



## Sample Exam

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# Introduction

This is the EXIN SIAM™ Foundation based on the Scopism SIAM BoK V3 (SIAMFV3.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct, unless otherwise stated.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth 1 point. You need 26 points or more to pass the exam.

The time allowed for this exam is 60 minutes.

Good luck!

# Sample exam

**1 / 40**

Which organization is **unlikely** to get the full value from SIAM?

- A) One with a mix of internal and external service providers
- B) One with a single service provider only
- C) One with external service providers only
- D) One with internal service providers only

**2 / 40**

How does SIAM enable a better organizational focus for a customer organization?

- A) Allowing a customer organization to concentrate on their core activities while delegating service provider coordination
- B) Enabling a customer organization to directly manage all technology implementations across multiple service providers
- C) Requiring a customer organization to develop specialized expertise in service provider management
- D) Supporting a customer organization to maintain detailed oversight of all technical service delivery activities

**3 / 40**

Which driver group in SIAM includes a driver of data and information standards?

- A) External drivers
- B) Operational efficiencies
- C) Service and sourcing landscape
- D) Service satisfaction

**4 / 40**

What is a responsibility of a service provider in a SIAM ecosystem?

- A) Delivery
- B) End-to-end integration
- C) Governance
- D) Strategy

**5 / 40**

Which layer of the SIAM ecosystem performs end-to-end assurance?

- A) Customer organization
- B) Retained capabilities
- C) Service integrator
- D) Service provider

**6 / 40**

An organization wants to transition to SIAM. They want to avoid service providers making accusations of the service integrator being biased.

In which **two** structures is this behavior **least** likely?

*Please remember to select 2 answers.*

- A) External service integrator
- B) Hybrid service integrator
- C) Internal service integrator
- D) Lead supplier as service integrator

**7 / 40**

In the hybrid service integrator structure, which two parties collaborate to provide the service integrator capability?

- A) Customer organization and external organization
- B) Customer organization and internal service integrator
- C) External service integrator and lead supplier
- D) Internal service integrator and retained capabilities

**8 / 40**

What are **two** triggers of the Plan & Build stage in SIAM?

*Please remember to select 2 answers.*

- A) Appointment of the service integrator
- B) Approval of the outline business case
- C) Completion of the Discovery & Strategy stage
- D) Endorsement of the full business case

**9 / 40**

A customer organization is in the Implement stage and wants to complete the implementation of their SIAM model in the shortest possible time. They are prepared to take risks.

What should this organization do to achieve this?

- A) Appoint service providers early
- B) Implement organizational change management (OCM)
- C) Use a big bang approach
- D) Use a phased implementation

**10 / 40**

What are **two** outputs from the Run & Improve stage in the SIAM model?

*Please remember to select 2 answers.*

- A) Business-as-usual reports
- B) Communication plans
- C) Information to enhance the model
- D) Project timelines

**11 / 40**

In which stage of the SIAM roadmap should the principles and policies for roles and responsibilities be defined?

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

**12 / 40**

Which stage of the SIAM roadmap provides an awareness of available technologies and services?

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

**13 / 40**

Which **two** stages from the SIAM roadmap include designing the requirements for the SIAM model?

*Please remember to select 2 answers.*

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

**14 / 40**

Which are **two** triggers to start the Implement stage?

*Please remember to select 2 answers.*

- A) An existing service provider ceasing to trade
- B) The end of an existing service provider's contract
- C) The implementation of the new SIAM model
- D) The selection of the implementation approach

**15 / 40**

In which stage of the SIAM roadmap does organizational change management (OCM) commence?

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

**16 / 40**

A provider of hosting services experienced recurring incidents that affected all end-to-end services. Using information from the other service providers, facilitated by the service integrator, they developed an innovation which permanently resolved the underlying root cause.

Who should be rewarded?

- A) All service providers and the service integrator
- B) All service providers but not the service integrator
- C) The provider of hosting services only
- D) The service integrator only

**17 / 40**

Which SIAM role is typically accountable for service governance and assurance?

- A) Customer organization
- B) Integrated change advisory board
- C) Service integrator
- D) Service provider

**18 / 40**

Who decides what roles in the SIAM model will be sourced externally?

- A) Customer organization
- B) External service providers
- C) Internal service providers
- D) Service integrator

**19 / 40**

Which role is accountable for contract management?

- A) Customer organization
- B) Executive board
- C) Service integrator
- D) Tactical board

**20 / 40**

What does a single structural element cover?

- A) One layer in one organization
- B) One layer in multiple organizations
- C) Multiple layers in one organization
- D) Multiple layers in multiple organizations

**21 / 40**

Which operational role is responsible for discussing lessons learned arising from resolving a major incident?

- A) Incident management process forum
- B) Incident management working group
- C) Integrated change advisory board
- D) Major incident working group

**22 / 40**

Which is a **main** challenge associated with the management cross-functional teams?

- A) Conflicting objectives, organizational strategies and working practices
- B) Gaps between process activities
- C) Inability to map end-to-end workflow
- D) Lack of architecture

**23 / 40**

When managing cross-functional teams, what does a communication plan provide?

