

Sample Exam

Edition 202602



Copyright © EXIN Holding B.V. 2026. All rights reserved.
EXIN® is a registered trademark of EXIN.
SIAM™ is a registered trademark of EXIN.

EXIN SIAM™ Professional based on the Scopism SIAM BoK V3 is based on the Scopism SIAM Body of Knowledge.

No part of this publication may be reproduced, stored, utilized or transmitted in any form or by any means, electronic, mechanical, or otherwise, without the prior written permission from EXIN.

Content

Introduction	4
Sample exam	5
Answer key	25
Evaluation	60

Introduction

This is the EXIN SIAM™ Professional based on the Scopism SIAM BoK V3 (SIAMPV3.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.

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 90 minutes.

You are allowed to use the case study for this exam.

Good luck!

Sample exam

1 / 40
Which part of the corporate strategy of FINS will a successful transition to SIAM **most** likely address?

A) Be ready to adapt to change
B) Control any change in headcount
C) Ensure delivery against contracts
D) Remove reliance on legacy systems

2 / 40
The FINS Board of Directors wants to confirm the SIAM strategy for FINS. They have asked SIAMRUS to provide more information on their standardized SIAM model.

SIAMRUS has proposed that FINS uses the following service providers:

- Hosting: SIAMRUS
- Network: NET_CO
- Application development: OUT_CO
- Application support: OUT_CO
- Service integrator: SIAMRUS
- Service desk: SIAMRUS

The FINS Board of Directors is concerned that this omits FINS_IS. The SIAM model should support the FINS corporate strategy and the FINS mandate for change.

What is the **best** approach with FINS_IS?

A) Add FINS_IS as an internal service provider
B) Exclude FINS_IS's services from the SIAM model
C) Put FINS_IS into the retained capabilities
D) Transfer the services from FINS_IS to OUT_CO

3 / 40
FINS is a group of different companies.

Project INTEGRATION has now been established. A SIAM strategic governance board has been created. Work is about to start on creating the FINS SIAM strategy.

SIAMRUS suggests that FINS_UK moves to a SIAM-based model and includes an outline SIAM strategy.

The senior staff and directors of FINS_UK do not like any interference in their strategy and operations from FINS_HOLDING and FINS_IS, and historically have always objected to any imposed changes in working practices that do not align with their own aspirations. FINS_UK has not attended the last two meetings of the FINS IS steering group.

The CEO wants to ensure that the SIAM strategy for FINS is appropriate for all FINS companies. She also wants FINS_UK to embrace it and actively support its implementation.

Which approach will be the **most** successful in achieving these aims?

A) Adopt the SIAM strategy from the report created for FINS_UK by SIAMRUS as the FINS SIAM strategy
B) Appoint the FINS_UK Operations Director as the SIAM governance lead who owns the FINS SIAM strategy
C) Make FINS_UK IT staff take part in the IS steering group, as they have not attended the last two meetings
D) Send the FINS_UK Management Board a copy of the SIAM strategy and ask them to send it to their staff

4 / 40
FINS wants to establish the SIAM environment as quickly as possible, because the CEO wants to accelerate expansion into the USA.

What is the **most** appropriate way to initiate project INTEGRATION?

A) Create the SIAM strategy and business case, along with the outline SIAM model for the implementation
B) Define the critical success factors (CSFs) and the plan to communicate the ongoing performance of the project
C) Establish a Waterfall program, which defines a series of Agile projects with minimum viable products
D) Onboard an Agile team with a mandate to provide rapid, prioritized implementation of required components

5 / 40
Project INTEGRATION is in the Discovery & Strategy stage.

- SIAMRUS is selected in a consulting role only.
- OUT_CO is selected as the service integrator, but the contract is not yet signed.

FINS has asked for input on defining the role profiles in the new SIAM model. There has been some discussion between the SIAMRUS consultant and the FINS_HOLDING CIO.

The SIAMRUS consultant recommends that FINS starts with a baseline assessment of the skills that the FINS staff already have before moving on to creating role profiles by adapting a standard framework to the SIAM model.

The CIO thinks this is too costly and unnecessary. The CIO wants to move ahead with choosing a standard framework from which to copy the role profiles without changes and states that the baseline assessment is unnecessary.

Who is correct and why?

A) The CIO, because he is better placed to oversee consequences of costs and knows better if the baseline assessment is really necessary.
B) The CIO, because it is better to start with role profiles taken directly from a standard skills framework and do a baseline assessment after a while.
C) The SIAMRUS consultant, because doing the baseline assessment ensures that available skills are used, and staff are correctly placed.
D) The SIAMRUS consultant, because they have been selected in the role of consultant, which gives them executive power over this matter.

6 / 40
The CIO of FINS is creating the outline business case for the SIAM transition.

What should be included in the outline business case as a critical success factor (CSF) for INTEGRATION?

A) A measurable reduction in the cost of building, implementing, and supporting FINS IT services
B) A strategy for the service groups that considers and resolves data center capacity issues
C) Establishment of positive and productive relationships between the business and the providers
D) Successful deployment of the NEWBNK application across all FINS organizations

7 / 40
SIAMRUS proposed a SIAM strategy that helps form the outline business case for SIAM.

This strategy considered the business, process and technological practices in detail.

What people aspects must be included for the FINS staff?

A) Accurate job descriptions for all FINS staff
B) Employment laws applicable to IT staff and their location
C) Gender split of IT staff in each FINS company
D) Risk and reward approaches to incentivize performance

8 / 40
One year ago, FINS_IS conducted a service management process capability and maturity assessment for all services that FINS_IS is responsible for.

The Directors of FINS_UK have now proposed that an assessment should be carried out for all current service providers to FINS, to determine their capability to work in a SIAM model.

How should the assessment be approached?

A) FINS_HOLDING should interview FINS_IS, FINS_HOST, OUT_CO, NET_CO, and SIAMRUS, concentrating on their capability to support a SIAM model. This way, an initial benchmark is created.
B) FINS should commission an independent investigation into the level of capability within all current service providers. The SIAMRUS report for FINS_UK should be used as input.
C) SIAMRUS should be employed to supply an analysis of the current capabilities within the external service providers. A maturity assessment of the processes used should be undertaken.
D) The capability and maturity assessment produced by FINS_IS one year ago should be used as a starting point. Information on services not currently included should be added.

9 / 40
The transition to the SIAM model is anticipated to complete in twelve months' time. The CIO of FINS is concerned that some of the current service providers might not agree to the changes required for the new SIAM model.

Legacy contracts will not be terminated during the transition time.

Which service provider is **most** likely to disagree with the required changes?

A) BANK_CO
B) DLAN_CO
C) FINS_IS
D) OUT_CO

10 / 40
FINS has resources in different locations that should also be used within the retained organization when the new SIAM model is implemented. SIAMRUS has reviewed the available documentation.

What helps FINS the **most** to gain insight in the current capabilities?

A) Human resources (HR) training records
B) RACI matrices
C) Resource improvements
D) Training and development plans

11 / 40
FINS is considering the SIAM model proposed by SIAMRUS.

The CEO wants to understand the impact of expansion of FINS into other countries on this SIAM model regarding compliance and standards. The CEO wants to minimize risks to the profitability of FINS.

What will **most** likely be the impact to the SIAM model resulting from the expansion?

A) The impact of the expansion will be significant. This will have the potential to disrupt the agreed provision of services. Any changes to the model should be delayed until the renewal of any affected contracts.
B) The impact will be different depending on the country involved. Wherever possible, any changes to the SIAM model should be made only after careful assessment of the capabilities, risks, and potential value of the changes.
C) The impact will be known, as growth is an identified requirement that has been incorporated into the SIAMRUS SIAM model. Therefore, additional locations should be accommodated with minimal risk.
D) The impact will be minimal, since compliance and standards are international concepts. Any generated risks will be identified. Changes to the model will be accommodated irrespective of the level of risk.

12 / 40
FINS has decided to use an external service integrator, and the tool provided by that integrator.

Of all the constituent companies in FINS, which is likely to see the **greatest** change to their overall governance model?

A) FINS_EUROPE
B) FINS_HOST
C) FINS_IS
D) FINS_UK

13 / 40
FINS wants to use an external service integrator. The CIO has asked the consultancy organization, SIAMRUS, to provide some initial recommendations on how the future SIAM ecosystem should be governed, the roles that will be required, and where those roles should be established.

SIAMRUS is currently documenting the proposed role of SIAM governance lead.

Who is **most** appropriate to take this role?

A) FINS_HOLDING CEO
B) FINS_HOLDING CIO
C) FINS_IS Director
D) FINS_IS service management & service desk lead

14 / 40
As part of project INTEGRATION, the contract manager for FINS_HOLDING has been asked to work with the project team. The contract manager is looking at how new contracts should be structured and worded, including how service performance will be measured.

How can the service performance and target achievement **best** be measured?

A) Produce a standardized set of performance measures and targets. These will be applied and monitored for all service providers and all contracted services across all FINS companies.
B) Produce a standardized set of performance measures applied to all services across all FINS companies. Define different targets for different services depending on the required service levels.
C) Produce different sets of performance measures, each standardized for a particular category of service. Within each set, define different targets for each service depending on its characteristics.
D) Produce different sets of performance measures, each standardized for a particular category of service. Within each set, define standardized targets that will apply to every service in that category.

15 / 40
FINS_HOLDING has chosen SIAMRUS as the proposed service integrator. The following service groups and service providers have been selected:

- Application services: FINS_IS
- Mail support: MAIL_CO
- Hosting: FINS_HOST
- Local area network (LAN): OUT_CO
- Wide area network: NET_CO

The wide area network connects the LANs to the hosting service, so that users across FINS can access the application services.

Who else will NET_CO have operational and functional relationships with?

A) All other selected service providers and SIAMRUS
B) All other selected service providers, SIAMRUS, and FINS_HOLDING
C) OUT_CO, FINS_HOST, FINS_IS, and SIAMRUS
D) OUT_CO, FINS_IS, and SIAMRUS

16 / 40
The FINS Board of Directors has decided on a SIAM strategy. They want to use the expertise from SIAMRUS, but with FINS retaining control of architecture, strategy and business relationship management.

What SIAM structure should FINS choose?

A) FINS_HOLDING and SIAMRUS as a hybrid service integrator, splitting specific responsibilities
B) FINS_HOLDING as internal service integrator, using SIAMRUS for resource augmentation
C) SIAMRUS as external service integrator, with FINS_HOLDING providing the retained capabilities
D) SIAMRUS as lead supplier service integrator, giving them additional application support roles

17 / 40
FINS decided to continue using all existing service providers apart from OUT_CO.

New contracts, including service integration requirements and revised service levels, have been signed with all providers. SIAMRUS provided advice on the content of these contracts.

However, OUT_CO will be appointed as the service integrator, as the costs received from SIAMRUS were too high. FINS is now negotiating the contract with OUT_CO.

What is the **best** way to incentivize the performance of OUT_CO as the service integrator?

A) If any service provider fails to achieve any service level target, service credits will be applied to OUT_CO, who can then demand compensation from the service provider.
B) If any service provider fails to achieve any service level target, service credits will be equally applied to both the service provider and OUT_CO.
C) OUT_CO will be rewarded for the achievement of targets for end-to-end service performance, collaboration, and improvement.
D) OUT_CO will receive a bonus for each period where every service provider achieves their individual service levels.

18 / 40
FINS has decided to use different service providers for hosting, application development, network, application support, and desktop support. Cloud and commodity services will be used wherever possible. OUT_CO has been selected as the hosting provider, and they will also be the service integrator.

When discussing the design of the new contracts for the service providers and the service integrator, the FINS_HOLDING CEO, CFO, CIO, and the FINS_IS Director have a disagreement.

- The FINS_HOLDING CEO wants to use a single contract structure for all service providers to ensure adherence to a common set of rules and governance.
- The FINS_HOLDING CFO wants to use a single contract structure for all service providers to keep complexity and the costs as low as possible.
- The FINS_HOLDING CIO wants to use one contract structure for OUT_CO and another for all other providers, as this will ensure the lowest possible costs of service provision.
- The FINS_IS Director wants several different contracts and structures, because this will allow the most flexibility.

