EXIN

VeriSM™
Digital Transformation

ESSENTIALS

Certified by

EXIN

考试样卷

202210 版本

目录

考试说明

本试卷是 VeriSM™ *Essentials* (VERISME.CH)模拟考试。 EXIN 考试准则适用于该考试。

本试卷由 20 道单项选择题组成。每道选择题有多个选项，但这些选项中只有一个是正确答案。

本试卷的总分是 20 分。每道题的分数是 1 分。您需要获得 13 分或以上通过考试。

考试时间为 30 分钟。

祝您好运!

考试样卷

1 / 20
以下哪一种表述**最**符合影子行为(shadow behavior)?

What is the **best** description of shadow behavior?

A) 下级通过旁观工作和在岗学习方式观察上级
A junior observing a senior by doing job-shadowing and learning on-the-job
B) 建立部落制度，团队成员之间出现"抢风头"现象
Creating a tribal system where team members are overshadowed by others
C) 未经明确的组织批准，实施系统或解决方案
Implementing systems or solutions without explicit organizational approval
D) 用户在不知不觉中享受提供的IT服务
IT service provisioning being so good that consumers are unaware of IT

2 / 20
治理如何贯通整个组织?

How does governance flow through an organization?

A) 由所有者委托治理层（governing body），再由治理主体机构/部门向各组织单位授权组织能力，用以创造和支持消费者想要的成果。
Via delegation from owners to a governing body, who authorizes organizational capabilities to create and support the outcomes to consumers.
B) 组织内高层做好规划，重要的是明确使命和愿景以及确定关键目标。
Via good planning in the higher levels of the organization, where it is critical that there is a clearly stated mission and vision with key objectives defined.
C) 每年举办一次或两次全组织聚会，所有者/干系人阐述使命、愿景和目标，并收集员工的反馈意见。
Via organization-wide gatherings once or twice a year, where owners/stakeholders present the mission, vision and objectives, and take feedback from employees.
D) 员工与其上级之间签订绩效合同，让每个人都能为战略各司其职。
Via performance contracts between an employee and his or her manager, making everybody responsible for part of the strategy.

新技术导致组织内部发生变化。

以下哪一项属于其中之一？

New technology has led to changes within organizations.

Which is one of these changes?

A) 由稳定性管理实践驱动的服务是技术创新的阻碍。
Services are driven by stable management practices which discourage technology innovation.
B) 服务可以不受地点约束，在任何地方被交付。
Services can be delivered from anywhere to anywhere.
C) 组织内的服务正在发生一种更定型的功能变化。
Services now undergo a more rigid functional change approach within organizations.
D) 依靠传统定型管理方法的服务更加适合组织。
Services that rely on traditional rigid management approaches are preferable to organizations.

以下哪一种表述关于组织文化的描述**最**最到位？

How can organizational culture **best** be described?

A) 它是基于组织内全体员工背景的一系列惯常实践。
It is a collection of common practices based on the backgrounds of all employees within an organization.
B) 它反映了一个组织内管理层和所有者的种族身份。
It is a reflection of the ethnicity of management and owners within an organization.
C) 它是一种由组织领导层专门定义的文化。
It is a culture that is exclusively defined by the leadership of an organization.
D) 它是组织的价值观、系统、标志、主张、信仰和习惯的集合以及相互作用。
It is a collection of, and interaction between, the values, systems, symbols, assumptions, beliefs and habits of an organization.

创建服务文化**最**重要的元素是什么？

What is the **most** important element of creating a service culture?

A) 赋予员工独立决策的权利
Empowering the employees to make decisions on their own
B) 衡量服务文化，以确定改进思路
Measuring the service culture in order to identify improvement ideas
C) 通过行动而不是语言向消费者表明他们受到重视
Showing the consumer that they are valued by actions rather than telling them
D) 培训员工和管理者良好的服务行为
Training employees and managers in good service behavior

6 / 20
情商决定了两个主要能力：人际和社交。

以下哪两项技能属于社交能力?

Emotional intelligence defines two main competencies: personal and social.

Which two skills belong to the social competence?

A) 加入社交团体并积极交流
Joining social groups and actively communicating with them
B) 了解社交媒体以及会影响自身的人或事
Knowing social media and what people or situations can influence us
C) 社会意识和关系管理
Social awareness and relationship management
D) 社交内容管理和使用社交技巧
Social content management and using social techniques

7 / 20
团队组建的**最后**阶段是什么?

What is the **last** stage of team formation?

A) 解散/结束（Adjourning）
Adjourning
B) 形成（Forming）
Forming
C) 发挥（Performing）
Performing
D) 组建（Setting-up）
Setting-up

8 / 20
团队之间存在可能各自为政的棘手问题。

管理层应对这一问题的建议是什么?

There is a challenge that teams may operate in silos.

What is a recommendation that management should do to overcome this challenge?

A) 在团队成员之间开展一对一会议
Implement one-on-one meetings between team members
B) 为每个团队提供团队建设活动
Provide team-building activities for each team
C) 奖励提前达到目标的团队
Reward teams who achieve their goals ahead of target
D) 分享关于组织战略的信息
Share information on the organization's strategies

9 / 20

成功的期望值管理取决于对预期内容有清晰的认识。

如何形成这一清晰认识?

Successful expectation management depends on developing a clear vision of what is expected.

How can this clarity be achieved?