- A) An appropriate level of regular communication for all stakeholders
- B) Face-to-face meetings between virtual teams becoming redundant
- C) Reduced need to re-enter and translate data

**24 / 40**

When integrating processes across service providers, what is used to identify and avoid gaps in process flows?

- A) DevOps
- B) Key performance indicator (KPI)
- C) RACI matrix
- D) Service level agreement (SLA)

**25 / 40**

Which is an example of end-to-end measurement in a SIAM ecosystem?

- A) Average time to resolve a problem by a particular service integration partner
- B) Comparison of internal versus external service providers
- C) Number of incidents raised by a particular business division
- D) Responsiveness of the service against service level targets

**26 / 40**

There are a number of recommendations for creating a tooling strategy.

What helps the service integrator and service providers understand how the SIAM toolset will evolve?

- A) Adopting a common data dictionary
- B) Industry standard methods
- C) Ownership of data and toolsets
- D) Technology strategy and roadmap

**27 / 40**

Which is **not** a challenge related to the technology practice for creating a tooling strategy?

- A) Gaps between process activities
- B) Ineffective legacy tools
- C) Non-integrated toolsets
- D) Toolset scope definition

**28 / 40**

How are SIAM and other service management processes related?

- A) Other service management process outcomes are different from SIAM process outcomes and provide other insights.
- B) Other service management processes can be used in a SIAM ecosystem without any adaptation.
- C) SIAM builds on the other service management's elements and extends them.
- D) SIAM is a replacement for other service management practices and therefore does not use any of its processes.

**29 / 40**

Which consideration is common for all processes in a SIAM ecosystem?

- A) Aligning resolution targets across service providers
- B) Processes can seem more complex
- C) The requirement for a data dictionary, terminology, and thresholds

**30 / 40**

What is the **most** comprehensive scope where processes are typically executed within the SIAM ecosystem?

- A) Across all parts of the organization that are defined in the service integrator and customer organization contract
- B) Across different organizations in the same SIAM layer and across organizations in different SIAM layers
- C) Within each department of each individual service provider in the ecosystem
- D) Within internal IT departments and between external service provider's IT departments

**31 / 40**

What is a correct touchpoint for the change and release management process?

- A) This process touches with the configuration management process when incidents are caused by new releases.
- B) This process touches with the incident management process when known errors are introduced and require fixing.
- C) This process touches with the monitoring and event management process when releases should be monitored.
- D) This process touches with the project management process when a major change requires formal project management activities.

**32 / 40**

Which is the purpose of the continual service improvement process?

- A) To encourage and incentivize service providers to contribute to continual service improvement
- B) To ensure that continual service improvement is on the agendas of SIAM governance boards
- C) To provide a consistent method of quantifying, tracking, and managing the delivery of improvement activities
- D) To share lessons learned across all parties in the SIAM ecosystem

**33 / 40**

Which SIAM consideration is common for all processes in a SIAM ecosystem?

- A) Building and maintaining strong relationships between service providers and the consumers of their services
- B) Defining ownership of the processes and the levels of accountability and responsibility
- C) Providing a consistent method of quantifying, tracking and managing the delivery of improvement activities
- D) Providing a structured approach that delivers projects on time, on budget and at the appropriate and agreed level of quality

**34 / 40**

Which strategy helps build stronger relationships between stakeholders in a SIAM environment?

- A) Creating standardized escalation paths directed to the service integrator
- B) Establishing SIAM structural elements like boards and forums
- C) Getting central control from both the customer organization and the service integrator
- D) Requiring monthly financial reporting from the service providers

**35 / 40**

Which SIAM layer is **not** affected by the challenge of measuring success of SIAM?

- A) Customer organization
- B) Service integrator
- C) Service provider

**36 / 40**

A customer organization is unable to map dataflows and the end-to-end service leaving them unable to understand the scope for security in their SIAM ecosystem.

Which risk is directly related to this?

- A) Service providers may have access to data to which they are not entitled.
- B) Service providers might not achieve their service targets.
- C) The cost of implementing SIAM could be higher than planned.
- D) The service integrator might have an increased workload.

**37 / 40**

Defining the level of control and ownership to be retained by a customer organization is important.

Which is a risk of leaving this undecided?

- A) It will be challenging to assign responsibility for service failures.
- B) Service providers may be unwilling to collaborate.
- C) The service integrator may be unable to perform its role.
- D) The success of the SIAM program cannot be measured.

**38 / 40**

A customer organization sets unrealistic service levels for one of their service providers.

Which risk is **directly** related to this?

- A) It could be difficult to allocate responsibility for service failures.
- B) The customer's data may be at risk.
- C) The service integrator may not be able to fulfill their role.
- D) The service provider may withdraw from the ecosystem.

**39 / 40**

In a SIAM ecosystem, service providers need to adapt to a new way of working.

Which is an associated cultural consideration?

- A) Creating an environment for service providers that is focused on contracts and agreements
- B) Service providers acknowledging that the service integrator has the autonomy to direct, make decisions and govern
- C) Service providers focusing on the achievement of their own specific service levels and objectives

**40 / 40**

Which is the earliest stage of the SIAM roadmap to be affected by the challenge of building the business case?