Who is correct?

A) FINS_HOLDING CEO
B) FINS_HOLDING CFO
C) FINS_HOLDING CIO
D) FINS_IS Director

19 / 40
The SIAM project board has decided that the chosen SIAM structure will be the lead supplier as service integrator.

- OUT_CO will be the service integrator. They are designing the service grouping for the local area network.
- FINS_IS will provide a central service desk for the SIAM ecosystem.

Who is the **best** provider of the local area network support for FINS_EUROPE?

A) DLAN_CO
B) MAIL_CO
C) NET_CO
D) OUT_CO

20 / 40
The SIAM transition is complete.

- SIAMRUS is appointed as the external service integrator.
- FINS_HOLDING provides the retained capabilities.

For the past three months OUT_CO has not met their service level agreement (SLA) targets and SIAMRUS wants to apply service credits.

How should these credits be applied?

A) SIAMRUS calculates the service credits due and passes the data onto FINS_HOLDING who then processes the collection.
B) SIAMRUS informs FINS_HOLDING of the service failure, after which FINS_HOLDING verifies, calculates and collects the amounts due.
C) SIAMRUS informs OUT_CO that credits are due and tells OUT_CO to contact the FINS_HOLDING purchasing department.
D) SIAMRUS raises the service credits using delegated authority, collects the amounts due, and passes them on to FINS_HOLDING.

21 / 40
FINS has appointed the service integrator.

- OUT_CO is the service integrator.
- FINS_IS will be an internal service provider, providing development, support, and service desk services.
- All other current service providers will continue to provide their services.

FINS_IS service management has asked OUT_CO if FINS_IS can continue to report on the current FINS_IS measures and targets:

- Number of incidents received and resolved by the service desk
- Number of changes approved each month
- Service availability

FINS_HOLDING and FINS_EUROPE have asked OUT_CO if they could receive a report from OUT_CO each month, showing achievement of these three targets by every service provider.

What is the **first** step that OUT_CO should take?

A) Develop a performance measurement plan to collect and analyze this data from all providers
B) Identify a common set of calculations for these measures and targets to be used by all service providers
C) Instruct all service providers to adjust their internal models to report on these measures and targets
D) Lead a discussion with all service providers on the impact of adopting these measures and targets

22 / 40
The FINS SIAM model has been operational for two months.

- OUT_CO is the service integrator.
- FINS_IS provides the service desk and application development and support services, using different teams.
- FINS_HOST is hosting the FINS_IS applications.

FINS_IS and FINS_HOST are both meeting their individual service levels. However, OUT_CO has identified that there is often tension and conflict between the different teams of FINS_IS and FINS_HOST.

What is the **best** way to ensure that these teams work together more effectively?

A) Bring the teams of FINS_IS and FINS_HOST together to discuss the issues and agree a suitable way forward
B) Escalate to the SIAM operational lead and ask them to give a formal warning to FINS_IS and FINS_HOST
C) Establish a collaboration forum with all providers to FINS and raise this example at the first meeting
D) Introduce a target in the set of key performance indicators (KPIs) that measures how all providers work together

23 / 40
FINS considers using the service segregation proposed by SIAMRUS, including appointing SIAMRUS as the service integrator. FINS wants a mix of current and new service providers.

FINS wants to understand what tooling strategy and integration method will best support the new service model. The solution should be seamless and cost effective, with the lowest complexity possible.

Which tooling strategy and integration method will **best** meet the requirements of FINS?

A) During the Plan & Build stage, FINS should mandate the use of the SIAMRUS toolset for all providers. This tool takes automated bulk updates of data from the service providers and then converts the data into a format that SIAMRUS can use to report on the end-to-end performance of the services.
B) FINS should select and implement a single toolset before the Plan & Build stage. The tooling strategy should mandate the requirement for all service providers to interface with this toolset. The toolset must reduce the tasks associated with data integration and achieve seamless reporting with minimal overheads.
C) In the Implement stage, FINS should appoint an external provider of an integration service. This integration service should facilitate data transmission from all service providers in the SIAM model without them having to make any changes. The toolset should also provide real-time status tracking and audit trails.
D) The market should be searched for potential toolsets during the Discovery & Strategy stage. In Plan & Build the data requirements for integration should be analyzed. The analysis should be used as input to the tooling strategy, considering the tools available, service provider capabilities, and the SIAM model.

24 / 40
The SIAM transition has been started.

- SIAMRUS has been selected as the service integrator.
- The contract with OUT_CO has been renewed.

The INTEGRATION project team realizes that successful transition will rely on organizational change management (OCM). They decide to recruit an OCM expert. As part of the selection process, the project team asks each candidate to consider the impact of OCM on four specific areas namely: FINS_HOLDING, SIAMRUS, OUT_CO, and FINS_IS.

Which response **best** demonstrates an understanding of how to overcome challenges during the SIAM transition?

A) During implementation of the SIAM model, it is necessary to get commitment from the project people involved. The enthusiasm of FINS_HOLDING must be maintained and demonstrated to reduce organizational resistance. SIAMRUS should communicate with all staff from FINS_IS and OUT_CO using the same channels.

B) OCM is very important, and the approach should be established at the beginning of the project. Making staff in FINS_HOLDING, SIAMRUS, OUT_CO and FINS_IS aware of the need for change is key. Analysis of the current employees' appetite for change will enable communication plans and approaches to be tailored for each area.

C) The attitude of people will influence the ability of an organization to transition to SIAM, thus OCM should be planned early in the program. It is essential that all staff from OUT_CO support the initiative. SIAMRUS should maintain the momentum of the project by reporting progress to FINS_IS and FINS_HOLDING in weekly e-mails.

D) The impact of the SIAM transition program on the new staff structure should be considered during the Plan & Build stage. SIAMRUS must champion the proposed changes by building the confidence of staff from FINS_IS and FINS_HOLDING. Communication should be via a weekly video and e-mails to senior staff in all organizations.

25 / 40
FINS_IS has been appointed as the service integrator for the FINS organization.

This has caused some tension with OUT_CO, who feel that their position and achievements within FINS_UK have been overlooked in favor of the FINS_HOLDING interests. OUT_CO fears their contract renewal may mean less or no services in the future.

What is the **best** way for FINS_IS to address OUT_CO's concerns?

A) - Apply performance management on OUT_CO's contract to ensure they achieve their obligations, compliance and service levels.
- Start early negotiations for the contract renewal, introducing a SIAM-compatible contract template that clarifies OUT_CO's role as a service provider and FINS_IS as the service integrator.

B) - Do the most ethical thing, which is to be honest with OUT_CO and explain that the selection of FINS_IS indeed means their contract will not be renewed or extended.
- Collaborate with OUT_CO to create a transition-out plan, including knowledge transfer, offboarding and a plan for the displacement of incumbent staff.

C) - Seek termination of the contract immediately, since this is the last of several complaints about OUT_CO over the last few years.
- Start the tender process to find a more suitable, SIAM-aware service provider who can provide a cost-effective service to replace the services OUT_CO is currently providing for FINS.

D) - Start discussions with OUT_CO regarding their concerns, explaining the rationale for the selection of FINS_IS as the internal service integrator.
- Discuss the strategy for SIAM and the FINS organization to explore how OUT_CO's offering, within FINS_UK and for potential global expansion, can assist in achieving the objectives.

26 / 40
The service integrator is organizing a series of onboarding workshops during the transition. FINS has been asked to host a session.

How can FINS **best** assist with onboarding during these workshops?

A) Contribute to new approaches and working models
B) Define the low-level operational interfaces for each of the services
C) Guide the resolution of operational details of the implementation
D) Highlight their business goals to ensure alignment

27 / 40
A major bank has decided to stop using BNK. This will severely affect the profitability of FINS.

FINS' CEO has asked the FINS CIO to consider transferring all services currently provided by FINS_IS and FINS_HOST to OUT_CO.

What is the **greatest** risk with adopting this strategy?

A) Amending the terms of the hosting contract with BANK_CO
B) Changing the culture of the teams in FINS_IS and FINS_HOST
C) Failing to have OUT_CO acquire the knowledge needed to operate services
D) Losing the support of the current staff in FINS_IS and FINS_HOST

28 / 40
There is a wide variety of contract arrangements with service providers to the FINS companies, including internal operating agreements. Some contracts can be terminated with relatively short notice, with some contracts ending within the next year, but with others having longer to run. The contract under which OUT_CO provides FINS_UK with the IT services ends in 12 months' time and will not be extended.

SIAMRUS has been appointed as the external service integrator. All existing service providers apart from OUT_CO have expressed their willingness to be part of the new SIAM model, but so far there have been no changes to current contracts.

The FINS Board of Directors has asked the CIO to recommend an implementation approach for SIAM across FINS that best achieves the mandate for SIAM with the least risk and cost to FINS and its individual companies.

Which is the **most** appropriate implementation approach?

A) Transition all services and service providers for all FINS companies to the SIAM model at the same time, when the contract with OUT_CO ends
B) Transition all services and service providers for all FINS companies to the SIAM model within 6 months, addressing current integration issues
C) Transition FINS_HOST to the new SIAM model, pilot for 3 months, then transition FINS_IS, pilot for 3 months, then transition all other service providers
D) Transition new service providers for FINS_UK to the new SIAM model first, pilot for 3 months, then transition all other service providers for FINS

29 / 40
The CIO of FINS has been asked to discuss a phased implementation with the IS steering group.

What is the **key** concern raised by business units for this type of approach?

A) FINS does not know the number of business units involved.
B) FINS is unsure about the impact on business unit budgets.
C) FINS needs to integrate both old and new working practices.
D) FINS will introduce a higher level of risk by using phases.

30 / 40
FINS is currently undertaking project INTEGRATION.

The FINS management team is considering several alternative approaches for transitioning to a new service integrator and service providers.

What is the **best** transition approach for FINS?

A) - Appoint and onboard the service integrator and work with them to define the detailed SIAM model
- Onboard service providers in phases related to a specific FINS organization
- Initially allow each service provider to use their own processes with no changes, integrate them once all providers have been onboarded

B) - Define and agree the detailed SIAM model
- Engage the service integrator so that they can support the transition activities during the onboarding of the different service providers
- Undertake user scenario testing with all parties to validate the integration of the service provider processes across the new SIAM ecosystem

C) - Identify and onboard appropriate service providers based on the services FINS requires
- Closely monitor their performance, and then select the best performing provider to be the service integrator
- Transition the other service providers to align to processes defined by the new service integrator

D) - Identify the logical order for disengaging existing service providers that will not be part of the new SIAM ecosystem
- Engage the service integrator to manage the transition of services from the old to the new providers in the agreed order
- Ensure that the onboarding of new service providers includes their alignment with the detailed SIAM model

31 / 40
FINS_IS delivers desktop support for field- and home-based users to FINS_EUROPE and FINS_HOLDING.

FINS has decided that FINS_IS will not continue to provide services under the new SIAM model. OUT_CO will be the new service provider for desktop support for all FINS organizations.

FINS_IS has reacted badly after receiving this news and is not being cooperative with OUT_CO.

How can OUT_CO **best** ensure a successful transition of desktop support services into the SIAM model?

A) Develop a process model showing all interactions between the current processes used by FINS_IS

B) Discover what expectations and demands users in the FINS organizations have for desktop support

C) Get the service integrator to obtain FINS_IS' full history of all closed incidents, problems, changes, and releases

D) Use the process forum structural elements to encourage more cooperation from FINS_IS

32 / 40
SIAMRUS is the service integrator.

In preparation for the SIAM implementation, SIAMRUS has created scenarios to support the conference room pilots. The scenarios are based around services provided by FINS_IS, FINS_HOST, NET_CO, OUT_CO and PAY_CO, together with any additional supporting services required. Approximately 20 scenarios have been produced for each service.

However, there is not enough time available to run through all scenarios for every process.

What is the **best** testing approach to maximize the benefits from testing within the time available?