A) 确保有详细的SLA（服务级别协议）文档可供使用
Ensure that detailed SLA documentation is available

B) 报告对照约定目标的成果情况
Report achievement against agreed targets

C) 设定界限并提供交付结构
Set boundaries and provide a structure for delivery

D) 谨慎许诺和出色兑现
Under-promise and over-deliver

10 / 20

以下哪一项是沟通中应考虑的五个要素之一?

What is one of the five components that should be considered in communication?

A) 传递机制
Delivery mechanism

B) 意图
Intention

C) 感知
Perception

D) 范围
Scope

11 / 20

VeriSM™模型的哪一项要素决定了必需的管理活动或实践，通过规定规章制度或界限满足治理要求?

Which element of the VeriSM™ model defines the management activities or practices necessary to meet the governance requirements by providing guardrails or boundaries?

A) 定义（Define）
Define

B) 管理网格（Management Mesh）
Management Mesh

C) 生产（Produce）
Produce

D) 服务管理原则
Service management principles

12 / 20

新产品或服务经过部署之后，服务提供者将为用户的使用提供持续支持。

VeriSM™模型的哪一项要素体现了这一支持？

Following the deployment of a new product or service, the service provider will provide ongoing support in its use to consumers.

Which element of the VeriSM™ model describes this provision of support?

A) 定义（Define）
Define
B) 生产（Produce）
Produce
C) 提供（Provide）
Provide
D) 响应（Respond）
Respond

13 / 20

VeriSM™重新定义传统服务管理的**核心**原因是什么？

What is the **main** reason VeriSM™ re-defines traditional service management?

A) VeriSM™将组织内的服务管理分为不同实体，这样所有实体都可以自主工作。
VeriSM™ divides service management within an organization into separate entities so all entities can work autonomously.
B) VeriSM™关注整体性，不为特定组织提供实践。
VeriSM™ focuses on the big picture and does not provide practices for specific organizations.
C) VeriSM™结合了新技术，因此可帮助IT部门实现数字化转型。
VeriSM™ incorporates new technologies and therefore helps IT departments with digital transformation.
D) VeriSM™将整个组织视为各个单位共同协作的服务提供者。
VeriSM™ regards the entire organization as the service provider with capabilities that work together.

14 / 20

是什么将VeriSM™与其他IT服务管理方法区分开来？

What differentiates VeriSM™ from other IT service management approaches?

A) VeriSM™将IT与其他服务管理实践区分开来。
VeriSM™ differentiates IT from other service management practices.
B) VeriSM™关注组织中的企业IT方面。
VeriSM™ focuses on the corporate IT aspects in the organization.
C) VeriSM™是对早期IT服务管理实践的合理演化。
VeriSM™ is a logical evolution to older IT service management practices.
D) VeriSM™将所有组织能力纳入考虑范围。
VeriSM™ takes all organizational capabilities into account.

15 / 20

VeriSM™引入了管理网格（Management Mesh）的概念。管理网格结合了资源、管理实践、环境和新兴技术四个要素，创造和交付产品和服务。

以下哪一项要素应包含相关框架如ITIL，或相关方法伦如COBIT？

VeriSM™ introduces the concept of the Management Mesh. This combines the four elements of resources, management practices, environment, and emerging technologies to create and deliver products and services.

In which element should frameworks such as ITIL or methodologies such as COBIT be included?

A) 新兴技术
Emerging technologies
B) 环境
Environment
C) 管理实践
Management practices
D) 资源
Resources

16 / 20

在理解组织治理和服务管理原则后才能构建管理网格（Management Mesh）。

在构建网格前还须制定什么？

The Management Mesh can only be built once the organizational governance and service management principles are understood.

What else must also be developed before the Mesh is built?

A) 设计规范
Design specifications
B) 运营计划
Operational plans
C) 战略计划
Strategic plans
D) 战术计划
Tactical plans

VeriSM™模型中定义（Define）阶段的目标是什么？

What is an objective of the Define stage in the VeriSM™ model?

A) 阐述与产品或服务设计有关的活动和相关成果
To address activities and supporting outcomes that relate to the design of a product or service
B) 确保产品或服务可供消费
To ensure the product or service is available for consumption
C) 响应消费者的服务事项、问询和需求
To react to service issues, inquiries and requests from the consumer
D) 结合服务蓝图并执行构建、测试和实施处于变更控制下的活动
To take the service blueprint and perform build, test and implement activities under change control

18 / 20
测试为什么是生产（Produce）阶段的重要部分？

Why is testing an important part of the Produce stage?

A) 定义组织的风险准则和风险偏好
To define risk criteria and the risk appetite of an organization
B) 确保产品或服务符合既定要求
To ensure that the product or service meets the requirements set
C) 确保组织的要求符合其战略
To ensure that the organization's requirements are in line with its strategy
D) 确保适当的组织架构
To ensure an organization's architecture is appropriate

19 / 20
以下哪一项活动属于提供（Provide）阶段的一部分？

What activity is part of the Provide stage?

A) 构建
Build
B) 设计
Design
C) 改进
Improve
D) 测试
Test

响应（Respond）阶段的记录（Record）活动涵盖了以下哪一项？

What is covered by the activity Record in the Respond stage?

A) 采集信息
Capture information
B) 交付结果
Deliver results
C) 解决问题
Resolve the issue
D) 源事件
Source events

答案解析

1 / 20
以下哪一种表述**最**符合影子行为(shadow behavior)?