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

# Answer key

## 1 / 40

Which organization is **unlikely** to get the full value from SIAM?

- A) One with a mix of internal and external service providers
- B) One with a single service provider only
- C) One with external service providers only
- D) One with internal service providers only

  

- A) Incorrect. Organizations looking to manage multiple service providers will get a lot of value from adopting SIAM.
- B) Correct. Organizations with just one single service provider are unlikely to get the full value from SIAM. (Literature: A, Chapter 1.3)
- C) Incorrect. Organizations with external service providers are suitable for SIAM.
- D) Incorrect. Organizations with internal service providers only are suitable for SIAM.

## 2 / 40

How does SIAM enable a better organizational focus for a customer organization?

- A) Allowing a customer organization to concentrate on their core activities while delegating service provider coordination
- B) Enabling a customer organization to directly manage all technology implementations across multiple service providers
- C) Requiring a customer organization to develop specialized expertise in service provider management
- D) Supporting a customer organization to maintain detailed oversight of all technical service delivery activities

  

- A) Correct. The service integrator assumes responsibility for managing service providers and technology coordination, which frees the customer organization to focus on activities that directly support their business objectives. (Literature: A, Chapter 1.3)
- B) Incorrect. SIAM removes the burden of direct multi-supplier management from customer organizations rather than enabling it.
- C) Incorrect. SIAM reduces the need for customer organizations to develop specialized service provider management capabilities.
- D) Incorrect. SIAM delegates detailed technical oversight responsibilities to the service integrator rather than requiring customer organizations to maintain them.

**3 / 40**

Which driver group in SIAM includes a driver of data and information standards?

- A) External drivers
- B) Operational efficiencies
- C) Service and sourcing landscape
- D) Service satisfaction

  

- A) Incorrect. The drivers related to external factors are corporate governance and external policy.
- B) Correct. This is one of the four drivers in the operational efficiencies driver group. (Literature: A, Chapter 1.5.2.3)
- C) Incorrect. The drivers in the service and sourcing landscape drivers group are external sourcing, multi-sourcing, increase in the number of service providers, shadow IT, and inflexible contracts.
- D) Incorrect. This is not a driver for this group. A few of the drivers for service satisfaction driver group are service performance, service provider interactions, clarity of roles and responsibilities, slow pace of change, demonstration of value, lack of collaboration between service providers and delivery silos.

**4 / 40**

What is a responsibility of a service provider in a SIAM ecosystem?

- A) Delivery
- B) End-to-end integration
- C) Governance
- D) Strategy

  

- A) Correct. Each service provider is responsible for the delivery of one or more services, or service elements, to the customer organization. It is responsible for managing the products and technology used to deliver its contracted or agreed services and operating its own processes. (Literature: A, Chapter 1.1.1.4)
- B) Incorrect. End-to-end integration is the responsibility of the service integrator.
- C) Incorrect. Governance is a responsibility of the customer organization and service integrator.
- D) Incorrect. Strategy is a responsibility of the customer organization.

**5 / 40**

Which layer of the SIAM ecosystem performs end-to-end assurance?

- A) Customer organization
- B) Retained capabilities
- C) Service integrator
- D) Service provider

  

- A) Incorrect. The customer organization is the client that is making the transition to SIAM as part of its operating model. It commissions the SIAM ecosystem.
- B) Incorrect. The retained capabilities are the functions that are responsible for strategic, architectural, business engagement and corporate governance activities.
- C) Correct. The service integrator layer of the SIAM ecosystem is where end-to-end service governance, management, integration, assurance and coordination are performed. (Literature: A, Chapter 1.1.1.3)
- D) Incorrect. Each service provider is responsible for the delivery of one or more services, or service elements, to the customer.

## 6 / 40

An organization wants to transition to SIAM. They want to avoid service providers making accusations of the service integrator being biased.

In which **two** structures is this behavior **least** likely?

*Please remember to select 2 answers.*

- A) External service integrator
- B) Hybrid service integrator
- C) Internal service integrator
- D) Lead supplier as service integrator

A) Incorrect. The organization acting as the service integrator and service provider might be perceived to be biased, since this party can be a competitor of other service providers.

B) Correct. In an internal service integrator solution, the service integrator is the customer organization. In a hybrid service integrator solution, the external service integrator works together with the customer organization. The customer organization is very unlikely to be accused of being biased. Therefore, these two structures will be the best choice for the organization wanting to transition. (Literature: A, Chapter 3.1.2 and 3.4.1)

C) Correct. In an internal service integrator solution, the service integrator is the customer organization. In a hybrid service integrator solution, the external service integrator works together with the customer organization. The customer organization is very unlikely to be accused of being biased. Therefore, these two structures will be the best choice for the organization wanting to transition. (Literature: A, Chapter 3.1.2 and 3.4.1)

D) Incorrect. The organization acting as the service integrator and service provider might be perceived to be biased, since this party can be a competitor of other service providers.

## 7 / 40

In the hybrid service integrator structure, which two parties collaborate to provide the service integrator capability?

