



Sample Exam

Edition 202606



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Introduction

This is the EXIN SIAM™ Professional Bridge based on the Scopism SIAM BoK V3 (SIAMPV3B.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 20 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 20. Each correct answer is worth 1 point. You need 13 points or more to pass the exam.

The time allowed for this exam is 45 minutes.

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

Good luck!

Sample exam

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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.

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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

3 / 20

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 / 20

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.

5 / 20

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

6 / 20

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

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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

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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

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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

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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

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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.

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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.

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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

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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.

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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.

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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

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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

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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

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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

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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

Answer key

1 / 20

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.

2 / 20

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.

3 / 20

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 / 20

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.
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 - 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.

5 / 20

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- 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
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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)

6 / 20

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.

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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)

8 / 20

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)

9 / 20

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.

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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.

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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)

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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.

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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)

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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.

Feedback is 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.

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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.

16 / 20

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.

17 / 20

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)

18 / 20

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.

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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.

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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.

Evaluation

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

Question	Answer	Question	Answer
1	C	11	D
2	B	12	C
3	B	13	D
4	C	14	C
5	D	15	A
6	A	16	A
7	D	17	D
8	D	18	C
9	C	19	A
10	A	20	C



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