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IT service provisioning being so good that consumers are unaware of IT

A) 错误。虽然旁观工作是富有成效的技能发展方法，但是与影子行为没有关系。影子行为是指未经批准将系统引入生产环境。
Incorrect. Although job-shadowing is a valid skills development approach which yields good results, it has no bearing on shadow behavior. Shadow behavior is about things such as the introduction of systems into the live environment without approval.
B) 错误。VeriSM™消除了许多组织内部的隔阂和部落制度。根据VeriSM™，抢其他成员风头是不好的行为，应及时避免。影子行为主要体现为实施组织变革时缺少明确的组织批准。
Incorrect. VeriSM™ removes the barriers and tribalism found in many organizations. Overshadowing other team members is considered undesirable behavior and should be avoided according to VeriSM™, but shadow behavior focusses on the lack of explicit organizational approval for changes in organizations.
C) 正确。影子行为，特别是影子IT是组织内存在的一大问题。不遵循组织批准流程和程序（变更管理），给组织环境带来未知风险，可能影响其他IT服务的绩效表现。（文献：A；章节：2.3.1）
Correct. Shadow behavior and specifically shadow IT is a big problem in organizations. Not following organizational approval processes and procedures (change management) introduces unknown risks into the environment and may well have an impact on the performance of other IT services. (Literature: A, Chapter 2.3.1)
D) 错误。IT服务被视为不扰民且构成组织运作的一个环节，这是一个好的现象。不过，影子行为是指未经批准私自实施制度，从而增加风险，具有消极影响。
Incorrect. It is a good thing if IT services are seen as non-intrusive and if services forms part of the functioning of the organization. However shadow behavior is not positive as it means things such as systems being implemented without approval and thereby increasing risk.

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How does governance flow through an organization?

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Via good planning in the higher levels of the organization, where it is critical that there is a clearly stated mission and vision with key objectives defined.

C) 每年举办一次或两次全组织聚会，所有者/干系人阐述使命、愿景和目标，并收集员工的反馈意见。
Via organization-wide gatherings once or twice a year, where owners/stakeholders present the mission, vision and objectives, and take feedback from employees.

D) 员工与其上级之间签订绩效合同，让每个人都能为战略各司其职。
Via performance contracts between an employee and his or her manager, making everybody responsible for part of the strategy.

A) 正确。需要有实际的委托和授权框架来支持治理贯通，真正发挥其作用。（文献：A；章节：2.5.2)
Correct. There needs to be an actual frame of delegation and authorization supporting the flow of governance for it to really work. (Literature: A, Chapter 2.5.2)

B) 错误。尽管组织内高层的战略规划十分重要，但不能将其视为贯通治理的支柱。通过委托治理层，再由治理层授权各组织单位，根据使命、愿景和目标采取行动，由此实现治理贯通。
Incorrect. Although strategic planning in the higher levels of the organization is important, it cannot be considered the backbone of how the governance flows. It will flow via delegation to a governing body, who will authorize the organizational capabilities to take action based on the mission, vision and objectives.

C) 错误。尽管建议所有者/干系人针对使命、愿景和目标采取公开和坦诚对话方式，但不能将其视为贯通治理的支柱。通过委托治理层，再由治理层授权各组织单位，根据使命、愿景和目标采取行动，由此实现治理贯通。
Incorrect. Although openness and invitation to dialogue from owners/stakeholders about the mission, vision and objectives may be advised, it cannot be considered the backbone of how the governance flows. It will flow via delegation to a governing body, who will authorize the organizational capabilities to take action based on the mission, vision and objectives.

D) 错误。尽管让员工与上级之间约定承诺是个不错的想法，确保每个人都了解组织使命、愿景和目标并各司其职做好分内事，但是在所有者/干系人与治理层之间，也需要建立同样强有力的承诺和问责制。所有者/干系人负责制定使命、愿景和目标，而治理层授权管理者等人员将使命、愿景和目标付诸实践。
Incorrect. Although having commitments between a manager and an employee is a good idea to ensure that everybody understands, and is accountable for their contribution to the mission, vision and objectives of the organization, there needs to be an equally strong commitment and accountability between the owners/stakeholders, who make the mission, vision and objectives, and a governing body. Who then in turn authorizes for instance managers to bring the mission, vision and objectives to life.

新技术导致组织内部发生变化。

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Services that rely on traditional rigid management approaches are preferable to organizations.

A) 错误。虽然稳定性仍然十分重要，但飞速的技术变革需要加大创新力度，而不是减缓创新。
Incorrect. Although stability is still important, the speed of technology change requires greater innovation, not less.
B) 正确。新的创新技术使得服务可以不受地点约束，在任何地方被交付。（文献：A；章节：3.1）
Correct. New innovative technologies have allowed services to be delivered from anywhere, to anywhere. (Literature: A, Chapter 3.1)
C) 错误。敏捷方法带来所需的灵活性，而不是定型的管理。
Incorrect. Agile approaches provide the desired flexibility, rather than rigid management.
D) 错误。组织正在寻求更敏捷和更灵活的服务管理方法，以适应快速变化的环境。
Incorrect. Organizations are looking for more Agile and flexible approaches to service management, to cater for a fast changing environment.

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How can organizational culture **best** be described?

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It is a collection of common practices based on the backgrounds of all employees within an organization.

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It is a culture that is exclusively defined by the leadership of an organization.