A) Exclude the OUT_CO scenarios from the plan, because they have experience using SIAM in other contracts they support. Also omit PAY_CO, as their services do not directly support the core banking operation.
B) Prioritize the scenarios for FINS_IS, FINS_HOST, NET_CO, OUT_CO and PAY_CO to ensure coverage of all identified service integrations at least once. Re-prioritize the remaining tests by business impact.
C) Redesign the scenarios to concentrate on the end-to-end services by removing all NET_CO's activities from incident recording through to service restoration. Test NET_CO independently at the same time.
D) Reduce each scenario to the separate service components that are linked to form the services. Test each of these components in isolation to ensure that the testing will adequately cover all major services.

33 / 40
The SIAM model for FINS includes an internal service provider for application development. The staff for this service provider will come from the current development teams in FINS_IS and FINS_UK.

An external consultancy company has been asked to create an awareness campaign about the new SIAM model for the affected staff in FINS_IS and FINS_UK. The campaign must influence the staff to make the required changes in working practices and culture. A combination of e-mail communication and workshops will be used to deliver the campaign.

How can the effectiveness of the awareness campaign **best** be determined?

A) Carry out ongoing measurements of changes in staff attitudes and achievement of outcomes
B) Measure the adoption of Lean and Agile approaches by the application development teams
C) Monitor the attendance of the FINS_UK stakeholders at the IS steering group meetings
D) Review the statistics for the number of e-mail replies received in response to the communication

34 / 40
Project INTEGRATION has started.

- The FINS Board of Directors has decided that FINS_UK should terminate the contract with OUT_CO.
- The external service providers and service integrator for the new SIAM model must be chosen after bidding.

What is the **best** way to motivate OUT_CO to provide good quality services until the end of their current contract with FINS_UK?

A) Arrange for OUT_CO to be the lead supplier on the executive steering board for the SIAM transition
B) Ensure that regular communication is provided to OUT_CO and all other current service providers
C) Instruct the FINS_UK service delivery managers to have monthly service review meetings with OUT_CO
D) Leave the announcement to OUT_CO that the contract will be terminated until as late as possible

35 / 40
The transition to the new SIAM model is complete.

- SIAMRUS is the service integrator.
- FINS_HOLDING provides the retained capabilities for FINS.
- OUT_CO provides application, support, and service desk services.
- Services for network provision, application development, and application support remain with the same service providers as before the transition.

Last week, an e-mail about the launch of a new mobile application created as part of NEWBNK was circulated to all users of BNK and NEWBNK. Yesterday, this created excessive demand, causing a four-hour outage of the online banking system. The cause is probably an overload of the network services.

During the outage, FINS_IS led the activities for service restoration, without involving the service integrator. FINS_IS logged and assessed the incidents reported by users and involved the network service providers in order to diagnose the cause and restore the services.

What should be done **next**?

A) - As SIAMRUS is accountable for the delivery of the end-to-end service, they should take overall control of the investigation into the outage.
- The tactical governance boards of FINS_IS and NET_CO should independently investigate the cause of the outage and report back to SIAMRUS.
- SIAMRUS uses this to form the basis of a report for the strategic governance board.

B) - FINS_IS should immediately inform FINS senior management as this was a major outage.
- A representative from FINS_HOLDING should investigate with the relevant service providers.
- Details of the found solution should be used by FINS_IS to inform the relevant process forums and operational boards, enabling SIAMRUS to prepare a report for the strategic governance board.

C) - Further investigation into what happened should be led by the incident management process forum.
- The forum should review what went well and what requires improvement, utilizing the expertise of the FINS_IS Scrum team and other providers.
- Requests for additional funding to implement improvements should be initially made to the operational governance board.

D) - The incident should be escalated to an ad hoc problem management working group for investigation.
- SIAMRUS should chair the group, with representatives from NET_CO, DLAN_CO, BANK_CO and FINS_IS.
- If further escalation is required this goes to the appropriate operational, tactical, or strategic board, in all of which FINS_HOLDING will play a major role.

36 / 40
The FINS SIAM executive steering board is compiling the agenda for their first meeting.

Receiving updates on the progress of the implementation project is already on the agenda.

What else should be included?

A) The introduction of a capacity issue at the Berlin data center
B) The lack of engagement with the FINS_IS change forum
C) The refusal from FINS_UK to change its working approach
D) The treatment of the applications developed in-house by FINS_UK's IT team

37 / 40
A year after the SIAM implementation at FINS has been completed, the problem manager of the service integrator believes that the problem management process is not working as well as expected.

How can the problem management process **best** be improved?

A) Decide on the changes needed and communicate these to the service providers in a memo
B) Engage a Lean consultant to review the process and make recommendations for improvement
C) Engage an IT service management consultant to rewrite the process from scratch based on industry best practices
D) Set up a cross-service provider workshop to walk through the process to identify improvements

38 / 40
BNK has been replaced by NEWBNK.

- OUT_CO is the service integrator.
- FINS_IS provides application support.
- FINS_HOST provides hosting.
- NET_CO provides the wide area network.

FINS_IS has an availability service level target of 99.9% for NEWBNK.

Four weeks ago, all users of NEWBNK lost access to it for six hours. FINS_IS investigated but could not find a problem with the application, and service was restored without taking any action by FINS_IS.

FINS_IS has noticed that the service report from NET_CO shows that the wide area network connection to FINS_HOST was lost for six hours due to a fault with NET_CO's equipment. This was at the same time that NEWBNK users experienced the outage. The service report from FINS_HOST shows 100% availability for hosting NEWBNK.

OUT_CO is asking FINS_IS to submit their service report for the period.

What should FINS_IS do?

A) Convene a working group with NET_CO and FINS_HOST to investigate why service was lost
B) Make a formal complaint to NET_CO and ask them to compensate users for loss of service
C) Provide OUT_CO with the full information about the outage and delay sending the service report
D) Report the availability of NEWBNK as 100%, with a comment about the six-hour loss of service

39 / 40
The new SIAM model has been in use for six months.

- SIAMRUS is the service integrator.
- OUT_CO provides services to all FINS companies.
- FINS_HOST hosts the OUT_CO services.
- FINS_IS is an internal provider for application development and support.
- All FINS_HOST staff report to the FINS_IS operations and support manager.

Recently, OUT_CO has not achieved their service level of 99.5% availability. They blame FINS_HOST for being the cause of the outages, but FINS_HOST refuses to cooperate in investigating who is at fault. FINS_HOST says that they are meeting their own service levels of 90% uptime. Last week, two staff from FINS_HOST and OUT_CO met, but had a violent disagreement including allegations of incompetence.

SIAMRUS is asked to investigate and concludes that OUT_CO and FINS_HOST do not trust each other and are not working well together.

How can SIAMRUS **best** address the lack of cooperation?

A) Ensure that staff from OUT_CO and FINS_HOST do not meet anymore to prevent further arguments
B) Organize a meeting between the OUT_CO CEO and the FINS_IS Operations and Support Manager
C) Provide a summary of contractual responsibilities for OUT_CO and FINS_HOST to clear up expectations
D) Set up a working group involving staff from OUT_CO and FINS_HOST to develop end-to-end measurements

40 / 40
SIAMRUS has been appointed as the service integrator.

They recently consulted with representatives from BANK_CO, NET_CO, OUT_CO, and FINS_IS to confirm their understanding of the required audit and compliance processes. As expected, the responses varied and related to the experience of each service provider. SIAMRUS created a summary of the approach taken for each service provider.

Which summary provides the **best** starting point for developing the SIAMRUS approach for SIAM ecosystem audits?

A) FINS_IS performs an annual internal audit of both FINS_IS and FINS_HOST. The audit considers adherence to documented processes, procedures, and job descriptions. Sometimes, there is an additional objective to audit if a specific compliance requirement is being met. The auditor will only produce an audit report if any non-conformances have been found. FINS_HOLDING reviews the audit reports.

B) In BANK_CO, the audit is undertaken by a qualified person. An audit takes place after any major issue to determine where improvements could be made. The focus is only on areas of non-compliance where fines may be imposed on FINS. FINS_IS provides the auditor with details and evidence of suspected issues with processes and procedures. BANK_CO must rectify all notified findings within two months.

C) NET_CO audits are carried out annually or after major issues. The audit considers evidence of collaboration with other service providers, end-to-end delivery, and compliance. The findings are formally reported to FINS_IS and include a description of each non-conformance with evidence and recommendations for improvement. An action plan is created and monitored by FINS_IS until all items have been addressed.

D) The audits for compliance are carried out according to the agreed schedule in OUT_CO's contract. These use ISO/IEC 20000-1 as a basis for assessment and are carried out by an independent auditor. All non-conformances are documented and formally reported to the FINS_UK quality manager. OUT_CO owns the creation and management of action plans, and provides additional training where needed.

Answer key

1 / 40
Which part of the corporate strategy of FINS will a successful transition to SIAM **most** likely address?

A) Be ready to adapt to change
B) Control any change in headcount
C) Ensure delivery against contracts
D) Remove reliance on legacy systems

A) Incorrect. The ability for change should be in the SIAM strategy to ensure that the SIAM model is flexible, but readiness for the organization to change will not be a direct result of a transition to SIAM.
B) Incorrect. A transition to SIAM will not assist in controlling headcount.
C) Correct. For FINS, there are multiple parties owning the contracts, and the case study indicates substandard delivery. SIAM puts in place a service integrator that will manage delivery against contracts on behalf of the customer, instead of the customer organization managing and measuring each service provider individually. Centralizing contracts to gain efficiencies is an example of a strategic driver for SIAM. (Literature: A, Chapter 2.1.2)
D) Incorrect. Whilst the transition to SIAM enables the introduction of new service providers, the transition itself will not remove reliance on legacy systems, especially if the same providers are selected to continue to provide services.

2 / 40
The FINS Board of Directors wants to confirm the SIAM strategy for FINS. They have asked SIAMRUS to provide more information on their standardized SIAM model.

SIAMRUS has proposed that FINS uses the following service providers:

- Hosting: SIAMRUS
- Network: NET_CO
- Application development: OUT_CO
- Application support: OUT_CO
- Service integrator: SIAMRUS
- Service desk: SIAMRUS

The FINS Board of Directors is concerned that this omits FINS_IS. The SIAM model should support the FINS corporate strategy and the FINS mandate for change.

What is the **best** approach with FINS_IS?

A) Add FINS_IS as an internal service provider
B) Exclude FINS_IS's services from the SIAM model
C) Put FINS_IS into the retained capabilities
D) Transfer the services from FINS_IS to OUT_CO

A) Correct. Having FINS_IS as an internal service provider supports the strategy to invest in and develop FINS staff. A SIAM strategy should never exist in isolation but must support the corporate strategy. The SIAM strategy should include the future state as set out in the proposed SIAM model. Adding FINS_IS as an internal service provider avoids transferring the services and staff to OUT_CO, which delays the deployment of NEWBNK and the expected cost savings. Hence, SIAMRUS must amend their standard SIAM model to adapt to the requirements of FINS. (Literature: A, Chapter 2.1.3)
B) Incorrect. FINS_IS is responsible for NEWBNK and provides services to FINS_HOLDING. Excluding them from the SIAM model is not viable as these services interact with those from other service providers, including NET_CO and the SIAMRUS service desk.
C) Incorrect. As defined in SIAM, retained capabilities are functions responsible for strategic, architectural and business engagement, and corporate governance activities. FINS_IS is a service provider, not part of the retained capabilities.
D) Incorrect. This delays the application deployment of NEWBNK as it distracts the FINS_IS staff. It may also result in key staff leaving, further risking the expected benefits from NEWBNK.

3 / 40
FINS is a group of different companies.

Project INTEGRATION has now been established. A SIAM strategic governance board has been created. Work is about to start on creating the FINS SIAM strategy.

SIAMRUS suggests that FINS_UK moves to a SIAM-based model and includes an outline SIAM strategy.

The senior staff and directors of FINS_UK do not like any interference in their strategy and operations from FINS_HOLDING and FINS_IS, and historically have always objected to any imposed changes in working practices that do not align with their own aspirations. FINS_UK has not attended the last two meetings of the FINS IS steering group.

The CEO wants to ensure that the SIAM strategy for FINS is appropriate for all FINS companies. She also wants FINS_UK to embrace it and actively support its implementation.

Which approach will be the **most** successful in achieving these aims?