- A) Customer organization and external organization
- B) Customer organization and internal service integrator
- C) External service integrator and lead supplier
- D) Internal service integrator and retained capabilities

A) Correct. In the hybrid service integrator, the customer organization collaborates with an external organization to take the role of service integrator and provide the service integrator capability. (Literature: A, Chapter 3.4)

B) Incorrect. These are two separate layers in a SIAM ecosystem.

C) Incorrect. Lead supplier is a different structure than hybrid.

D) Incorrect. These are two separate layers in a SIAM ecosystem. Retained capabilities are part of the customer organization.

**8 / 40**

What are **two** triggers of the Plan & Build stage in SIAM?

*Please remember to select 2 answers.*

- A) Appointment of the service integrator
- B) Approval of the outline business case
- C) Completion of the Discovery & Strategy stage
- D) Endorsement of the full business case

  

- A) Incorrect. The appointment of the service integrator is an activity within the Plan & Build stage, not its trigger. The approval of the full business case is also an activity within the Plan & Build stage and not its trigger.
- B) Correct. The Plan & Build stage is triggered by the completion of the Discovery & Strategy stage when the organization decides to proceed with SIAM implementation, through the approval of the outline business for SIAM. (Literature: A, Chapter 2.2.2)
- C) Correct. The Plan & Build stage is triggered by the completion of the Discovery & Strategy stage when the organization decides to proceed with SIAM implementation, through the approval of the outline business for SIAM. (Literature: A, Chapter 2.2.2)
- D) Incorrect. The appointment of the service integrator is an activity within the Plan & Build stage, not its trigger. The approval of the full business case is also an activity within the Plan & Build stage and not its trigger.

**9 / 40**

A customer organization is in the Implement stage and wants to complete the implementation of their SIAM model in the shortest possible time. They are prepared to take risks.

What should this organization do to achieve this?

- A) Appoint service providers early
- B) Implement organizational change management (OCM)
- C) Use a big bang approach
- D) Use a phased implementation

  

- A) Incorrect. This is done in the Plan & Build stage of the SIAM roadmap. This organization is already in the Implement stage.
- B) Incorrect. OCM will prepare stakeholders for the change. It is not what this organization needs to fulfil their needs.
- C) Correct. A big bang implementation approach introduces everything at once. It can be a high risk, but since the organization is willing to take this risk, it is the best course of action. (Literature: A, Chapter 2.3.4.1.1)
- D) Incorrect. A phased approach will extend the total time for implementation.

**10 / 40**

What are **two** outputs from the Run & Improve stage in the SIAM model?

*Please remember to select 2 answers.*

- A) Business-as-usual reports
- B) Communication plans
- C) Information to enhance the model
- D) Project timelines

  

- A) Correct. The outputs from the Run & Improve stage include business-as-usual outputs, including reports, service data and process data. The outputs also include information used to evolve and continually improve the SIAM model. (Literature: A, Chapter 2.4.5)
- B) Incorrect. Both communication plans and project timelines are not specifically mentioned as output from any stage.
- C) Correct. The outputs from the Run & Improve stage include business-as-usual outputs, including reports, service data and process data. The outputs also include information used to evolve and continually improve the SIAM model. (Literature: A, Chapter 2.4.5)
- D) Incorrect. Both communication plans and project timelines are not specifically mentioned as output from any stage.

**11 / 40**

In which stage of the SIAM roadmap should the principles and policies for roles and responsibilities be defined?

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

  

- A) Correct. This is one of the activities in the Discovery & Strategy stage. (Literature: A, Chapter 2.1.4.4)
- B) Incorrect. They are implemented in this stage but are defined in the Discovery & Strategy stage.
- C) Incorrect. The detailed roles and responsibilities are defined in this stage, against the principles and policies defined in the Discovery & Strategy stage.
- D) Incorrect. They are improved in this stage but are defined in the Discovery & Strategy stage.

**12 / 40**

Which stage of the SIAM roadmap provides an awareness of available technologies and services?

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

  

- A) Correct. Understanding the marketplace is an activity of the Discovery & Strategy stage. This activity should include a review of available technologies and services against the strategic objectives. (Literature: A, Chapter 2.1.4.7)
- B) Incorrect. Understanding of the marketplace should take place before the Implement stage, in the Discovery & Strategy stage.
- C) Incorrect. Understanding of the marketplace should take place before the Plan & Build stage, in the Discovery & Strategy stage.
- D) Incorrect. Understanding of the marketplace should take place in the Discovery & Strategy stage.

**13 / 40**

Which **two** stages from the SIAM roadmap include designing the requirements for the SIAM model?

*Please remember to select 2 answers.*

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

  

- A) Correct. The high-level requirements are defined in the first stage. These are further developed in the second stage. (Literature: A, Chapter 2)
- B) Incorrect. In the Implement stage, the requirements are implemented. The fourth stage is where the SIAM model is operated and continually improved.
- C) Correct. The high-level requirements are defined in the first stage. These are further developed in the second stage. (Literature: A, Chapter 2)
- D) Incorrect. In the Implement stage, the requirements are implemented. The fourth stage is where the SIAM model is operated and continually improved.

**14 / 40**

Which are **two** triggers to start the Implement stage?