D) 它是组织的价值观、系统、标志、主张、信仰和习惯的集合以及相互作用。
It is a collection of, and interaction between, the values, systems, symbols, assumptions, beliefs and habits of an organization.

A) 错误。VeriSM™将组织文化定义为"塑造组织内部人员行为的成文和不成文规则、指导方针和实践的集合"。答案看起来似乎正确，但一般实践是基于员工背景的说法是不正确的。员工自然会影响组织文化，但它只是影响文化的众多因素之一。
Incorrect. VeriSM™ defines organizational culture as "the collection of written and unwritten rules, guidelines and practices that shape the behaviors of the people in an organization". The answer may seem correct but to say that common practices are based on employee backgrounds is not correct. Employees certainly influence organizational culture but it is only one of many factors that influence culture.

B) 错误。虽然组织运营的环境以及管理者和所有者的背景都会影响组织文化，但还有其他一些因素也是如此。文化参照选取同个团体的组织干系人，则不应构成组织文化的排他性基础。
Incorrect. Although the context in which an organization operates and managers' and owners' backgrounds influence organizational culture, a number of other factors do too. Cultural references from one group of organizational stakeholders should not form the exclusive basis of organizational culture.

C) 错误。组织的领导层固然对组织文化产生重大影响甚至可能是积极影响，但决不是唯一的决定性因素。如果领导者和管理者尝试与组织文化相悖的组织变革，他们很快就会发现，这是一项艰难甚至危险的任务，大部分会以失败收场。
Incorrect. The leadership of an organization certainly has a major influence on and may actively affect organizational culture, but it is by no means the only determining factor. Leaders and managers that attempt organizational change that opposes organizational culture will soon find out that this is a difficult and sometimes dangerous task and they will mostly see their change initiatives fail.

D) 正确。文化是指"我们在组织中的做事方式"。根据VeriSM™，比较适当的表述是"组织的集体价值观、系统、标志、主张、信仰和习惯"。以上特征均可从组织内的做事方式中体现。文化通常不会正式定义，形成书面文件，或教授给新员工。新员工主要通过"观察和学习组织内的做事方式"来体验组织文化。（文献：A；章节：2.4）
Correct. Culture is 'the way we do things in an organization'. According to VeriSM™ a good description would be "the collective values, systems, symbols, assumptions, beliefs and habits of an organization". All of these can be observed in how things are done in the organization. Culture is often not formally defined, written down or taught to new employees. They will mostly "observe and learn how things are done here". (Literature: A, Chapter 2.4)

创建服务文化**最**重要的元素是什么？

What is the **most** important element of creating a service culture?

A) 赋予员工独立决策的权利
Empowering the employees to make decisions on their own
B) 衡量服务文化，以确定改进思路
Measuring the service culture in order to identify improvement ideas
C) 通过行动而不是语言向消费者表明他们受到重视
Showing the consumer that they are valued by actions rather than telling them
D) 培训员工和管理者良好的服务行为
Training employees and managers in good service behavior

A) 错误。虽然赋权是高级管理人员为了创建服务文化而需要关注的点之一，但它并不是服务文化中最重要的元素。事实上，通过行动而不是语言向消费者表明他们受到重视，这才是最重要的元素。
Incorrect. Although empowerment is one of the areas senior management needs to focus on in order to bring about a service culture, it is not the most important element of a service culture. Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element though.
B) 错误。为了解某人的工作情况，衡量他们的绩效表现很重要。但是，这不是创建服务文化的最重要元素。事实上，通过行动而不是语言向消费者表明他们受到重视，这才是最重要的元素。
Incorrect. In order to know whether someone is doing a good job, it is important to measure their performance. However, it is not the most critical element in bringing about a service culture as such. Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element though.
C) 正确。让消费者感受到他们受到重视是服务文化中最重要的元素。（文献：A，章节：4.4）
Correct. Making the consumer feel that they are valued is the most important element of a service culture. (Literature: A, Chapter 4.4)
D) 错误。要在组织中创建服务文化，重要的是切实地赋能员工和管理人员去行动，并能够明辨行为好坏。事实上，通过行动而不是语言向消费者表明他们受到重视，这才是创建服务文化最重要的元素。
Incorrect. In order to create a service culture in an organization, it is important that employees and management are actually enabled to do so, and to recognize good behavior when they see it (or when they see bad behavior). Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element of creating a service culture though.

情商决定了两个主要能力：人际和社交。

以下哪两项技能属于社交能力？

Emotional intelligence defines two main competencies: personal and social.

Which two skills belong to the social competence?

A) 加入社交团体并积极交流
Joining social groups and actively communicating with them
B) 了解社交媒体以及会影响自身的人或事
Knowing social media and what people or situations can influence us
C) 社会意识和关系管理
Social awareness and relationship management
D) 社交内容管理和使用社交技巧
Social content management and using social techniques

A) 错误。加入社交团体并与团队成员交流是活动而不是技能。
Incorrect. Joining social groups and communication between group members are activities not skills.
B) 错误。了解社交媒体还不足以将其列为一项技能。了解会影响自身的人和事是属于人际能力的技能。
Incorrect. Knowing social media is not enough to express it as a skill. Knowing what people and situations can influence ourselves is a skill that belongs to the personal competence.
C) 正确。社交意识和关系管理是Travis Bradberry和Jean Greaves在他们的著作《情商2.0》（Emotional Intelligence 2.0）中定义的两项技能。（文献：A；章节：5.3）
Correct. Social awareness and relationship management are two skills defined by Travis Bradberry and Jean Greaves in their work "Emotional Intelligence 2.0". (Literature: A, Chapter 5.3)
D) 错误。社交内容管理和使用社交技巧不属于技能。技巧是利用特定的工具、一套行为规则，而技能则是内在的，是在学习和成长过程中习得的。技巧是如何做事，而技能则是如何知道和理解事物。
Incorrect. Social content management and using social techniques are not skills. Techniques are the use of specific tools, a set of rules of conduct, and skills are immanent, acquired during the learning process and growth. Techniques are how to do something, skills are how to know and understand something.