A) Adopt the SIAM strategy from the report created for FINS_UK by SIAMRUS as the FINS SIAM strategy
B) Appoint the FINS_UK Operations Director as the SIAM governance lead who owns the FINS SIAM strategy
C) Make FINS_UK IT staff take part in the IS steering group, as they have not attended the last two meetings
D) Send the FINS_UK Management Board a copy of the SIAM strategy and ask them to send it to their staff

A) Incorrect. Whilst this may get buy-in from FINS_UK, this strategy is probably inappropriate for the whole group as it only considered FINS_UK.
B) Correct. Resistance to a strategy can be overcome by creating awareness and gaining support from stakeholders. The FINS_UK Operations Director is a key senior stakeholder. As the SIAM governance lead, FINS_UK will own the SIAM strategy. This approach ensures that the perspectives of FINS_UK are considered in the strategy, including their likely reaction to the proposed approach and the effect of these on the transition plan. The Operations Director considers FINS_UK in the strategy and then champions the strategy within FINS_UK, throughout the duration of the program and the stages of the roadmap. The other FINS companies do not feel resistance in this scenario. (Literature: A, Chapters 2.1.5 and 2.4.5)
C) Incorrect. The involvement of the IS steering group with the SIAM strategy is not known. If the steering group is involved in the creation or in the implementation, it may help buy-in. However, involving FINS_UK IT staff is not as likely to result in buy-in as having a FINS_UK senior stakeholder leading creation of the strategy.
D) Incorrect. FINS_UK has a history of resenting any changes to their strategy. Asking them to review the SIAM strategy is unlikely to get them to buy-in to a strategy where they have not been involved in its creation. Sending it to them will not be as effective as face-to-face communications.

4 / 40
FINS wants to establish the SIAM environment as quickly as possible, because the CEO wants to accelerate expansion into the USA.

What is the **most** appropriate way to initiate project INTEGRATION?

A) Create the SIAM strategy and business case, along with the outline SIAM model for the implementation
B) Define the critical success factors (CSFs) and the plan to communicate the ongoing performance of the project
C) Establish a Waterfall program, which defines a series of Agile projects with minimum viable products
D) Onboard an Agile team with a mandate to provide rapid, prioritized implementation of required components

A) Correct. These are the first components of the outline business case. It is necessary to understand the costs, benefits, the strategy and high-level outline for the governance structure to start releasing funds. (Literature: A, Chapter 2.3.1 and 2.6)
B) Incorrect. The CSFs are part of the outline business case and communication is typically one of those factors, but these are dependent on the strategy, outline model, cost estimates and (particularly) the expected benefits.
C) Incorrect. Whilst this might be an appropriate structure for the project, this activity is a successor to the creation of the outline business case.
D) Incorrect. Whilst this might be an appropriate structure for the project, this activity is a successor to the creation of the outline business case.

5 / 40
Project INTEGRATION is in the Discovery & Strategy stage.

- SIAMRUS is selected in a consulting role only.
- OUT_CO is selected as the service integrator, but the contract is not yet signed.

FINS has asked for input on defining the role profiles in the new SIAM model. There has been some discussion between the SIAMRUS consultant and the FINS_HOLDING CIO.

The SIAMRUS consultant recommends that FINS starts with a baseline assessment of the skills that the FINS staff already have before moving on to creating role profiles by adapting a standard framework to the SIAM model.

The CIO thinks this is too costly and unnecessary. The CIO wants to move ahead with choosing a standard framework from which to copy the role profiles without changes and states that the baseline assessment is unnecessary.

Who is correct and why?

A) The CIO, because he is better placed to oversee consequences of costs and knows better if the baseline assessment is really necessary.
B) The CIO, because it is better to start with role profiles taken directly from a standard skills framework and do a baseline assessment after a while.
C) The SIAMRUS consultant, because doing the baseline assessment ensures that available skills are used, and staff are correctly placed.
D) The SIAMRUS consultant, because they have been selected in the role of consultant, which gives them executive power over this matter.

A) Incorrect. Even if the CIO is better placed to oversee these things, the advice of the SIAMRUS consultant is better. Failing to do a baseline assessment risks missing skills that already exist in the organization but are not being used or maintained. In the long run, this is likely to cost more than the baseline assessment.
B) Incorrect. Role profiles should not be directly copied from any standard skills framework. Instead, they should be adapted to the SIAM model. It is wise to do a baseline assessment first to avoid wasting resources.
C) Correct. A baseline assessment must precede the creation of the role profiles. This helps to incorporate all skills available within FINS to be used in the new SIAM model. It is also wise to consult a standard framework to create role profiles from after adapting them to the specific SIAM model they will be used in. (Literature: A, Chapter 2.2.1)
D) Incorrect. Although the SIAMRUS consultant is correct, consultants have no mandate or executive power. They are merely consulting.

6 / 40
The CIO of FINS is creating the outline business case for the SIAM transition.

What should be included in the outline business case as a critical success factor (CSF) for INTEGRATION?

A) A measurable reduction in the cost of building, implementing, and supporting FINS IT services
B) A strategy for the service groups that considers and resolves data center capacity issues
C) Establishment of positive and productive relationships between the business and the providers
D) Successful deployment of the NEWBNK application across all FINS organizations

A) Incorrect. Cost savings are an objective for FINS, but they are not a CSF.
B) Incorrect. Although capacity is mentioned as a process, there is no CSF issue to resolve related to capacity.
C) Correct. An effective SIAM transition requires IT to become a strategic partner, recognized for their role in using technology to help achieve business goals. (Literature: A, Chapter 2.6.3)
D) Incorrect. The deployment of the NEWBNK application is not part of the SIAM transition.

7 / 40
SIAMRUS proposed a SIAM strategy that helps form the outline business case for SIAM.

This strategy considered the business, process and technological practices in detail.

What people aspects must be included for the FINS staff?

A) Accurate job descriptions for all FINS staff
B) Employment laws applicable to IT staff and their location
C) Gender split of IT staff in each FINS company
D) Risk and reward approaches to incentivize performance

A) Incorrect. These will be addressed during Plan & Build but are not required for the outline business case.
B) Correct. Country-specific employment laws will affect the costs of any staff restructuring resulting from a SIAM implementation. The estimated costs will need to be included in the outline business case. The impact may also affect the design of the SIAM model. (Literature: A, Chapter 2.5.2)
C) Incorrect. Although this may be important from an HR perspective, it does not have any relevance to the outline business case.
D) Incorrect. These should be considered during Plan & Build but are not relevant to the outline business case.

8 / 40
One year ago, FINS_IS conducted a service management process capability and maturity assessment for all services that FINS_IS is responsible for.

The Directors of FINS_UK have now proposed that an assessment should be carried out for all current service providers to FINS, to determine their capability to work in a SIAM model.

How should the assessment be approached?

A) FINS_HOLDING should interview FINS_IS, FINS_HOST, OUT_CO, NET_CO, and SIAMRUS, concentrating on their capability to support a SIAM model. This way, an initial benchmark is created.
B) FINS should commission an independent investigation into the level of capability within all current service providers. The SIAMRUS report for FINS_UK should be used as input.
C) SIAMRUS should be employed to supply an analysis of the current capabilities within the external service providers. A maturity assessment of the processes used should be undertaken.
D) The capability and maturity assessment produced by FINS_IS one year ago should be used as a starting point. Information on services not currently included should be added.

A) Incorrect. The assessment must include all service providers, but omits several of them, especially BANK_CO and CLOUD_CO.
B) Correct. An independent organization is more likely to offer unbiased advice. Using the information in the SIAMRUS report could reduce the work required. There must be a clear understanding of the current situation before any decisions can be made regarding the scope of the replacement services and the requirements in terms of the revised service provider structure. This understanding needs to consider both internal and external service providers, and the options for different service groupings. (Literature: A, Chapter 2.2.3, 2.2.5 and 2.2.6)
C) Incorrect. This omits assessing capabilities of internal providers. In addition, SIAMRUS might not supply the independence required for such an important activity.
D) Incorrect. The service management capability and maturity of services were assessed, but not the capability of the service providers to work in a SIAM model.

9 / 40
The transition to the SIAM model is anticipated to complete in twelve months' time. The CIO of FINS is concerned that some of the current service providers might not agree to the changes required for the new SIAM model.

Legacy contracts will not be terminated during the transition time.

Which service provider is **most** likely to disagree with the required changes?

A) BANK_CO
B) DLAN_CO
C) FINS_IS
D) OUT_CO

A) Correct. These are legacy contracts agreed some time ago. BANK_CO will see declining revenues over the next eighteen months as their services are replaced by NEWBNK. If the deployment of NEWBNK goes to plan, the contracts with BANK_CO will be terminated six months after implementation of the SIAM model. Therefore, BANK_CO is unlikely to agree to making the investment to change how BANK_CO operates for this short period, and thus will BANK_CO present the greatest challenge. It is important to understand the existing contractual positions, including obligations and tenure, and to consider why each provider wants to agree to the proposed change. (Literature: A, Chapters 2.2.1 and 2.2.6)
B) Incorrect. DLAN_CO is a small company that is likely to want to continue providing services to FINS_EUROPE. If DLAN_CO does not want to continue providing services or wants to make the necessary changes, the contract renewal is in six months' time, which leaves time to find a new provider who will work with the SIAM model.
C) Incorrect. FINS_IS is an internal service provider. FINS_IS probably wants to continue working for FINS to avoid being outsourced. It should be straightforward for them to make the necessary changes to work in the SIAM model.
D) Incorrect. The current OUT_CO contract will terminate in twelve months' time, and the services will be replaced at the same time as the SIAM model goes live. Therefore, OUT_CO does not need to make any changes to the current contract if they are not part of the new SIAM model. If it is decided to renew or extend the contract with OUT_CO, then the service integration requirements can be included in the amended contract. Contracts with any replacement provider will include the service integration requirements.

10 / 40
FINS has resources in different locations that should also be used within the retained organization when the new SIAM model is implemented. SIAMRUS has reviewed the available documentation.

What helps FINS the **most** to gain insight in the current capabilities?

A) Human resources (HR) training records
B) RACI matrices
C) Resource improvements
D) Training and development plans

A) Incorrect. Training records show what training has happened, but not what capabilities actually exist.
B) Correct. Each capability that currently exists within a FINS team or function should be identified and then mapped to the existing operating model. (Literature: A, Chapter 2.2.4)
C) Incorrect. These improvements do not show the current capabilities that FINS needs directly.
D) Incorrect. Retained organization development and training plans will be created after the assessment findings have been published.

11 / 40
FINS is considering the SIAM model proposed by SIAMRUS.

The CEO wants to understand the impact of expansion of FINS into other countries on this SIAM model regarding compliance and standards. The CEO wants to minimize risks to the profitability of FINS.

What will **most** likely be the impact to the SIAM model resulting from the expansion?

A) The impact of the expansion will be significant. This will have the potential to disrupt the agreed provision of services. Any changes to the model should be delayed until the renewal of any affected contracts.
B) The impact will be different depending on the country involved. Wherever possible, any changes to the SIAM model should be made only after careful assessment of the capabilities, risks, and potential value of the changes.
C) The impact will be known, as growth is an identified requirement that has been incorporated into the SIAMRUS SIAM model. Therefore, additional locations should be accommodated with minimal risk.
D) The impact will be minimal, since compliance and standards are international concepts. Any generated risks will be identified. Changes to the model will be accommodated irrespective of the level of risk.

A) Incorrect. Ignoring additional countries until contract renewals severely limits FINS' plans for expansion which are a key element in their strategy.
B) Correct. The addition of new locations requires the SIAM model to comply with those countries' standards. Due to this feasibility, the changes required need to be assessed for each additional country. (Literature: A, Chapter 2.2.8)
C) Incorrect. The influence will change as compliance and standards are most likely different between geographic locations. The influence will need to be assessed for each new country and then a decision can be made relating to risk and value.
D) Incorrect. The influence is not stable, and the risks are potentially very serious. Ignoring the risks could have detrimental consequences for FINS.

12 / 40
FINS has decided to use an external service integrator, and the tool provided by that integrator.

