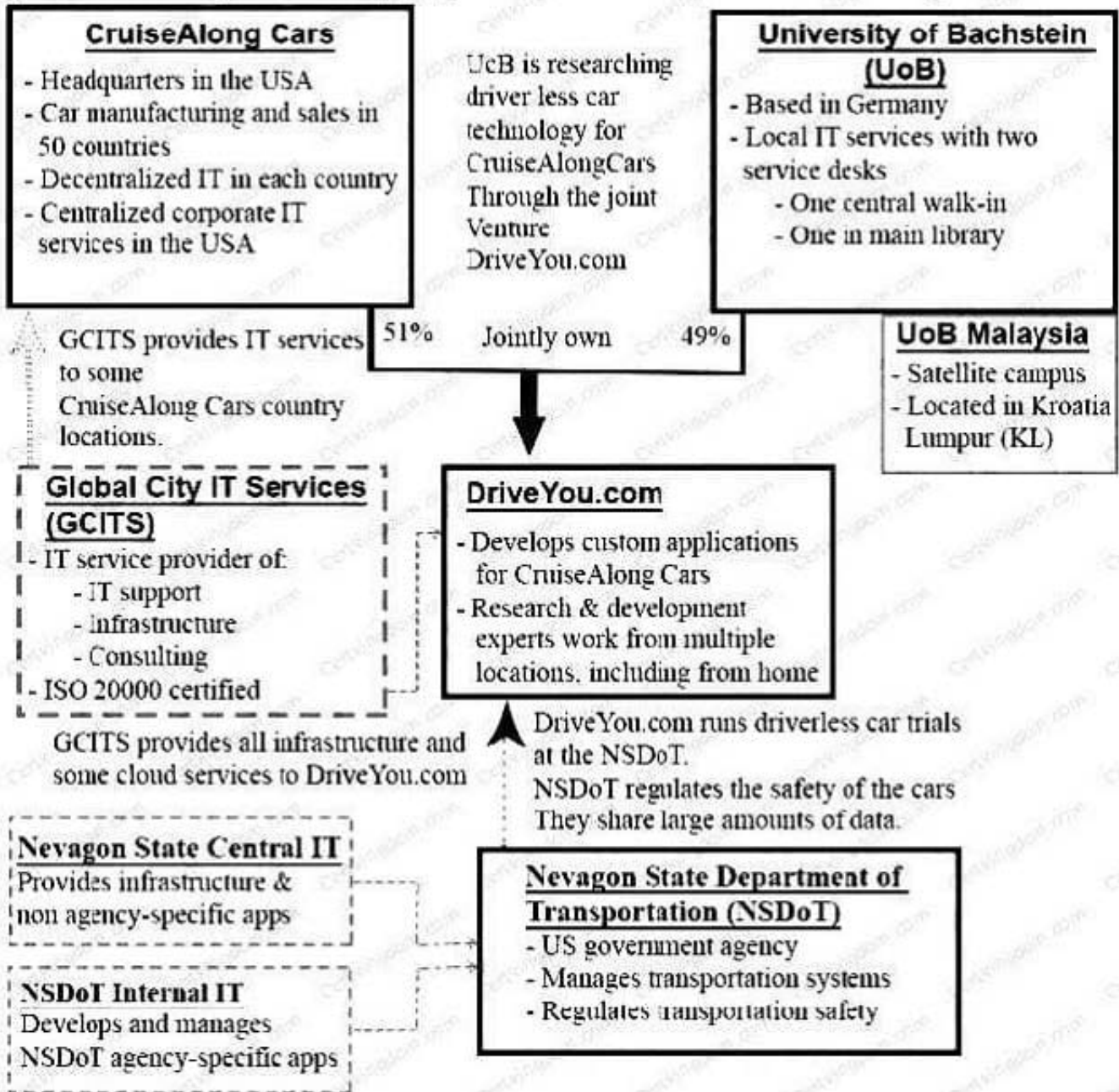
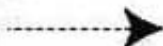
countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides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

- 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 coordination 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 stakehold

Correct Answer: B

QUESTION 3

See the Scenario for additional information.

**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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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

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

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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