*Please remember to select 2 answers.*

- A) An existing service provider ceasing to trade
- B) The end of an existing service provider's contract
- C) The implementation of the new SIAM model
- D) The selection of the implementation approach

  

- A) Correct. An existing service provider ceasing to trade, and the end of an existing service provider's contract are triggers to the Implement stage. (Literature: A, Chapter 2.3.2)
- B) Correct. An existing service provider ceasing to trade, and the end of an existing service provider's contract are triggers to the Implement stage. (Literature: A, Chapter 2.3.2)
- C) Incorrect. The implementation of the new SIAM model is an activity of the Implement stage and a trigger to the Run & Improve stage. The selection of the implementation approach is an activity in the Implement stage.
- D) Incorrect. The implementation of the new SIAM model is an activity of the Implement stage and a trigger to the Run & Improve stage. The selection of the implementation approach is an activity in the Implement stage.

**15 / 40**

In which stage of the SIAM roadmap does organizational change management (OCM) commence?

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

  

- A) Incorrect. OCM does not commence until the Plan & Build stage of the SIAM roadmap.
- B) Incorrect. OCM starts in the Plan & Build stage of the roadmap. It continues through the Implementation stage and into the next.
- C) Correct. The commencement of OCM is an objective, activity, and output of the Plan & Build stage of the SIAM roadmap. (Literature: A, Chapter 2.2.4.3)
- D) Incorrect. OCM starts in the Plan & Build stage of the roadmap. It continues through the Implement and Run & Improve stages.

**16 / 40**

A provider of hosting services experienced recurring incidents that affected all end-to-end services. Using information from the other service providers, facilitated by the service integrator, they developed an innovation which permanently resolved the underlying root cause.

Who should be rewarded?

- A) All service providers and the service integrator
- B) All service providers but not the service integrator
- C) The provider of hosting services only
- D) The service integrator only

  

- A) Correct. Service providers must be encouraged to collaborate rather than protect their own interests. Reward mechanisms can be used to encourage collaboration and communication. Good practices include reward all stakeholders, not just one layer of the SIAM model. (Literature: A, Chapter 2.4.4.2)
- B) Incorrect. The service integrator was involved and needs to be rewarded.
- C) Incorrect. The other service providers provided information, and the service integrator facilitated. Hence, these parties also need to be rewarded.
- D) Incorrect. The service providers provided information and need to be rewarded for this.

**17 / 40**

Which SIAM role is typically accountable for service governance and assurance?

- A) Customer organization
- B) Integrated change advisory board
- C) Service integrator
- D) Service provider

  

- A) Incorrect. The customer is not accountable for service governance and assurance. This is the responsibility of the service integrator.
- B) Incorrect. The integrated change advisory board has responsibilities related to the assurance of changes, but they are not accountable for service governance and assurance.
- C) Correct. Service governance and assurance is one of the key accountabilities of the service integrator. (Literature: A, Chapter 4.1.3 and 4.4)
- D) Incorrect. Within a SIAM ecosystem, service providers are not accountable for service governance and assurance.

**18 / 40**

Who decides what roles in the SIAM model will be sourced externally?

- A) Customer organization
- B) External service providers
- C) Internal service providers
- D) Service integrator

A) Correct. The customer organization may take advice from an external service integrator, but the decision-making is the responsibility of the customer organization as they are accountable for the outcomes. (Literature: A, Chapter 4.1.1)

B) Incorrect. External service providers do not make this decision.

C) Incorrect. Internal service providers do not make this decision.

D) Incorrect. Whilst the service integrator may advise the customer, it is the customer organization who makes the decision.

**19 / 40**

Which role is accountable for contract management?

- A) Customer organization
- B) Executive board
- C) Service integrator
- D) Tactical board

A) Correct. The customer organization holds the contracts with external organizations, hence is accountable for their management. (Literature: A, Chapter 4.3)

B) Incorrect. The executive board may discuss issues with management of contracts, but they are not accountable for contract management.

C) Incorrect. The service integrator can be responsible for the execution of some tasks for contract management, devolved to them by the customer organization, but the accountability for contract management is always with the customer organization as they hold the contracts with external organizations.

D) Incorrect. The tactical board may discuss issues with management of contracts, but they are not accountable for contract management.

**20 / 40**

What does a single structural element cover?

- A) One layer in one organization
- B) One layer in multiple organizations
- C) Multiple layers in one organization
- D) Multiple layers in multiple organizations

A) Incorrect. Structural elements may span all three layers of the SIAM ecosystem. They also may cover several organizations, like several service providers.

B) Incorrect. Structural elements may span all three layers of the SIAM ecosystem.

C) Incorrect. They may cover several organizations, like several service providers.

D) Correct. Structural elements are collaborative entities that have specific responsibilities and work across multiple organizations and layers in the SIAM ecosystem. (Literature: A, Chapter 1.1.5)

**21 / 40**

Which operational role is responsible for discussing lessons learned arising from resolving a major incident?