Of all the constituent companies in FINS, which is likely to see the **greatest** change to their overall governance model?

A) FINS_EUROPE
B) FINS_HOST
C) FINS_IS
D) FINS_UK

A) Incorrect. FINS_EUROPE is mostly a consumer of services, not a provider. Therefore, FINS_EUROPE will see little impact from SIAM governance. The introduction of SIAM will have a small impact on the current governance model.
B) Incorrect. FINS_HOST is already a service provider under the governance of FINS_IS. Therefore, FINS_HOST is used to being under external operational governance.
C) Correct. FINS_IS currently manages external providers. Those responsibilities will transfer to the new external service integrator, affecting their strategic governance model. FINS_IS also must comply with the governance requirements of the new service integrator, as FINS_IS will be an internal service provider of IT development, support, and service desk services. Therefore, FINS_IS will see changes at the strategic, tactical, and operational levels of governance. (Literature: A, Chapter 2.4.3)
D) Incorrect. FINS_UK is mostly a consumer of services and hence will see little impact from SIAM governance. FINS_UK has some service provision capability, which requires some changes to operational governance.

13 / 40
FINS wants to use an external service integrator. The CIO has asked the consultancy organization, SIAMRUS, to provide some initial recommendations on how the future SIAM ecosystem should be governed, the roles that will be required, and where those roles should be established.

SIAMRUS is currently documenting the proposed role of SIAM governance lead.

Who is **most** appropriate to take this role?

A) FINS_HOLDING CEO
B) FINS_HOLDING CIO
C) FINS_IS Director
D) FINS_IS service management & service desk lead

A) Incorrect. The CEO is at too high a level in FINS. The CEO is part of the customer organization, but not of the retained capabilities. In addition, the CEO is unlikely to have time available to fulfill this role, and to have the required skills and experience in IT governance, service management and IT operations.
B) Correct. The CIO is a senior role residing in the customer organization's retained capabilities. The CIO has authority across the whole group, experience in IT governance, service management, and IT operations, and has representation at the group board level. (Literature: A, Chapter 2.4.6.1)
C) Incorrect. Whilst this is a senior role and the FINS_IS Director has experience working for a service integrator, FINS_IS will be a service provider in the new SIAM ecosystem. FINS_IS will not be part of the customer's retained capabilities, which is where the SIAM governance lead role should reside.
D) Incorrect. Whilst the FINS_IS service management & service desk lead will have experience in service management, FINS_IS will be a service provider in the new SIAM ecosystem. FINS_IS will not be part of the customer's retained capabilities, which is where the SIAM governance lead role should reside.

14 / 40
As part of project INTEGRATION, the contract manager for FINS_HOLDING has been asked to work with the project team. The contract manager is looking at how new contracts should be structured and worded, including how service performance will be measured.

How can the service performance and target achievement **best** be measured?

A) Produce a standardized set of performance measures and targets. These will be applied and monitored for all service providers and all contracted services across all FINS companies.
B) Produce a standardized set of performance measures applied to all services across all FINS companies. Define different targets for different services depending on the required service levels.
C) Produce different sets of performance measures, each standardized for a particular category of service. Within each set, define different targets for each service depending on its characteristics.
D) Produce different sets of performance measures, each standardized for a particular category of service. Within each set, define standardized targets that will apply to every service in that category.

A) Incorrect. Having a standardized set of performance measures and targets across a variety of services will be impractical and offer minimal value. Any comparisons made between the performance of different services with different characteristics and service levels will be meaningless.
B) Incorrect. While different targets could be set depending on the actual service and the contracted service level, having standardized sets of performance measures across services which have different characteristics will be impractical, make comparisons meaningless, and offer minimal value.
C) Correct. The measures and targets set must always be appropriate to the individual service providers and their services, enabling comparisons to be drawn between similar services. Service targets should be set on an individual service basis as realistic targets may differ dramatically depending on the service and the level of service being paid for from the service provider. This includes services provided by internal service providers as well as contracted services from external service providers. (Literature: A, Chapter 2.4.13)
D) Incorrect. While it makes sense to standardize performance measures for each category of service, so that comparisons can be drawn between similar services, the targets should be set dependent on the actual service and the service level being contracted for.

15 / 40
FINS_HOLDING has chosen SIAMRUS as the proposed service integrator. The following service groups and service providers have been selected:

- Application services: FINS_IS
- Mail support: MAIL_CO
- Hosting: FINS_HOST
- Local area network (LAN): OUT_CO
- Wide area network: NET_CO

The wide area network connects the LANs to the hosting service, so that users across FINS can access the application services.

Who else will NET_CO have operational and functional relationships with?

A) All other selected service providers and SIAMRUS
B) All other selected service providers, SIAMRUS, and FINS_HOLDING
C) OUT_CO, FINS_HOST, FINS_IS, and SIAMRUS
D) OUT_CO, FINS_IS, and SIAMRUS

A) Correct. A service provider will have operational and functional relationships with all other service providers, and with the service integrator. (Literature: A, Chapter 3.2.2, figure 14)
B) Incorrect. A service provider will have a contractual relationship with the customer organization but not have functional or operational relationships with them.
C) Incorrect. NET_CO will also have functional and operational relationships with the e-mail support provider MAIL_CO.
D) Incorrect. NET_CO will also have functional and operational relationships with FINS_HOST, as they will be a service provider in the SIAM model and not a subcontractor to FINS_IS as is currently the case. Also, NET_CO will have functional and operational relationships with the e-mail support provider MAIL_CO.

16 / 40
The FINS Board of Directors has decided on a SIAM strategy. They want to use the expertise from SIAMRUS, but with FINS retaining control of architecture, strategy and business relationship management.

What SIAM structure should FINS choose?

A) FINS_HOLDING and SIAMRUS as a hybrid service integrator, splitting specific responsibilities
B) FINS_HOLDING as internal service integrator, using SIAMRUS for resource augmentation
C) SIAMRUS as external service integrator, with FINS_HOLDING providing the retained capabilities
D) SIAMRUS as lead supplier service integrator, giving them additional application support roles

A) Incorrect. FINS_HOLDING does not have the necessary capabilities in service integration to be part of a hybrid service integrator. Architecture, strategy and business relationship management reside in the customer organization's retained capabilities, which is the appropriate role for FINS_HOLDING.
B) Incorrect. FINS_HOLDING does not have the necessary capabilities in service integration.
C) Correct. This model uses the expertise of SIAMRUS and their capabilities in service integration. Architecture, strategy and business relationship management reside in the customer organization's retained capabilities, which is the appropriate role for FINS_HOLDING. (Literature: A, Chapter 1.5.2 and 3.2.2)
D) Incorrect. SIAMRUS is not an application support specialist and therefore they are likely to use subcontractors. This is contrary to the principles of SIAM.

17 / 40
FINS decided to continue using all existing service providers apart from OUT_CO.

New contracts, including service integration requirements and revised service levels, have been signed with all providers. SIAMRUS provided advice on the content of these contracts.

However, OUT_CO will be appointed as the service integrator, as the costs received from SIAMRUS were too high. FINS is now negotiating the contract with OUT_CO.

What is the **best** way to incentivize the performance of OUT_CO as the service integrator?

A) If any service provider fails to achieve any service level target, service credits will be applied to OUT_CO, who can then demand compensation from the service provider.
B) If any service provider fails to achieve any service level target, service credits will be equally applied to both the service provider and OUT_CO.
C) OUT_CO will be rewarded for the achievement of targets for end-to-end service performance, collaboration, and improvement.
D) OUT_CO will receive a bonus for each period where every service provider achieves their individual service levels.

A) Incorrect. The service integrator's performance should be measured on the end-to-end service, improvements, and collaboration. They should not be held responsible for the failures of individual service levels, particularly where they were not involved in the selection of the provider.
B) Incorrect. The service integrator's performance should be measured on the end-to-end service, improvements, and collaboration. They should not be held responsible for the failures of individual service levels, particularly where they were not involved in the selection of the provider.
C) Correct. The targets in a service integrator contract should focus on end-to-end performance, collaboration, and improvement across the SIAM ecosystem. (Literature: A, Chapter 3.2.3.5)
D) Incorrect. Whilst the service integrator may help providers to achieve service levels, this approach does not consider the performance of the service integrator themselves. It may also reward OUT_CO without them having to do any work, as it focusses on individual service providers and not the end-to-end service.

18 / 40
FINS has decided to use different service providers for hosting, application development, network, application support, and desktop support. Cloud and commodity services will be used wherever possible. OUT_CO has been selected as the hosting provider, and they will also be the service integrator.

When discussing the design of the new contracts for the service providers and the service integrator, the FINS_HOLDING CEO, CFO, CIO, and the FINS_IS Director have a disagreement.

- The FINS_HOLDING CEO wants to use a single contract structure for all service providers to ensure adherence to a common set of rules and governance.
- The FINS_HOLDING CFO wants to use a single contract structure for all service providers to keep complexity and the costs as low as possible.
- The FINS_HOLDING CIO wants to use one contract structure for OUT_CO and another for all other providers, as this will ensure the lowest possible costs of service provision.
- The FINS_IS Director wants several different contracts and structures, because this will allow the most flexibility.

Who is correct?

A) FINS_HOLDING CEO
B) FINS_HOLDING CFO
C) FINS_HOLDING CIO
D) FINS_IS Director

A) Incorrect. Although it is important that service providers adhere to a common set of rules and governance, and this may be a part of the contract, it is not a good idea to have the same contract structure for the service integrator and all service providers. The service integrator will have fundamentally different responsibilities, and the cloud and commodity providers are unlikely to agree to a standard contract.
B) Incorrect. Even if a low number of contract types may seem less complex, writing a single structure that encompasses all fundamentally different responsibilities will either produce a very complex and unreadable contract, or a contract that is not respecting that service integrators have fundamentally different responsibilities. Also, the cloud and commodity providers are unlikely to agree to a standard contract.
C) Incorrect. Whilst it is a good idea to have a different structure for OUT_CO, as they are a service integrator and a service provider, differing contract structures by themselves are unlikely to ensure the lowest pricing.
D) Correct. The FINS_IS Director is right, because her statement respects the fundamentally different types of service providers, and the responsibilities that OUT_CO will have as the service integrator. The provider that also provides the service integration capability will need a different structure to the other service providers, as will the cloud and commodity service providers. Where there are different types of service providers, it can be better to have a few different structures to accommodate the different types. (Literature: A, Chapter 3.2.3.1)

19 / 40
The SIAM project board has decided that the chosen SIAM structure will be the lead supplier as service integrator.

- OUT_CO will be the service integrator. They are designing the service grouping for the local area network.
- FINS_IS will provide a central service desk for the SIAM ecosystem.

Who is the **best** provider of the local area network support for FINS_EUROPE?

A) DLAN_CO
B) MAIL_CO
C) NET_CO
D) OUT_CO

A) Incorrect. DLAN_CO provides services in Germany only and cannot provide to this locality.
B) Incorrect. MAIL_CO does not provide this service.
C) Incorrect. NET_CO can provide to this locality, but at higher cost than other service providers. They also need integration with the OUT_CO and FINS_IS toolsets, hence OUT_CO is a better option.
D) Correct. OUT_CO is a global provider with the ISO/IEC 20000 certification, providing local area network support as a discrete service, hence they can provide to this locality. As the chosen SIAM structure is lead supplier as service integrator, OUT_CO can provide local area network support as well as service integration. There is already integration between OUT_CO's tool and the one used by the FINS_IS service desk, which will simplify integration. (Literature: A, Chapter 3.2.1.1)

20 / 40
The SIAM transition is complete.

- SIAMRUS is appointed as the external service integrator.
- FINS_HOLDING provides the retained capabilities.

For the past three months OUT_CO has not met their service level agreement (SLA) targets and SIAMRUS wants to apply service credits.

How should these credits be applied?

A) SIAMRUS calculates the service credits due and passes the data onto FINS_HOLDING who then processes the collection.
B) SIAMRUS informs FINS_HOLDING of the service failure, after which FINS_HOLDING verifies, calculates and collects the amounts due.
C) SIAMRUS informs OUT_CO that credits are due and tells OUT_CO to contact the FINS_HOLDING purchasing department.
D) SIAMRUS raises the service credits using delegated authority, collects the amounts due, and passes them on to FINS_HOLDING.

