



**考试样卷**

202105 版本

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## 考试说明

本试卷是 EXIN SIAM™ Foundation (SIAMF.CH)模拟考试。 EXIN 考试准则适用于该考试。

本试卷由 40 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，除非题目中有额外说明。

本试卷的总分是 40 分。每道题的分数是 1 分。您需要获得 26 分或以上通过考试。

考试时间为 60 分钟。

祝您好运!

# 考试样卷

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哪种组织**不太可能**从SIAM获得全部价值?

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

- A) 由内部和外部服务提供商提供服务的组织  
One with a mix of internal and external service providers
- B) 只由单一服务提供商提供服务的组织  
One with a single service provider only
- C) 由外部服务提供商提供服务的组织  
One with external service providers only
- D) 由内部服务提供商提供服务的组织  
One with internal service providers only

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SIAM中的哪个驱动力包含了数据与信息标准这一驱动因素?

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

- A) 外部驱动力  
External drivers
- B) 运营效率驱动力  
Operational efficiencies
- C) 服务与采购环境驱动力  
Service and sourcing landscape
- D) 服务满意度驱动力  
Service satisfaction

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服务集成与管理 (SIAM) 生态系统中服务提供商的责任是什么?

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

- A) 交付  
Delivery
- B) 端到端集成  
End-to-end integration
- C) 治理  
Governance
- D) 战略  
Strategy

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SIAM生态系统的哪一层执行端到端保证?

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

- A) 客户组织  
Customer organization
- B) 保留职能  
Retained capabilities
- C) 服务集成商  
Service integrator
- D) 服务提供商  
Service provider

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某个组织计划向SIAM转型，希望避免服务提供商指责服务集成商有偏见的情况出现。

这种行为**最不可能**出现在哪**两种**结构中?

*请记住选择两个答案。*

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

In which **two** structures is this behavior **most unlikely**?

*Please remember to select two answers.*

- A) 外部服务集成商结构  
External service integrator
- B) 混合服务集成商结构  
Hybrid service integrator
- C) 内部服务集成商结构  
Internal service integrator
- D) 首要供应商服务集成商结构  
Lead supplier as a service integrator

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在混合服务集成商结构中，由哪两方协作来提供服务集成能力？

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

- A) 客户组织和外部组织  
Customer organization and external organization
- B) 客户组织和内部服务集成商  
Customer organization and internal service integrator
- C) 外部服务集成商和首要供应商  
External service integrator and lead supplier
- D) 内部服务集成商和保留职能  
Internal service integrator and retained capabilities

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在SIAM路线图的哪个阶段应该为角色和职责确定原则和政策？

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

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve

**8 / 40**

主机托管服务提供商经历了反复发生的故障，影响到所有端到端服务。在服务集成商的帮助下，他们利用其他服务提供商提供的信息，开发了永久解决根本问题的创新方案。

谁应该得到奖励？

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

Who should be rewarded?

- A) 所有服务提供商和服务集成商  
All service providers and the service integrator
- B) 所有服务提供商，而不包括服务集成商  
All service providers but not the service integrator
- C) 仅主机托管服务提供商  
The provider of hosting services only
- D) 仅服务集成商  
The service integrator only

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SIAM路线图的哪个阶段提供了对可用技术和服务的认知？

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

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve



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客户组织希望在最短的时间内完成SIAM模式的实施。他们已经准备好承担风险。

为了实现这一目标，该组织应该做些什么？

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

What should this organization do to achieve this?

- A) 尽早确定服务提供商  
Appoint service providers early
- B) 实施组织变革管理  
Implement organizational change management
- C) 采用大爆炸方法  
Use a big bang approach
- D) 采用分次实施方法  
Use a phased implementation

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在SIAM路线图的哪**两个**阶段包括设计SIAM模型的需求？

*请记住选择两个答案。*

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

*Please remember to select two answers.*

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve

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组织变革管理从SIAM路线图的哪个阶段开始?

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

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve

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首选SIAM结构应在SIAM路线图的哪个阶段选择?

In which stage of the SIAM roadmap should the preferred SIAM structure be selected?

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve

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启动实施阶段的**两个**触发因素是什么?

*请记住选择两个答案。*

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

*Please remember to select two answers.*

- A) 现有服务提供商停止交易  
An existing service provider ceasing to trade
- B) 现有服务提供商合同终止  
The end of an existing service provider's contract
- C) 新SIAM模型的实施  
The implementation of the new SIAM model
- D) 实施方法的选择  
The selection of the implementation approach

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哪一个SIAM角色通常负责服务治理和保证?

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

- A) 客户组织  
Customer organization
- B) 集成变更顾问委员会  
Integrated change advisory board
- C) 服务集成商  
Service integrator
- D) 服务提供商  
Service provider

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谁决定SIAM模式中的哪些角色和职责需要外包?

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

- A) 客户组织  
Customer organization
- B) 外部服务提供商  
External service providers
- C) 内部服务提供商  
Internal service providers
- D) 服务集成商  
Service integrator

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哪种角色对合同管理负责?

Which role is accountable for contract management?

- A) 客户组织  
Customer organization
- B) 执行委员会  
Executive board
- C) 服务集成商  
Service integrator
- D) 战术委员会  
Tactical board

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单个机构小组涵盖什么？

What does a single structural element cover?