- A) Incident management process forum
- B) Incident management working group
- C) Integrated change advisory board
- D) Major incident working group

  

- A) Correct. The incident management process forum would discuss lessons learned as part of continual improvement. (Literature: A, Chapter 4.7.3)
- B) Incorrect. All working groups are convened to address specific issues. Forums work on improvements.
- C) Incorrect. The integrated change advisory board is an operational governance board, not an operational role.
- D) Incorrect. All working groups are convened to address specific issues. Forums work on improvements.

**22 / 40**

Which is a **main** challenge associated with the management cross-functional teams?

- A) Conflicting objectives, organizational strategies and working practices
- B) Gaps between process activities
- C) Inability to map end-to-end workflow
- D) Lack of architecture

  

- A) Correct. Conflicting objectives, organizational strategies and working practices are one of the main challenges associated with cross-functional teams. (Literature: A, Chapter 5.1.2)
- B) Incorrect. This is a challenge related to integrating processes across service providers.
- C) Incorrect. This is a challenge associated with enabling and reporting on end-to-end services.
- D) Incorrect. This is a challenge associated with creating a tooling strategy.

**23 / 40**

When managing cross-functional teams, what does a communication plan provide?

- A) An appropriate level of regular communication for all stakeholders
- B) Face-to-face meetings between virtual teams becoming redundant
- C) Reduced need to re-enter and translate data

  

- A) Correct. A communication plan is key to ensure there is an appropriate level of regular communication for all stakeholders, for example meetings and levels of reporting. (Literature: A, Chapter 5.1.3.4)
- B) Incorrect. Virtual teams need to build relationships between team members. This can be challenging if there is no regular face-to-face contact between them. It is recommended to have at least one face-to-face event where team members can get to know each other, to foster trust and create good working relationships.
- C) Incorrect. This is a benefit from the toolset integration practice.

**24 / 40**

When integrating processes across service providers, what is used to identify and avoid gaps in process flows?

- A) DevOps
- B) Key performance indicator (KPI)
- C) RACI matrix
- D) Service level agreement (SLA)

  

- A) Incorrect. DevOps is a supporting practice but is not used to identify all participants in the delivery of a process or function.
- B) Incorrect. KPIs are metrics used to measure performance. KPIs are defined for services, processes, and business objectives.
- C) Correct. The development and agreement of process flows and RACI matrices will help to identify and avoid gaps. (Literature: A, Chapter 5.2.2.2)
- D) Incorrect. SLAs are not used to identify gaps in process flows.

**25 / 40**

Which is an example of end-to-end measurement in a SIAM ecosystem?

- A) Average time to resolve a problem by a particular service integration partner
- B) Comparison of internal versus external service providers
- C) Number of incidents raised by a particular business division
- D) Responsiveness of the service against service level targets

  

- A) Incorrect. End-to-end measurement is about the entire service and not a particular component or service provider.
- B) Incorrect. End-to-end measurement is about the service and not about the service providers' performance.
- C) Incorrect. Incidents' impact on the service could be an end-to-end measurement, but the number of incidents on its own is not, as it is not reflecting how service was provided against business targets.
- D) Correct. Responsiveness of the service against defined targets is an example of end-to-end measurement in a SIAM environment. (Literature: A, Chapter 5.3.1)

**26 / 40**

There are a number of recommendations for creating a tooling strategy.

What helps the service integrator and service providers understand how the SIAM toolset will evolve?

- A) Adopting a common data dictionary
- B) Industry standard methods
- C) Ownership of data and toolsets
- D) Technology strategy and roadmap

  

- A) Incorrect. This will deliver several benefits, for example providing consistency and a common understanding of incident priority and severity classifications. It does not help understanding how the SIAM toolset will evolve.
- B) Incorrect. Using industry standard integration methods will make it easier for service providers to share information between their own tools and an integrated SIAM toolset. It does not help understanding how the SIAM toolset will evolve.
- C) Incorrect. The tooling strategy needs to clarify who owns the toolset, and the data within it. It does not help understanding how the SIAM toolset will evolve.
- D) Correct. The customer organization needs to outline its technology strategy and roadmap to help the service integrator and the service providers understand how the SIAM toolset will integrate and evolve. (Literature: A, Chapter 5.4.3.1)

**27 / 40**

Which is **not** a challenge related to the technology practice for creating a tooling strategy?

- A) Gaps between process activities
- B) Ineffective legacy tools
- C) Non-integrated toolsets
- D) Toolset scope definition

  

- A) Correct. This is not a challenge related to creating a tooling strategy. It is one of the challenges related to integrating processes across service providers. The challenges are ineffective legacy tools, defining the toolset scope, non-integrated toolsets and lack of architecture. (Literature: A, Chapter 5.4.2)
- B) Incorrect. This is one of the challenges related to creating a tooling strategy.
- C) Incorrect. This is one of the challenges related to creating a tooling strategy.
- D) Incorrect. This is one of the challenges related to creating a tooling strategy.

**28 / 40**

How are SIAM and other service management processes related?

- A) Other service management process outcomes are different from SIAM process outcomes and provide other insights.
- B) Other service management processes can be used in a SIAM ecosystem without any adaptation.
- C) SIAM builds on the other service management's elements and extends them.
- D) SIAM is a replacement for other service management practices and therefore does not use any of its processes.