A) Correct. The service integrator identifies and calculates the service credits due. As the contractual relationship is between the service provider and FINS_HOLDING, only FINS_HOLDING can collect the amounts. (Literature: A, Chapter 3.2.3.7 and 5.4.1.9)
B) Incorrect. Whilst FINS_HOLDING collects the amounts due, it is the responsibility of the service integrator to identify and calculate the level of credits due.
C) Incorrect. It is the responsibility of the service integrator to identify and calculate the service credits due.
D) Incorrect. SIAMRUS does not have a contractual relationship with OUT_CO and therefore cannot require them to pay the credits.

21 / 40
FINS has appointed the service integrator.

- OUT_CO is the service integrator.
- FINS_IS will be an internal service provider, providing development, support, and service desk services.
- All other current service providers will continue to provide their services.

FINS_IS service management has asked OUT_CO if FINS_IS can continue to report on the current FINS_IS measures and targets:

- Number of incidents received and resolved by the service desk
- Number of changes approved each month
- Service availability

FINS_HOLDING and FINS_EUROPE have asked OUT_CO if they could receive a report from OUT_CO each month, showing achievement of these three targets by every service provider.

What is the **first** step that OUT_CO should take?

A) Develop a performance measurement plan to collect and analyze this data from all providers
B) Identify a common set of calculations for these measures and targets to be used by all service providers
C) Instruct all service providers to adjust their internal models to report on these measures and targets
D) Lead a discussion with all service providers on the impact of adopting these measures and targets

A) Incorrect. The service integrator first needs to confirm if these measures can and should be adopted by all service providers and be part of the framework. After this, the measures and any associated targets can be included in the performance measurement plan.
B) Incorrect. Common calculations should not be addressed until the feasibility of the measures is confirmed. FINS_EUROPE has reported that FINS_IS often fail their service targets, so an investigation of the correctness of the targets is needed.
C) Incorrect. Mandating adoption without impact analysis could result in some providers being unable to provide the measures, for example, the commodity and the small service providers. It could also result in increased costs or the withdrawal of some service providers from the ecosystem.
D) Correct. It is important to gather feedback on the feasibility of these measures and targets including any resource or cost impacts. This input will be included in an informed impact-based discussion. All service providers need to be involved, especially as the delivery model will be different under SIAM. (Literature: A, Chapter 3.2.7.2)

22 / 40
The FINS SIAM model has been operational for two months.

- OUT_CO is the service integrator.
- FINS_IS provides the service desk and application development and support services, using different teams.
- FINS_HOST is hosting the FINS_IS applications.

FINS_IS and FINS_HOST are both meeting their individual service levels. However, OUT_CO has identified that there is often tension and conflict between the different teams of FINS_IS and FINS_HOST.

What is the **best** way to ensure that these teams work together more effectively?

A) Bring the teams of FINS_IS and FINS_HOST together to discuss the issues and agree a suitable way forward
B) Escalate to the SIAM operational lead and ask them to give a formal warning to FINS_IS and FINS_HOST
C) Establish a collaboration forum with all providers to FINS and raise this example at the first meeting
D) Introduce a target in the set of key performance indicators (KPIs) that measures how all providers work together

A) Correct. The issue should be addressed head-on, before it becomes more serious and ingrained. Getting the teams talking together and understanding each other's viewpoints is likely to be the most successful approach, particularly as they all work for FINS. (Literature: A, Chapter 3.2.8)
B) Incorrect. Whilst this may be required if initial softer approaches fail, escalating at this early stage is likely to cause resentment amongst the teams and may not result in the intended collaborative behavior.
C) Incorrect. Whilst this may bring the issue out in the open, it may be too confrontational to FINS_IS and FINS_HOST to raise this in front of the other service providers and may end up being counterproductive.
D) Incorrect. A collaboration KPI is challenging to define and measure, and this mechanistic approach will not get to the root of the issue.

23 / 40
FINS considers using the service segregation proposed by SIAMRUS, including appointing SIAMRUS as the service integrator. FINS wants a mix of current and new service providers.

FINS wants to understand what tooling strategy and integration method will best support the new service model. The solution should be seamless and cost effective, with the lowest complexity possible.

Which tooling strategy and integration method will **best** meet the requirements of FINS?

A) During the Plan & Build stage, FINS should mandate the use of the SIAMRUS toolset for all providers. This tool takes automated bulk updates of data from the service providers and then converts the data into a format that SIAMRUS can use to report on the end-to-end performance of the services.
B) FINS should select and implement a single toolset before the Plan & Build stage. The tooling strategy should mandate the requirement for all service providers to interface with this toolset. The toolset must reduce the tasks associated with data integration and achieve seamless reporting with minimal overheads.
C) In the Implement stage, FINS should appoint an external provider of an integration service. This integration service should facilitate data transmission from all service providers in the SIAM model without them having to make any changes. The toolset should also provide real-time status tracking and audit trails.
D) The market should be searched for potential toolsets during the Discovery & Strategy stage. In Plan & Build the data requirements for integration should be analyzed. The analysis should be used as input to the tooling strategy, considering the tools available, service provider capabilities, and the SIAM model.

A) Incorrect. This option puts a lot of unnecessary constraints on the service integrator, as it formulates processes on their behalf as well as dictating the toolset. It does not indicate that the options available have been analyzed in conjunction with the parties involved. Also, the service providers are not yet known, hence it is not possible to select a particular toolset option.
B) Incorrect. The decisions made on the tool would be too early, so are likely to constrain the selection of the most suitable service providers due to their inability to interface with the tool. Also, in the case study it is too early to identify the best toolset option, as the service provider landscape is not fully known.
C) Incorrect. The Implement stage is too late for determining the toolset strategy. Decisions must be made before inviting service providers to be part of the SIAM ecosystem, so they can decide if they are willing to accept any required changes to their own tools. Also, it is too early to identify the best toolset option, as the service provider landscape is not fully known.
D) Correct. Many aspects relating to details on which a decision can be based would change depending on the actual findings of the assessments and the profile of the SIAM model and capabilities of the selected service providers. Before determining a toolset strategy, it is crucial to establish the service providers capabilities and willingness to make any toolset changes. (Literature: A, Chapter 3.2.9 and 3.2.9.1)

24 / 40
The SIAM transition has been started.

- SIAMRUS has been selected as the service integrator.
- The contract with OUT_CO has been renewed.

The INTEGRATION project team realizes that successful transition will rely on organizational change management (OCM). They decide to recruit an OCM expert. As part of the selection process, the project team asks each candidate to consider the impact of OCM on four specific areas namely: FINS_HOLDING, SIAMRUS, OUT_CO, and FINS_IS.

Which response **best** demonstrates an understanding of how to overcome challenges during the SIAM transition?

A) During implementation of the SIAM model, it is necessary to get commitment from the project people involved. The enthusiasm of FINS_HOLDING must be maintained and demonstrated to reduce organizational resistance. SIAMRUS should communicate with all staff from FINS_IS and OUT_CO using the same channels.
B) OCM is very important, and the approach should be established at the beginning of the project. Making staff in FINS_HOLDING, SIAMRUS, OUT_CO and FINS_IS aware of the need for change is key. Analysis of the current employees' appetite for change will enable communication plans and approaches to be tailored for each area.
C) The attitude of people will influence the ability of an organization to transition to SIAM, thus OCM should be planned early in the program. It is essential that all staff from OUT_CO support the initiative. SIAMRUS should maintain the momentum of the project by reporting progress to FINS_IS and FINS_HOLDING in weekly e-mails.
D) The impact of the SIAM transition program on the new staff structure should be considered during the Plan & Build stage. SIAMRUS must champion the proposed changes by building the confidence of staff from FINS_IS and FINS_HOLDING. Communication should be via a weekly video and e-mails to senior staff in all organizations.

A) Incorrect. The project staff are just one group that should be considered in OCM. The SIAM model will affect all involved in its operation, so it needs the support of all. Enthusiasm of the customer is unlikely to change attitudes of the service integrator or the providers. Internal and external staff are likely to require the use of different channels. Additionally, OCM activities should be done by all parties, not just the service integrator.
B) Correct. OCM should be established as early as possible. Making staff in the customer organization, the service integrator, and service providers aware of the need for change is crucial to success, as part of the ADKAR model. The importance of communication means that this should be properly planned and tailored for specific stakeholder groups based on analysis of their attitudes, role, and needs. (Literature: A, Chapter 3.3)
C) Incorrect. The timing of the engagement of the staff is not specific. The response focuses on OUT_CO, but it should consider staff from all organizations. Sending e-mails alone is insufficient. The service integrator is being used as a facilitator, but OCM should also be applied to them.
D) Incorrect. The first point is too late: these activities should start as soon as possible in the Discovery & Strategy stage. The second point is helpful, but omits OUT_CO. The communication channel is one-way communication only, and there is no follow-up to confirm understanding and to gain feedback on any concerns the staff might have. Restricting communications to senior staff is unlikely to successfully support the change for all staff.

25 / 40
FINS_IS has been appointed as the service integrator for the FINS organization.

This has caused some tension with OUT_CO, who feel that their position and achievements within FINS_UK have been overlooked in favor of the FINS_HOLDING interests. OUT_CO fears their contract renewal may mean less or no services in the future.

What is the **best** way for FINS_IS to address OUT_CO's concerns?

A) - Apply performance management on OUT_CO's contract to ensure they achieve their obligations, compliance and service levels.
- Start early negotiations for the contract renewal, introducing a SIAM-compatible contract template that clarifies OUT_CO's role as a service provider and FINS_IS as the service integrator.

B) - Do the most ethical thing, which is to be honest with OUT_CO and explain that the selection of FINS_IS indeed means their contract will not be renewed or extended.
- Collaborate with OUT_CO to create a transition-out plan, including knowledge transfer, offboarding and a plan for the displacement of incumbent staff.

C) - Seek termination of the contract immediately, since this is the last of several complaints about OUT_CO over the last few years.
- Start the tender process to find a more suitable, SIAM-aware service provider who can provide a cost-effective service to replace the services OUT_CO is currently providing for FINS.

D) - Start discussions with OUT_CO regarding their concerns, explaining the rationale for the selection of FINS_IS as the internal service integrator.
- Discuss the strategy for SIAM and the FINS organization to explore how OUT_CO's offering, within FINS_UK and for potential global expansion, can assist in achieving the objectives.

A) Incorrect. This way does not address the concerns, which can then grow to become bigger issues. Whilst clarifying OUT_CO's and FINS_IS's roles as service provider and service integrator is a good action, contract renewal has not yet been decided.

B) Incorrect. Whilst this is an ethical and collaborative way to act, it does not directly address OUT_CO's concerns and the decision regarding OUT_CO's contract has not yet been made. These actions may be premature.

C) Incorrect. This way does not address the specific concerns and initiates an action with limited rational. Therefore, these actions may be premature. It would also not address the gap the termination of OUT_CO leaves (especially during the tender and the onboarding of the new service provider), and whether a replacement service provider would even be available.

D) Correct. Avoid emotional responses and do not abandon value creating strategies. Clearly outlining the rationale behind the decision and exploring mutually beneficial options helps build a foundation of trust and optimism that enables the conditions for a constructive resolution and opportunity for a future relationship. (Literature: A, Chapter 3.3.4)

26 / 40
The service integrator is organizing a series of onboarding workshops during the transition. FINS has been asked to host a session.

How can FINS **best** assist with onboarding during these workshops?

A) Contribute to new approaches and working models
B) Define the low-level operational interfaces for each of the services
C) Guide the resolution of operational details of the implementation
D) Highlight their business goals to ensure alignment

A) Incorrect. FINS should contribute, but these discussions will predominately be covered by the service integrator with the service providers.
B) Incorrect. The service integrator will lead the discussion on the low-level operational interfaces with the service providers.
C) Incorrect. The service integrator will guide the resolution of operational details.
D) Correct. For the transition to be successful it is important that the onboarding aligns with business goals and what matters to the business. Only FINS can provide this information as it owns this relationship. (Literature: A, Chapter 3.4.1)

27 / 40
A major bank has decided to stop using BNK. This will severely affect the profitability of FINS.