团队组建的**最后**阶段是什么？

What is the **last** stage of team formation?

A) 解散/结束（Adjourning）
 Adjourning
B) 形成（Forming）
 Forming
C) 发挥（Performing）
 Performing
D) 组建（Setting-up）
 Setting-up

A) 正确。这是团队组建的最后阶段，即团体任务完成，团队解散。其他四个阶段分别为形成、震荡、规范和发挥。（文献：A；章节：5.7.1）
 Correct. This is the last stage in the formation of a team. It is when group tasks are complete and the team disbands. The other four stages are forming, storming, norming, and performing. (Literature: A, Chapter 5.7.1)
B) 错误。这是团队组建的第一阶段，重点是彼此认识并了解团队的目的。
 Incorrect. This is the first stage in a team formation. It focuses on getting to know each other and understand the purpose of the team.
C) 错误。这是团队组建的第四阶段。在这个阶段，关系、团队实践和效率同步发展，团队的实际工作处于开展之中。
 Incorrect. This is the fourth stage in the formation of a team. During this stage relationships, team practices and effectiveness are synced and the real work of the team is now progressing.
D) 错误。这不是团队组建的阶段。
 Incorrect. This is not a stage in a team formation.

团队之间存在可能各自为政的棘手问题。

管理层应对这一问题的建议是什么?

There is a challenge that teams may operate in silos.

What is a recommendation that management should do to overcome this challenge?

A) 在团队成员之间开展一对一会议
Implement one-on-one meetings between team members
B) 为每个团队提供团队建设活动
Provide team-building activities for each team
C) 奖励提前达到目标的团队
Reward teams who achieve their goals ahead of target
D) 分享关于组织战略的信息
Share information on the organization's strategies

A) 错误。此类会议一方面有助于在虚拟团队中塑造团队精神,另一方面会鼓励团队专注内部,促使形成孤岛效应。
Incorrect. Such meetings are helpful in building a team spirit across a virtual team, but may encourage the development of silos, by encouraging the team to look inwards.
B) 错误。每个团队的团队建设活动将鼓励团队精神,而不涉及与其他团队协作。
Incorrect. Team building activities for each team will encourage team spirit, but not collaboration with other teams.
C) 错误。奖励提前达到目标的团队可能会强调竞争并阻碍与其他团队的合作。
Incorrect. Rewarding teams for achieving goals ahead of target may emphasize competition and discourage collaboration with other teams.
D) 正确。分享组织的战略目标将有助于团队关注大局,共同努力实现总体目标。(文献:A;章节:6.1)
Correct. Sharing the organization's strategic aims will help to focus the teams on the bigger picture, so that the team works to help to achieve the overall objective. (Literature: A, Chapter 6.1)

成功的期望值管理取决于对预期内容有清晰的认识。

如何形成这一清晰认识?

Successful expectation management depends on developing a clear vision of what is expected.

How can this clarity be achieved?

A) 确保有详细的SLA(服务级别协议)文档可供使用
Ensure that detailed SLA documentation is available
B) 报告对照约定目标的成果情况
Report achievement against agreed targets
C) 设定界限并提供交付结构
Set boundaries and provide a structure for delivery
D) 谨慎许诺和出色兑现
Under-promise and over-deliver

A) 错误。如果详细文档过于复杂或不明确,则不一定会促进清晰认识。服务级别协议必须明确说明要提供的服务级别,以及服务衡量方式。
Incorrect. Detailed documentation may not necessarily improve clarity, if it is overly complex or ambiguous. Service level agreements must be clear and state the level of service to be provided and how this is to be measured.
B) 错误。达成目标可能会有危险,如果目标与业务需求不一致,则对端到端服务的总体评价会不理想。这就是所谓的西瓜效应(外面是绿色的,里面却是红色的)。
Incorrect. There is a danger that targets may be met, but the overall perception of the end-to-end service is poor, if the targets are not aligned to the business requirement. This is known as the watermelon effect (green on the outside, red on the inside).
C) 正确。明确界定交付范围将确保各方达成一致并防止期望与交付不相符。(文献:A;章节:6.2.1)
Correct. Defining the scope of what is to be delivered in an unambiguous way will ensure that all parties are in agreement and prevent a mismatch between expectations and delivery. (Literature: A, Chapter 6.2.1)
D) 错误。由于在服务提供者能够提供的服务方面未达成明确的约定,即使有志于谨慎许诺并让交付的服务超出约定,也并不能帮助明确期望值,甚至可能将期望值逐渐提高到可实现的水平。
Incorrect. The ambition to under-promise and then deliver a better service than agreed does not help clarify expectations, and may even raise expectations to an achievable level over time, as there is no clear agreement on what the service provider is able to provide.