  

- A) Incorrect. Most SIAM processes have the same outcomes as other service management processes.
- B) Incorrect. Other service management processes will require adaptation to suit the multiple supplier ecosystem.
- C) Correct. SIAM does not replace other service management practices, but it builds on its service management elements and extends them across the ecosystem where they are relevant to the SIAM model. (Literature: A, Chapter 5.1.1)
- D) Incorrect. SIAM is not a replacement for other service management practices, but can use their elements as a foundation.

**29 / 40**

Which consideration is common for all processes in a SIAM ecosystem?

- A) Aligning resolution targets across service providers
- B) Processes can seem more complex
- C) The requirement for a data dictionary, terminology, and thresholds

  

- A) Incorrect. This is a SIAM consideration for problem management.
- B) Correct. This is a valid SIAM consideration that is common for all processes in a SIAM ecosystem. (Literature: B, Chapter 3.1)
- C) Incorrect. This is a SIAM consideration for monitoring and event management.

**30 / 40**

What is the **most** comprehensive scope where processes are typically executed within the SIAM ecosystem?

- A) Across all parts of the organization that are defined in the service integrator and customer organization contract
- B) Across different organizations in the same SIAM layer and across organizations in different SIAM layers
- C) Within each department of each individual service provider in the ecosystem
- D) Within internal IT departments and between external service provider's IT departments

  

- A) Incorrect. SIAM processes operate also in parts of the service provider's organizations.
- B) Correct. Processes in a SIAM ecosystem are executed across different organizations in the same SIAM layer and across organizations in different SIAM layers, enabling coordination throughout the entire ecosystem. (Literature: B, Chapter 2.4)
- C) Incorrect. SIAM processes operate across multiple organizations and layers rather than being restricted to only service providers.
- D) Incorrect. This describes a limited scope that does not reflect the comprehensive nature of SIAM process execution across the entire ecosystem.

**31 / 40**

What is a correct touchpoint for the change and release management process?

- A) This process touches with the configuration management process when incidents are caused by new releases.
- B) This process touches with the incident management process when known errors are introduced and require fixing.
- C) This process touches with the monitoring and event management process when releases should be monitored.
- D) This process touches with the project management process when a major change requires formal project management activities.

  

- A) Incorrect. This is a touchpoint between the change and release management process and incident management process.
- B) Incorrect. This is a touchpoint between the problem management process and change and release management process.
- C) Incorrect. The touchpoint with the monitoring and event management process is that in some defined cases certain events might trigger standard changes to avoid incidents from occurring. Conversely, events can be used to detect releases.
- D) Correct. A touchpoint between the project management process and change and release management process is when (major) changes or releases may require formal project management activities (every project is a change, but not every change is a project). (Literature: B, Chapter 5.8.6)

**32 / 40**

Which is the purpose of the continual service improvement process?

- A) To encourage and incentivize service providers to contribute to continual service improvement
- B) To ensure that continual service improvement is on the agendas of SIAM governance boards
- C) To provide a consistent method of quantifying, tracking, and managing the delivery of improvement activities
- D) To share lessons learned across all parties in the SIAM ecosystem

  

- A) Incorrect. This is one of the SIAM considerations for the continual service improvement process.
- B) Incorrect. This is one of the SIAM considerations for the continual service improvement process.
- C) Correct. This is the purpose of the continual service improvement process. (Literature: B, Chapter 5.2.1)
- D) Incorrect. This is one of the SIAM considerations for the continual service improvement process.

**33 / 40**

Which SIAM consideration is common for all processes in a SIAM ecosystem?

- A) Building and maintaining strong relationships between service providers and the consumers of their services
- B) Defining ownership of the processes and the levels of accountability and responsibility
- C) Providing a consistent method of quantifying, tracking and managing the delivery of improvement activities
- D) Providing a structured approach that delivers projects on time, on budget and at the appropriate and agreed level of quality

  

- A) Incorrect. This is the purpose of the business relationship management process and not a consideration common for all processes in a SIAM ecosystem.
- B) Correct. This is a correct consideration common for all processes in a SIAM ecosystem. (Literature: B, Chapter 3.2)
- C) Incorrect. This is the purpose of the continual service improvement process and not a consideration common for all processes in a SIAM ecosystem.
- D) Incorrect. This is the purpose of the project management process and not a consideration common for all processes in a SIAM ecosystem.

**34 / 40**

Which strategy helps build stronger relationships between stakeholders in a SIAM environment?

- A) Creating standardized escalation paths directed to the service integrator
- B) Establishing SIAM structural elements like boards and forums
- C) Getting central control from both the customer organization and the service integrator
- D) Requiring monthly financial reporting from the service providers

  

- A) Incorrect. Also relationships between the service providers should be reinforced.
- B) Correct. Establishing SIAM structural elements such as boards, forums and working groups helps build relationships and reinforce culture among stakeholders in the SIAM environment. (Literature: A, Chapter 7.5.4)
- C) Incorrect. This could be considered a risk and this could lead to the service integrator or customer organization acting in a dictatorial way.
- D) Incorrect. Financial reporting requirements address commercial oversight but do not contribute to relationship building between stakeholders.