FINS' CEO has asked the FINS CIO to consider transferring all services currently provided by FINS_IS and FINS_HOST to OUT_CO.

What is the **greatest** risk with adopting this strategy?

A) Amending the terms of the hosting contract with BANK_CO
B) Changing the culture of the teams in FINS_IS and FINS_HOST
C) Failing to have OUT_CO acquire the knowledge needed to operate services
D) Losing the support of the current staff in FINS_IS and FINS_HOST

A) Incorrect. This is a risk. However, novating contracts when a service provider changes, is standard practice, and therefore the risk is low.
B) Incorrect. Although this is a risk, it can be mitigated with good organizational change management (OCM), hence it is not the greatest risk.
C) Incorrect. Nine years ago, the IT staff from FINS_UK was outsourced to OUT_CO, hence OUT_CO will have the processes for this. Although it is a risk, OUT_CO, as an established outsourcing company, will have proven procedures for taking on services. Also, many of the current staff may transfer to OUT_CO bringing their knowledge with them. Therefore, this risk will be mitigated, and this is not the greatest risk.
D) Correct. The staff will be essential in providing support and knowledge transfer until OUT_CO is able to take over full responsibility. However, the possibility of losing their jobs will affect motivation and goodwill, and staff will begin leaving for other roles before the transfer can happen. This is the greatest risk as it could affect the availability of current services and the deployment of NEWBNK, which has a direct effect on the expected cost savings. (Literature: A, Chapter 3.4.3.4)

28 / 40
There is a wide variety of contract arrangements with service providers to the FINS companies, including internal operating agreements. Some contracts can be terminated with relatively short notice, with some contracts ending within the next year, but with others having longer to run. The contract under which OUT_CO provides FINS_UK with the IT services ends in 12 months' time and will not be extended.

SIAMRUS has been appointed as the external service integrator. All existing service providers apart from OUT_CO have expressed their willingness to be part of the new SIAM model, but so far there have been no changes to current contracts.

The FINS Board of Directors has asked the CIO to recommend an implementation approach for SIAM across FINS that best achieves the mandate for SIAM with the least risk and cost to FINS and its individual companies.

Which is the **most** appropriate implementation approach?

A) Transition all services and service providers for all FINS companies to the SIAM model at the same time, when the contract with OUT_CO ends
B) Transition all services and service providers for all FINS companies to the SIAM model within 6 months, addressing current integration issues
C) Transition FINS_HOST to the new SIAM model, pilot for 3 months, then transition FINS_IS, pilot for 3 months, then transition all other service providers
D) Transition new service providers for FINS_UK to the new SIAM model first, pilot for 3 months, then transition all other service providers for FINS

A) Incorrect. At this stage no planning has been done to mitigate the high risks associated with any big bang implementation. There is no information about timescales in the mandate for SIAM, and transitioning all services at once is highly complex. This does not meet the wishes of the Board.
B) Incorrect. At this stage no planning has been done to mitigate the high risks associated with any big bang implementation. There is no information about timescales in the mandate for SIAM, and transitioning all services at once is highly complex. This does not meet the wishes of the Board. It is highly unlikely that an ecosystem of this size and complexity can be transitioned within 6 months.
C) Incorrect. There is no indication that the issues with internally provided services are due to a lack of service integration, hence there is no immediate pressure to transition FINS_IS. However, there is time pressure to transition the replacement services for FINS_UK as the OUT_CO contract ends in 12 months' time. This option puts that transition at risk, if the focus is on the transition of FINS_HOST and FINS_IS.
D) Correct. The end of the OUT_CO contract is a typical event to determine the timing of the Implement stage. The current services and providers of FINS_UK must be replaced in 12 months. If these providers are not in the SIAM model, there will be high risks to service continuity and availability. There will be new contracts with the new providers that can include the requirements for the SIAM model. Piloting with FINS_UK allows the service integrator to focus on just one FINS organization, a big bang involving all FINS organizations and all providers has a higher risk to FINS_UK's business as the project resources and the service integrators would have to focus not just on FINS_UK. (Literature: A, Chapter 4.1.2)

29 / 40
The CIO of FINS has been asked to discuss a phased implementation with the IS steering group.

What is the **key** concern raised by business units for this type of approach?

A) FINS does not know the number of business units involved.
B) FINS is unsure about the impact on business unit budgets.
C) FINS needs to integrate both old and new working practices.
D) FINS will introduce a higher level of risk by using phases.

A) Incorrect. A phased implementation is preferable if there is more than one unit involved. This is to reduce the risk for each unit.
B) Incorrect. A phased approach may be more expensive, but implementation activities could be phased, where possible, around financial cycles and budgets.
C) Correct. Integrating work practices is one of the most problematic areas of a phased transition. If a new way of working is implemented in a fragmented manner, it should be considered how old and new will work together and for how long. (Literature: A, Chapter 4.1.3)
D) Incorrect. This is the safest approach for FINS, with less impact on services, alignment with ending contracts, the ability to onboard the service integrator first, and to test the SIAM model.

30 / 40
FINS is currently undertaking project INTEGRATION.

The FINS management team is considering several alternative approaches for transitioning to a new service integrator and service providers.

What is the **best** transition approach for FINS?

A) - Appoint and onboard the service integrator and work with them to define the detailed SIAM model
- Onboard service providers in phases related to a specific FINS organization
- Initially allow each service provider to use their own processes with no changes, integrate them once all providers have been onboarded

B) - Define and agree the detailed SIAM model
- Engage the service integrator so that they can support the transition activities during the onboarding of the different service providers
- Undertake user scenario testing with all parties to validate the integration of the service provider processes across the new SIAM ecosystem

C) - Identify and onboard appropriate service providers based on the services FINS requires
- Closely monitor their performance, and then select the best performing provider to be the service integrator
- Transition the other service providers to align to processes defined by the new service integrator

D) - Identify the logical order for disengaging existing service providers that will not be part of the new SIAM ecosystem
- Engage the service integrator to manage the transition of services from the old to the new providers in the agreed order
- Ensure that the onboarding of new service providers includes their alignment with the detailed SIAM model

A) Incorrect. The integration must take place as soon as each service provider is onboarded.

B) Correct. Ideally, the detailed SIAM model should be defined, and the service integrator engaged first, prior to onboarding service providers. (Literature: A, Chapter 4.2)

C) Incorrect. The service integrator should, where possible, be engaged prior to the onboarding of service providers. Also, just because an organization performs well as a service provider, it does not mean that they have the skills and capabilities to be a successful service integrator.

D) Incorrect. This approach does not consider existing providers who are being retained.

31 / 40
FINS_IS delivers desktop support for field- and home-based users to FINS_EUROPE and FINS_HOLDING.

FINS has decided that FINS_IS will not continue to provide services under the new SIAM model. OUT_CO will be the new service provider for desktop support for all FINS organizations.

FINS_IS has reacted badly after receiving this news and is not being cooperative with OUT_CO.

How can OUT_CO **best** ensure a successful transition of desktop support services into the SIAM model?

A) Develop a process model showing all interactions between the current processes used by FINS_IS
B) Discover what expectations and demands users in the FINS organizations have for desktop support
C) Get the service integrator to obtain FINS_IS' full history of all closed incidents, problems, changes, and releases
D) Use the process forum structural elements to encourage more cooperation from FINS_IS

A) Incorrect. The new service provider will need to develop new documentation for every process in scope and understand key hand-offs. However, as FINS_IS will not be part of the new SIAM model there is no benefit in understanding FINS_IS' process interactions.
B) Correct. Operational handover requires the new service provider to gain knowledge of the business and the demand profiles. Understanding user expectations enables OUT_CO to prepare for providing the service. If FINS_IS does not cooperate, this is the best course of action. (Literature: A, Chapter 4.2.1)
C) Incorrect. This information is of limited use, as FINS_IS only provided desktop support to FINS_EUROPE and FINS_HOLDING. Understanding what is required for all of FINS is of greater benefit. Historic information is also likely to be of limited use.
D) Incorrect. Process forums are primarily for new service providers. Furthermore, given the situation, FINS_IS is unlikely to be willing to have meetings with the other service providers.

32 / 40
SIAMRUS is the service integrator.

In preparation for the SIAM implementation, SIAMRUS has created scenarios to support the conference room pilots. The scenarios are based around services provided by FINS_IS, FINS_HOST, NET_CO, OUT_CO and PAY_CO, together with any additional supporting services required. Approximately 20 scenarios have been produced for each service.

However, there is not enough time available to run through all scenarios for every process.

What is the **best** testing approach to maximize the benefits from testing within the time available?

A) Exclude the OUT_CO scenarios from the plan, because they have experience using SIAM in other contracts they support. Also omit PAY_CO, as their services do not directly support the core banking operation.
B) Prioritize the scenarios for FINS_IS, FINS_HOST, NET_CO, OUT_CO and PAY_CO to ensure coverage of all identified service integrations at least once. Re-prioritize the remaining tests by business impact.
C) Redesign the scenarios to concentrate on the end-to-end services by removing all NET_CO's activities from incident recording through to service restoration. Test NET_CO independently at the same time.
D) Reduce each scenario to the separate service components that are linked to form the services. Test each of these components in isolation to ensure that the testing will adequately cover all major services.

A) Incorrect. The nature of the conference room pilot tests is to ensure process flows are correct and the services integrate properly. Exclusion of parts of a service or a service provider from the scenarios defeats this objective.
B) Correct. The key objective of the conference room pilots is to test the integration between the service components and processes, giving the complete end-to-end picture of readiness. This answer ensures that all integrations have been tested at least once. Then, focus shifts to the remaining tests to ensure that those with the highest impact are prioritized for testing. (Literature: A, Chapter 4.2.1.1)
C) Incorrect. A key part of service provision is the network, as this is the connection between the service providers. Their processes play an essential role in the services and, therefore, must be included in the end-to-end tests.
D) Incorrect. These are basic tests to demonstrate correctness of each component part of the service. This answer does not address testing how these components will integrate via the processes.

33 / 40
The SIAM model for FINS includes an internal service provider for application development. The staff for this service provider will come from the current development teams in FINS_IS and FINS_UK.

An external consultancy company has been asked to create an awareness campaign about the new SIAM model for the affected staff in FINS_IS and FINS_UK. The campaign must influence the staff to make the required changes in working practices and culture. A combination of e-mail communication and workshops will be used to deliver the campaign.

How can the effectiveness of the awareness campaign **best** be determined?

A) Carry out ongoing measurements of changes in staff attitudes and achievement of outcomes
B) Measure the adoption of Lean and Agile approaches by the application development teams
C) Monitor the attendance of the FINS_UK stakeholders at the IS steering group meetings
D) Review the statistics for the number of e-mail replies received in response to the communication

A) Correct. A monitoring system should be developed including metrics for changes in attitudes and reviewing process outcomes for success. (Literature: A, Chapter 4.3.3)
B) Incorrect. Whilst this will monitor the success of the aim to extend the use of Lean and Agile approaches across FINS, this approach does not cover any understanding of the new structure, or the behavioral changes required to operate as a service provider in SIAM.
C) Incorrect. This measure provides an indication of a change in attitude by key FINS_UK stakeholders to the IS steering group. The attendance does not measure awareness of the new organizational structure or the role that the affected staff play in it.
D) Incorrect. This does not measure if the awareness campaign has achieved its intended outcomes.

34 / 40
Project INTEGRATION has started.

- The FINS Board of Directors has decided that FINS_UK should terminate the contract with OUT_CO.
- The external service providers and service integrator for the new SIAM model must be chosen after bidding.

What is the **best** way to motivate OUT_CO to provide good quality services until the end of their current contract with FINS_UK?