以下哪一项是沟通中应考虑的五个要素之一？

What is one of the five components that should be considered in communication?

A) 传递机制
Delivery mechanism

B) 意图
Intention

C) 感知
Perception

D) 范围
Scope

A) 正确。良好的沟通需要考虑五个因素，分别是：传递者、背景环境、接收者、传递机制和内容。（文献：A；章节：6.4）
Correct. In good communication there are five components to consider. These five components are: sender, context, receiver, delivery mechanism and content. (Literature: A, Chapter 6.4)

B) 错误。意图不是沟通中应考虑的五个要素之一。每个信息应都带有一个确定的目的（意图），传递人希望通过沟通实现这一目的。
Incorrect. Intention is not one of the five components to consider in communication. Every message should have a defined purpose (intent) that the sender wants to achieve with the communication.

C) 错误。感知不是沟通中应考虑的五个要素之一，它是指信息的理解方式。
Incorrect. Perception is not one of the five components to consider in communication. It is how the message is understood.

D) 错误。范围不是沟通中应考虑的五个要素之一，而是属于既定沟通计划的一部分。
Incorrect. Scope is not one of the five components to consider in communication. The scope is a part of a defined communication plan.

VeriSM™模型的哪一项要素决定了必需的管理活动或实践，通过规定规章制度或界限满足治理要求？

Which element of the VeriSM™ model defines the management activities or practices necessary to meet the governance requirements by providing guardrails or boundaries?

A) 定义（Define）
Define
B) 管理网格（Management Mesh）
Management Mesh
C) 生产（Produce）
Produce
D) 服务管理原则
Service management principles

A) 错误。定义阶段关注与产品或服务设计有关的活动和配套成果。定义阶段在服务管理原则规定的规章制度内开展工作。
Incorrect. The Define stage is concerned with the activities and supporting outcomes that relate to the design of a product or service. The Define stage works within the guardrails provided by the service management principles.
B) 错误。管理网格不设规章制度；它允许团队灵活地处理产品和服务，整合资源、实践、环境和新兴技术。
Incorrect. The Management Mesh does not provide the guardrails; it allows teams to work on products and services flexibly, combining resources, practices, environment and emerging technologies.
C) 错误。生产阶段关注解决方案的创建，确保成果满足消费者的需求。生产阶段在服务管理原则规定的规章制度内开展工作。
Incorrect. The Produce stage is concerned with the creation of the solution, ensuring the outcome meets the needs of the consumer. The Produce stage works within the guardrails provided by the service management principles.
D) 正确。服务管理原则基于组织治理原则，规定了所交付产品和服务的规章制度，阐述了质量和风险等问题。（文献：A；章节：7和9.1）
Correct. The service management principles are based on the organizational governing principles. They provide the guardrails for the products and services delivered, addressing areas such as quality and risk. (Literature: A, Chapter 7 and Chapter 9.1)

新产品或服务经过部署之后，服务提供者将为用户的使用提供持续支持。

VeriSM™模型的哪一项要素体现了这一支持？

Following the deployment of a new product or service, the service provider will provide ongoing support in its use to consumers.

Which element of the VeriSM™ model describes this provision of support?

A) 定义（Define）
Define

B) 生产（Produce）
Produce

C) 提供（Provide）
Provide

D) 响应（Respond）
Respond

A) 错误。定义阶段关注与产品或服务设计有关的活动和配套成果。
Incorrect. The Define stage is concerned with the activities and supporting outcomes that relate to the design of a product or service.

B) 错误。生产阶段关注解决方案的创建，确保成果满足消费者的需求。
Incorrect. The Produce stage is concerned with the creation of the solution, ensuring the outcome meets the needs of the consumer.

C) 错误。提供阶段主要是提供新的或变更解决方案以供使用。
Incorrect. The Provide stage is concerned with making the new or changed solution available for use.

D) 正确。响应阶段描述了消费者在性能问题、咨询或任何其他请求期间接受到的支持。（文献：A；章节：7和14.1）
Correct. The Respond stage describes the support the consumer receives during performance issues, questions or any other requests. (Literature: A, Chapter 7 and 14.1)

VeriSM™重新定义传统服务管理的**核心**原因是什么?

What is the **main** reason VeriSM™ re-defines traditional service management?

A) VeriSM™将组织内的服务管理分为不同实体，这样所有实体都可以自主工作。
VeriSM™ divides service management within an organization into separate entities so all entities can work autonomously.
B) VeriSM™关注整体性，不为特定组织提供实践。
VeriSM™ focuses on the big picture and does not provide practices for specific organizations.
C) VeriSM™结合了新技术，因此可帮助IT部门实现数字化转型。
VeriSM™ incorporates new technologies and therefore helps IT departments with digital transformation.
D) VeriSM™将整个组织视为各个单位共同协作的服务提供者。
VeriSM™ regards the entire organization as the service provider with capabilities that work together.

A) 错误。VeriSM™将整个组织视作一个整体，不会将组织分为各个实体。
Incorrect. VeriSM™ has a holistic view for the whole organization and it does not separate an organization into entities.
B) 错误。VeriSM™提供了一个网格（Mesh）实现特定组织的服务管理个性化。
Incorrect. VeriSM™ provides a Mesh to personalize service management for a specific organization.
C) 错误。表述确实如此，但不是重新定义服务管理的主要原因。
Incorrect. This is true, but not the main reason why it re-defines service management.
D) 正确。这是VeriSM™和ITSM之间的重大区别。（文献：A；章节：9.2）
Correct. This is the key differentiator between VeriSM™ and ITSM. (Literature: A, Chapter 9.2)

是什么将VeriSM™与其他IT服务管理方法区分开来？

What differentiates VeriSM™ from other IT service management approaches?