**35 / 40**

Which SIAM layer is **not** affected by the challenge of measuring success of SIAM?

- A) Customer organization
- B) Service integrator
- C) Service provider

  

- A) Incorrect. This challenge will affect the customer organization if it is unable to validate whether SIAM is delivering value and services are performing, and the service integrator that has the task of building the end-to-end reports.
- B) Incorrect. This challenge will affect the service integrator that has the task of building the end-to-end reports.
- C) Correct. This challenge will affect the customer if it is unable to validate whether SIAM is delivering value and services are performing, and the service integrator that has the task of building the end-to-end reports. (Literature: A, Chapter 7.6.1)

**36 / 40**

A customer organization is unable to map dataflows and the end-to-end service leaving them unable to understand the scope for security in their SIAM ecosystem.

Which risk is directly related to this?

- A) Service providers may have access to data to which they are not entitled.
- B) Service providers might not achieve their service targets.
- C) The cost of implementing SIAM could be higher than planned.
- D) The service integrator might have an increased workload.

  

- A) Correct. The customer organization must be clear about what data and information exist in the ecosystem, where it is, and how it will be managed and secured. Ineffective data segregation, particularly in relation to a service provider's commercially sensitive data that should not be visible to other service providers, is an associated risk. (Literature: A, Chapter 7.4.3)
- B) Incorrect. This is a risk associated with commercial challenges.
- C) Incorrect. This is a risk associated with building the business case.
- D) Incorrect. This is a risk associated with legacy contracts.

**37 / 40**

Defining the level of control and ownership to be retained by a customer organization is important.

Which is a risk of leaving this undecided?

- A) It will be challenging to assign responsibility for service failures.
- B) Service providers may be unwilling to collaborate.
- C) The service integrator may be unable to perform its role.
- D) The success of the SIAM program cannot be measured.

  

- A) Incorrect. This is a risk from the commercial challenge.
- B) Incorrect. This is a risk from the challenge of culture and collaboration.
- C) Correct. If the level of control and ownership is not clearly defined, it can make the definition of the SIAM model, and the role of the service integrator and the service providers more challenging because responsibilities and accountabilities are unclear. If the customer organization is not prepared to relinquish ownership of service activities and processes, it may not be possible to realize the anticipated benefits from SIAM, as the service integrator may be unable to perform its role.  
(Literature: A, Chapter 7.2.3)
- D) Incorrect. This is a risk from the challenge of building the business case.

**38 / 40**

A customer organization sets unrealistic service levels for one of their service providers.

Which risk is **directly** related to this?

- A) It could be difficult to allocate responsibility for service failures.
- B) The customer's data may be at risk.
- C) The service integrator may not be able to fulfill their role.
- D) The service provider may withdraw from the ecosystem.

  

- A) Incorrect. This is a different commercial risk.
- B) Incorrect. This is a risk associated with level of control and ownership.
- C) Incorrect. This is a risk associated with cultural fit.
- D) Correct. Unrealistic targets and service levels for service providers may result in them withdrawing from the ecosystem. (Literature: A, Chapter 7.3.3)

**39 / 40**

In a SIAM ecosystem, service providers need to adapt to a new way of working.

Which is an associated cultural consideration?

- A) Creating an environment for service providers that is focused on contracts and agreements
- B) Service providers acknowledging that the service integrator has the autonomy to direct, make decisions and govern
- C) Service providers focusing on the achievement of their own specific service levels and objectives

  

- A) Incorrect. The associated correct consideration is creating an environment that is focused on business outcomes and the customer, not individual service provider's contracts and agreements.
- B) Correct. Service providers must acknowledge that the service integrator is the voice of the customer and has the autonomy to direct and make decisions and govern without being undermined.  
(Literature: A, Chapter 6.2.1)
- C) Incorrect. Within a SIAM ecosystem, the focus is on relationships, particularly cross-provider relationships, governance controls, and pursuit of common goals rather than achievement of specific individual organizational service levels and objectives.

**40 / 40**

Which is the earliest stage of the SIAM roadmap to be affected by the challenge of building the business case?

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

  

- A) Correct. This challenge starts early in the SIAM roadmap, during the Discovery & Strategy stage.  
(Literature: A, Chapter 7.1.2)
- B) Incorrect. The business case will also be used during the Implement and Run & Improve stages to verify that the anticipated benefits are being realized, but this is not the earliest stage.
- C) Incorrect. At the end of the Plan & Build stage, executive backing is required to authorize any procurements and allocate resources to the remaining stages, but this is not the earliest stage.
- D) Incorrect. The business case will also be used during the Implement and Run & Improve stages to verify that the anticipated benefits are being realized, but this is not the earliest stage.

# Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer	Question	Answer
1	B	21	A
2	A	22	A
3	B	23	A
4	A	24	C
5	C	25	D
6	B & C	26	D
7	A	27	A
8	B & C	28	C
9	C	29	B
10	A & C	30	B
11	A	31	D
12	A	32	C
13	A & C	33	B
14	A & B	34	B
15	C	35	C
16	A	36	A
17	C	37	C
18	A	38	D
19	A	39	B
20	D	40	A





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