A) Arrange for OUT_CO to be the lead supplier on the executive steering board for the SIAM transition
B) Ensure that regular communication is provided to OUT_CO and all other current service providers
C) Instruct the FINS_UK service delivery managers to have monthly service review meetings with OUT_CO
D) Leave the announcement to OUT_CO that the contract will be terminated until as late as possible

A) Incorrect. This gives an unfair advantage to OUT_CO over the other potential service providers, which is unlikely to comply with the governance requirements.
B) Correct. OUT_CO is an important current stakeholder that is likely to be interested in bidding to be part of the new SIAM model. Regular communication will support building and maintaining positive stakeholder relations. These will help to encourage OUT_CO to provide good quality services until the current contract ends. (Literature: A, Chapter 4.3.1.1)
C) Incorrect. Whilst it is usual to continue to hold service review meetings with outgoing providers, this approach does nothing to address the attitude of OUT_CO.
D) Incorrect. OUT_CO is highly likely to discover that FINS is moving to a SIAM model long before the required termination notice date. They might think that a delay in informing them of the expected termination means that they are not expected to bid to provide services in the new SIAM model. This will demotivate them, with a risk that they degrade services.

35 / 40
The transition to the new SIAM model is complete.

- SIAMRUS is the service integrator.
- FINS_HOLDING provides the retained capabilities for FINS.
- OUT_CO provides application, support, and service desk services.
- Services for network provision, application development, and application support remain with the same service providers as before the transition.

Last week, an e-mail about the launch of a new mobile application created as part of NEWBNK was circulated to all users of BNK and NEWBNK. Yesterday, this created excessive demand, causing a four-hour outage of the online banking system. The cause is probably an overload of the network services.

During the outage, FINS_IS led the activities for service restoration, without involving the service integrator. FINS_IS logged and assessed the incidents reported by users and involved the network service providers in order to diagnose the cause and restore the services.

What should be done **next**?

A) - As SIAMRUS is accountable for the delivery of the end-to-end service, they should take overall control of the investigation into the outage.
- The tactical governance boards of FINS_IS and NET_CO should independently investigate the cause of the outage and report back to SIAMRUS.
- SIAMRUS uses this to form the basis of a report for the strategic governance board.

B) - FINS_IS should immediately inform FINS senior management as this was a major outage.
- A representative from FINS_HOLDING should investigate with the relevant service providers.
- Details of the found solution should be used by FINS_IS to inform the relevant process forums and operational boards, enabling SIAMRUS to prepare a report for the strategic governance board.

C) - Further investigation into what happened should be led by the incident management process forum.
- The forum should review what went well and what requires improvement, utilizing the expertise of the FINS_IS Scrum team and other providers.
- Requests for additional funding to implement improvements should be initially made to the operational governance board.

D) - The incident should be escalated to an ad hoc problem management working group for investigation.
- SIAMRUS should chair the group, with representatives from NET_CO, DLAN_CO, BANK_CO and FINS_IS.
- If further escalation is required this goes to the appropriate operational, tactical, or strategic board, in all of which FINS_HOLDING will play a major role.

The feedback continues on the next page.

A) Incorrect. The role of tactical governance boards does not include the investigation of issues with the services. That is the role of working groups facilitated by the service integrator.

B) Incorrect. This relates to how FINS was operating prior to the introduction of SIAM. FINS_IS continues to be a service provider and should not escalate directly to the customer. FINS_HOLDING is the customer and should not work directly with the service providers. Both are the role of the service integrator.

C) Correct. A process forum is used to identify process improvements where multiple parties are involved. The process forum includes representatives from the service integrator and the service providers, including FINS_IS. The FINS_IS Scrum team brings their expertise in Agile techniques such as Agile retrospectives, that can be used by process forums to identify areas for improvement. Funding requests to address operational issues should first go to an operational governance board. (Literature: A, Chapter 5.1)

D) Incorrect. Process improvements involving multiple providers are the responsibility of process forums, not working groups. A tactical board is held between the service integrator and service provider without customer presence; hence FINS_HOLDING will not play any role in them.

36 / 40

The FINS SIAM executive steering board is compiling the agenda for their first meeting.

Receiving updates on the progress of the implementation project is already on the agenda.

What else should be included?

A) The introduction of a capacity issue at the Berlin data center

B) The lack of engagement with the FINS_IS change forum

C) The refusal from FINS_UK to change its working approach

D) The treatment of the applications developed in-house by FINS_UK's IT team

A) Incorrect. Lower-level actions such as this are outside the scope of the executive steering board.

B) Incorrect. This is something that should be addressed, but it is an operational problem which should be addressed at a lower level and is not specific to the SIAM project.

C) Correct. This is a high-level strategic issue which affects the overall scope of the project. (Literature: A, Chapter 5.1.1)

D) Incorrect. This is an operational issue which should be addressed at a lower level.

37 / 40
A year after the SIAM implementation at FINS has been completed, the problem manager of the service integrator believes that the problem management process is not working as well as expected.

How can the problem management process **best** be improved?

A) Decide on the changes needed and communicate these to the service providers in a memo
B) Engage a Lean consultant to review the process and make recommendations for improvement
C) Engage an IT service management consultant to rewrite the process from scratch based on industry best practices
D) Set up a cross-service provider workshop to walk through the process to identify improvements

A) Incorrect. This approach lacks the input of the other users of the process and therefore may not cover all the possible improvements. Also, by imposing the changes, the problem manager may experience resistance from the service providers.
B) Incorrect. Although Lean techniques may be useful, this approach does not involve any of the current service providers and therefore does not gain the necessary buy-in to the changes.
C) Incorrect. This approach will not benefit from experiences of the users of the process and may create more issues than the current process.
D) Correct. The providers who operate the process often have the best insight to current failures and are therefore most suited to suggesting improvement. The involvement of all service providers should ensure buy-in to the changes suggested. (Literature: A, Chapter 5.2.1.1)

38 / 40
BNK has been replaced by NEWBNK.

- OUT_CO is the service integrator.
- FINS_IS provides application support.
- FINS_HOST provides hosting.
- NET_CO provides the wide area network.

FINS_IS has an availability service level target of 99.9% for NEWBNK.

Four weeks ago, all users of NEWBNK lost access to it for six hours. FINS_IS investigated but could not find a problem with the application, and service was restored without taking any action by FINS_IS.

FINS_IS has noticed that the service report from NET_CO shows that the wide area network connection to FINS_HOST was lost for six hours due to a fault with NET_CO's equipment. This was at the same time that NEWBNK users experienced the outage. The service report from FINS_HOST shows 100% availability for hosting NEWBNK.

OUT_CO is asking FINS_IS to submit their service report for the period.

What should FINS_IS do?

A) Convene a working group with NET_CO and FINS_HOST to investigate why service was lost
B) Make a formal complaint to NET_CO and ask them to compensate users for loss of service
C) Provide OUT_CO with the full information about the outage and delay sending the service report
D) Report the availability of NEWBNK as 100%, with a comment about the six-hour loss of service

A) Incorrect. It is the responsibility of the service integrator to convene a working group to investigate a specific issue.
B) Incorrect. In a SIAM environment, receiving and investigating complaints about a service provider is the role of the service integrator. FINS_IS should raise the complaint with OUT_CO, and not directly to NET_CO.
C) Correct. The failure to meet the target was due to circumstances outside the control of the service provider. The affected service provider, FINS_IS, should provide the service integrator, OUT_CO, with the full information so that the service integrator can investigate further with NET_CO. If the cause of the outage is confirmed as being within NET_CO's responsibility, and not FINS_IS', then OUT_CO can allow FINS_IS to remove the failure from their service report. On occasions like this, the service integrator should include the outage and availability of the end-to-end service in their end-to-end service report. (Literature: A, Chapter 5.4.1.6)
D) Incorrect. Until any excusing cause request is accepted by the service integrator, the service provider must report the true availability of their service, which was less than 100%, irrespective of who caused the outage. FINS_IS should make a formal excusing cause request and not just mention the outage in the report.

39 / 40
The new SIAM model has been in use for six months.

- SIAMRUS is the service integrator.
- OUT_CO provides services to all FINS companies.
- FINS_HOST hosts the OUT_CO services.
- FINS_IS is an internal provider for application development and support.
- All FINS_HOST staff report to the FINS_IS operations and support manager.

Recently, OUT_CO has not achieved their service level of 99.5% availability. They blame FINS_HOST for being the cause of the outages, but FINS_HOST refuses to cooperate in investigating who is at fault. FINS_HOST says that they are meeting their own service levels of 90% uptime. Last week, two staff from FINS_HOST and OUT_CO met, but had a violent disagreement including allegations of incompetence.

SIAMRUS is asked to investigate and concludes that OUT_CO and FINS_HOST do not trust each other and are not working well together.

How can SIAMRUS **best** address the lack of cooperation?

A) Ensure that staff from OUT_CO and FINS_HOST do not meet anymore to prevent further arguments
B) Organize a meeting between the OUT_CO CEO and the FINS_IS Operations and Support Manager
C) Provide a summary of contractual responsibilities for OUT_CO and FINS_HOST to clear up expectations
D) Set up a working group involving staff from OUT_CO and FINS_HOST to develop end-to-end measurements

A) Incorrect. Trust between service providers may be increased by having more face-to-face time. Not meeting will not improve cooperation.
B) Incorrect. Relationships need to be developed between providers at an operational rather than strategic level. Escalating to the senior level before attempting to resolve the issues at the operational level is more likely to inflame the situation, although this may be necessary if the issues continue.
C) Incorrect. Communicating contractual responsibilities will not help providers to work in a collaborative manner.
D) Correct. Having individuals working together facilitated by the service integrator will help developing trust. Moving from targets per service provider to an end-to-end measurement will help to remove the feeling of competition and allow trust and cooperation to be established. (Literature: A, Chapter 5.4.2.2)

40 / 40
SIAMRUS has been appointed as the service integrator.

They recently consulted with representatives from BANK_CO, NET_CO, OUT_CO, and FINS_IS to confirm their understanding of the required audit and compliance processes. As expected, the responses varied and related to the experience of each service provider. SIAMRUS created a summary of the approach taken for each service provider.

Which summary provides the **best** starting point for developing the SIAMRUS approach for SIAM ecosystem audits?

A) FINS_IS performs an annual internal audit of both FINS_IS and FINS_HOST. The audit considers adherence to documented processes, procedures, and job descriptions. Sometimes, there is an additional objective to audit if a specific compliance requirement is being met. The auditor will only produce an audit report if any non-conformances have been found. FINS_HOLDING reviews the audit reports.

B) In BANK_CO, the audit is undertaken by a qualified person. An audit takes place after any major issue to determine where improvements could be made. The focus is only on areas of non-compliance where fines may be imposed on FINS. FINS_IS provides the auditor with details and evidence of suspected issues with processes and procedures. BANK_CO must rectify all notified findings within two months.

C) NET_CO audits are carried out annually or after major issues. The audit considers evidence of collaboration with other service providers, end-to-end delivery, and compliance. The findings are formally reported to FINS_IS and include a description of each non-conformance with evidence and recommendations for improvement. An action plan is created and monitored by FINS_IS until all items have been addressed.

D) The audits for compliance are carried out according to the agreed schedule in OUT_CO's contract. These use ISO/IEC 20000-1 as a basis for assessment and are carried out by an independent auditor. All non-conformances are documented and formally reported to the FINS_UK quality manager. OUT_CO owns the creation and management of action plans, and provides additional training where needed.

A) Incorrect. The scope of this approach does not contain SIAM-specific aims, and the report is only produced if any non-conformances are found.

B) Incorrect. Audits can be carried out after major issues but should also be carried out on a scheduled regular basis. Part of the audit will look at regulatory non-compliance but for SIAM the audit needs additional emphasis on the ecosystem aspects of collaboration and end-to-end service provision.

C) Correct. This audit approach includes many of the items recommended for auditing a SIAM ecosystem, including considering evidence of collaboration, end-to-end delivery, formal reporting including non-compliance, and managing action plans. Although historically FINS_IS has received the report and monitored the action plan, this can be amended to be SIAMRUS as the service integrator acting on behalf of the customer organization. (Literature: A, Chapter 2.4.11, 3.2.4 and 5.5)

D) Incorrect. The main issue with this approach is that ISO/IEC 20000-1 is a service management standard and not specifically intended for SIAM environments, nor for the specific FINS governance requirements.

Evaluation

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

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

Certified for what's next

Contact EXIN

www.exin.com