A) VeriSM™将IT与其他服务管理实践区分开来。
VeriSM™ differentiates IT from other service management practices.

B) VeriSM™关注组织中的企业IT方面。
VeriSM™ focuses on the corporate IT aspects in the organization.

C) VeriSM™是对早期IT服务管理实践的合理演化。
VeriSM™ is a logical evolution to older IT service management practices.

D) VeriSM™将所有组织能力纳入考虑范围。
VeriSM™ takes all organizational capabilities into account.

A) 错误。VeriSM™将所有部门和领域视为提供消费者服务的能力。
Incorrect. VeriSM™ regards all departments and areas as capabilities in delivering consumer services.

B) 错误。VeriSM™关注整个组织，而不仅仅是IT。
Incorrect. VeriSM™ focuses on the whole organization, not just IT.

C) 错误。VeriSM™是关于未来计划，但关注内容比传统IT服务管理更加广泛。
Incorrect. VeriSM™ is the next step, but has a broader focus then traditional IT service management.

D) 正确。VeriSM™将整个组织视作一个整体。整个组织是服务提供者，而各个部门则是支持组织提供产品和服务的单位。（文献：A；章节：9.2）
Correct. VeriSM™ has a holistic view over the organization as a whole. The entire organization is the service provider and the individual departments are the capabilities that support the organization as it delivers products and services. (Literature: A, Chapter 9.2)

VeriSM™引入了管理网格（Management Mesh）的概念。管理网格结合了资源、管理实践、环境和新兴技术四个要素，创造和交付产品和服务。

以下哪一项要素应包含相关框架如ITIL，或相关方法伦如COBIT？

VeriSM™ introduces the concept of the Management Mesh. This combines the four elements of resources, management practices, environment, and emerging technologies to create and deliver products and services.

In which element should frameworks such as ITIL or methodologies such as COBIT be included?

A) 新兴技术
Emerging technologies
B) 环境
Environment
C) 管理实践
Management practices
D) 资源
Resources

A) 错误。新兴技术是云服务、自动化和物联网等综合技术上的进步，可以在设计和交付服务时利用。
Incorrect. Emerging technologies are the advances in overall technologies such as cloud services, automation and the Internet of Things which may be exploited when designing and delivering a service.
B) 错误。环境方面包括组织文化、市场地位和监管框架。
Incorrect. The environmental aspects include the organizational culture, market position, and regulatory framework.
C) 正确。网格的管理实践要素包括ITIL等框架以及COBIT、SIAM和DevOps等方法论。组织根据需求选择使用哪一个。（文献：A；章节：10）
Correct. The management practices element of the Mesh includes frameworks such as ITIL, and methodologies such as COBIT, SIAM and DevOps. The organization chooses which to use, dependent on the requirement. (Literature: A: Chapter 10)
D) 错误。资源是组织用来开发产品和服务的要素，例如人力、资金和资产。
Incorrect. Resources are the elements an organization draws on to create products and services, such as people, money and assets.

在理解组织治理和服务管理原则后才能构建管理网格（Management Mesh）。

在构建网格前还须制定什么？

The Management Mesh can only be built once the organizational governance and service management principles are understood.

What else must also be developed before the Mesh is built?

A) 设计规范
Design specifications
B) 运营计划
Operational plans
C) 战略计划
Strategic plans
D) 战术计划
Tactical plans

A) 错误。管理网格用于开发和交付产品和服务。设计规范是利用管理网格制定的。
Incorrect. The Management Mesh is used to develop and deliver products and services. The design specifications are developed using the Management Mesh.
B) 错误。运营计划是在构建管理网格后制定的。根据要求，服务提供者选择网格的最佳要素，由此创建运营计划。
Incorrect. Operational plans are developed following the building of the Management Mesh. Based on the requirements, the service provider chooses the best elements for the Mesh to create the operational plan.
C) 正确。服务提供者在组织治理和服务管理原则所设定的规章制度内开展工作，制定战略计划解决消费者需求。在此基础上构建管理网格。（文献：A；章节：10.5）
Correct. Working within the guardrails set by the organizational governance and service management principles, the service provider develops their strategic plans to address consumer requirements. Based on these, the Management Mesh is built. (Literature: A, Chapter 10.5)
D) 错误。战术计划是在构建管理网格后制定的。根据要求，服务提供者选择网格的最佳要素，由此创建战术计划。
Incorrect. Tactical plans are developed following the building of the Management Mesh. Based on the requirements, the service provider chooses the best elements for the Mesh to create the tactical plan.

VeriSM™模型中定义（Define）阶段的目标是什么?

What is an objective of the Define stage in the VeriSM™ model?

A) 阐述与产品或服务设计有关的活动和相关成果
To address activities and supporting outcomes that relate to the design of a product or service
B) 确保产品或服务可供消费
To ensure the product or service is available for consumption
C) 响应消费者的服务事项、问询和需求
To react to service issues, inquiries and requests from the consumer
D) 结合服务蓝图并执行构建、测试和实施处于变更控制下的活动
To take the service blueprint and perform build, test and implement activities under change control

A) 正确。定义是关于阐述与服务或产品设计有关的活动。（文献：A,章节:11.1）
Correct. Define is about addressing the activities relating to the design of a service or product. (Literature: A, Chapter 11.1)
B) 错误。这是VeriSM™模型中提供(Provide)阶段的目标。
Incorrect. This is an objective for the Provide stage of the VeriSM™ model.
C) 错误。这是VeriSM™模型响应(Respond)阶段的目标。
Incorrect. This is an objective for the Respond stage of the VeriSM™ model.
D) 错误。这是VeriSM™模型生产(Produce)阶段的目标。
Incorrect. This is an objective for the Produce stage of the VeriSM™ model.

测试为什么是生产（Produce）阶段的重要部分？

Why is testing an important part of the Produce stage?

A) 定义组织的风险准则和风险偏好
To define risk criteria and the risk appetite of an organization
B) 确保产品或服务符合既定要求
To ensure that the product or service meets the requirements set
C) 确保组织的要求符合其战略
To ensure that the organization's requirements are in line with its strategy
D) 确保适当的组织架构
To ensure an organization's architecture is appropriate

A) 错误。在定义(Define)阶段，组织风险偏好是治理结构责任，并且与服务产品相关的风险准则被定义。测试需要确保新的或变更服务或产品的引进符合风险要求，而不是定义要求内容。
Incorrect. The organizational appetite for risk is the responsibility of governance structures and risk criteria associated to a product of service are defined during the Define stage. Testing needs to make sure that the introduction of a new or changed service or product meets the requirements set with regards to risk and not to define what these requirements are.
B) 正确。测试需要确保产品或服务符合定义阶段设定的要求。其可能包括一系列测试，例如检查产品或服务是否符合引发产品或服务开发的干系人需求。检查服务或产品是否符合定义阶段设定的要求通常包括测试功能、可用性、技术兼容性等活动，但测试还应确保产品或服务能够促成业务成果并促进业务价值的实现。（文献：A，第7章和第12.5章节）
Correct. Testing needs to ensure that the product or service meets the requirements set in the Define stage. This may include a number of tests that checks, for instance, if the product or service will meet the stakeholder needs that prompted the development of the product or service. Checking whether a service or product meets requirements set in the Define stage normally include activities like testing functionality, usability, technical compatibility etcetera, but testing should also ensure that the product or service enables business outcomes and facilitate the realization of business value. (Literature: A, Chapter 7 and Chapter 12.5)
C) 错误。验证组织的要求是否支持组织的战略是治理层和管理层的责任，而不是测试的目标。不过，VeriSM™模型可为此向治理结构和管理层提供宝贵反馈。
Incorrect. Validating whether organizational requirements support the organization's strategy is the responsibility of the governing body and management and not the objective of testing. However, the VeriSM™ model may provide valuable feedback to governance structures and management to that end.
D) 错误。评估组织架构的适当性是一项管理活动。测试应确保产品和服务与既定的组织架构相符而不是相悖。
Incorrect. Evaluating the appropriateness of organizational architecture is a management activity. Testing should ensure that products and services are aligned with the defined organizational architecture and not the other way around.

以下哪一项活动属于提供（Provide）阶段的一部分？

What activity is part of the Provide stage?

A) 构建
Build
B) 设计
Design
C) 改进
Improve
D) 测试
Test

A) 错误。构建属于VeriSM™模型产（Produce）品生产阶段的一部分。构建将定义（Define）阶段产生的服务蓝图转化为可行的计划，然后转化为行动产生新的服务或变更服务。
Incorrect. Build is a part of the Produce stage of the VeriSM™ Model. Build turns the service blueprint produced in the Define stage into actionable plans and then into action that produce the new or changed service.
B) 错误。它不属于提供阶段的一部分。
Incorrect. It is not a part of the Provide stage.
C) 正确。改进是VeriSM™模型提供阶段的一项活动。改进包括维护和改进活动。（文献:A,章节:13.2）
Correct. Improve is an activity of the Provide stage of the VeriSM™ model. Improve includes maintenance and improvement activities. (Literature: A, Chapter 13.2)
D) 错误。测试是生产阶段的一部分，确保产品或服务按照设计的计划接受测试。相关测试应涵盖各种情况，并以组织治理为基础。
Incorrect. Test is part of the Produce stage and ensures that the product or service is tested according to the designed plans. These tests should cover a variety of circumstances and will be based on organizational governance.

响应（Respond）阶段的记录（Record）活动涵盖了以下哪一项？

What is covered by the activity Record in the Respond stage?

A) 采集信息
Capture information
B) 交付结果
Deliver results
C) 解决问题
Resolve the issue
D) 源事件
Source events

A) 正确。采集信息属于记录活动涵盖范围。 （文献:A,章节:14.2）
Correct. Capturing information is covered by the Record activity. (Literature: A, Chapter 14.2)
B) 错误。交付结果属于管理活动涵盖范围。
Incorrect. Delivering results is covered by the Manage activity.
C) 错误。解决问题属于管理活动的涵盖范围。
Incorrect. Resolving issues is covered by the Manage activity.
D) 错误。源事件属于管理活动的涵盖范围。
Incorrect. Sourcing events is covered by the Manage activity.

试题评分

如下表格为本套样题的正确答案，供参考使用。

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

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