- A) 一个组织中的一层  
One layer in one organization
- B) 多个组织中的一层  
One layer in multiple organizations
- C) 一个组织中的多层  
Multiple layers in one organization
- D) 多个组织中的多层  
Multiple layers in multiple organizations

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哪种运营角色负责讨论从解决重大故障中获得的经验教训？

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

- A) 故障管理论坛  
Incident management forum
- B) 故障管理工作组  
Incident management working group
- C) 集成变更顾问委员会  
Integrated change advisory board
- D) 重大故障工作组  
Major incident working group

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与制定工具策略的技术实践**无关**的挑战是哪一项？

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

- A) 流程活动之间的缺口  
Gaps between process activities
- B) 无效率的遗留工具  
Ineffective legacy tools
- C) 不符合要求的服务提供商  
Non-compliant service providers
- D) 工具系统范围定义  
Toolset scope definition

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在管理跨职能团队时，沟通计划提供了什么？

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

- A) 为所有利益相关者提供适当水平的定期沟通  
An appropriate level of regular communication for all stakeholders
- B) 虚拟团队之间不需要面对面会议  
Face-to-face meetings between virtual teams are not required
- C) 降低了重新输入和转化数据的需求  
Reduced need to re-enter and translate data

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在整合跨不同服务提供商的流程时，应该使用什么来识别并避免流程中的缺口？

When integrating processes across service providers, which should be used to identify and avoid gaps in process flows?

- A) DevOps  
DevOps
- B) 关键绩效指标 (KPI)  
Key Performance Indicator (KPI)
- C) RACI矩阵  
RACI matrix
- D) 服务等级协议 (SLA)  
Service Level Agreement (SLA)

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与跨职能团队有关的**主要**挑战是哪一项？

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

- A) 相互冲突的目标、组织战略和工作实践  
Conflicting objectives, organizational strategies and working practices
- B) 流程活动之间的缺口  
Gaps between process activities
- C) 无法映射端到端工作流程  
Inability to map end-to-end workflow
- D) 架构的缺失  
Lack of architecture

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有许多与制定工具策略相关的实践。

哪种实践有助于服务集成商和服务提供商了解SIAM工具集的发展过程？

There are a number of practices associated with creating a tooling strategy.

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

- A) 采用通用数据字典  
Adopting a common data dictionary
- B) 行业标准方法  
Industry standard methods
- C) 数据和工具集的所有权  
Ownership of data and toolsets
- D) 技术战略和路线图  
Technology strategy and roadmap

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SIAM环境下端到端测量有什么例子？

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

- A) 特定服务集成合作伙伴解决问题的平均时间  
Average time to resolve a problem by a particular service integration partner
- B) 内部和外部服务提供商的比较  
Comparison of internal versus external service providers
- C) 某个业务部门提出的故障数量  
How many incidents have been raised by a particular business division
- D) 针对服务级别目标的服务响应性  
Responsiveness of the service against service level targets

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在SIAM生态系统中，所有流程都应考虑的共同因素是什么？

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

- A) 使各服务提供商的解决方案目标保持一致  
Aligning resolution targets across service providers
- B) 流程可能更为复杂  
Processes can seem more complex
- C) 对数据字典、术语和阈值的要求  
The requirement for a data dictionary, terminology, and thresholds

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持续服务改进流程的目的是什么？

Which is the purpose of the continual service improvement process?

- A) 鼓励和激励服务提供商为持续改进服务做出贡献  
To encourage and incentivize service providers to contribute to continual service improvement
- B) 以确保持续改进服务在SIAM治理委员会的议程上  
To ensure that continual service improvement is on the agendas of SIAM governance boards
- C) 提供一致方法，以量化、跟踪和管理改进活动的交付  
To provide a consistent method of quantifying, tracking, and managing the delivery of improvement activity
- D) 分享从SIAM生态系统各方获取的经验教训  
To share lessons learned across all parties in the SIAM ecosystem

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汤姆是一家服务提供商的问题经理。

汤姆的问题管理流程的目的是什么？

Tom is the problem manager in a service provider.

What is the purpose of Tom's problem management process?

- A) 在多个服务提供商之间协调问题调查和解决活动  
Coordinating problem investigation and resolution activities across multiple service providers
- B) 让各方共同努力解决问题  
Getting all parties to take part in joint working to resolve problems
- C) 防止故障和问题的发生或重复发生  
Preventing incidents and problems from occurring or recurring
- D) 在商定的时间范围内根据优先级恢复服务  
Restoring service in an agreed timescale dictated by priority

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哪一个流程的**主要**目的是尽早发现并避免系统和服务中断?

Which process has as its **main** purpose an early detection and avoidance of system and service outages?

- A) 变更与发布管理流程  
Change and release management
- B) 持续服务改进流程  
Continual service improvement
- C) 事态管理流程  
Event management
- D) 故障管理流程  
Incident management

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SIAM生态系统中所有流程均需考虑的SIAM因素是什么?

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

- A) 在服务提供商和服务消费者之间建立并维护牢固的关系  
Building and maintaining strong relationships between service providers and the consumers of their services
- B) 确定流程的所有权、问责和职责级别  
Defining ownership of the processes and the levels of accountability and responsibility
- C) 提供一种量化、跟踪和管理改进活动交付的一致性方法  
Providing a consistent method of quantifying, tracking and managing the delivery of improvement activities
- D) 提供一种可按时、在预算范围内并按适当质量水平交付项目的结构化方法  
Providing a structured approach that delivers projects on time, on budget and at the appropriate level of quality

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监测与评价流程中SIAM注意事项 是什么?

Which is a SIAM consideration of the monitoring and measuring process?

- A) 对一致的数据字典、数据模型、术语、阈值和报告时间表的需求  
Requirements for consistent data dictionary, data models, terminology, thresholds and reporting schedules
- B) 应界定测试不同服务提供商的服务集成的责任  
Responsibilities for testing integration between services from different service providers should be defined
- C) 事态诊断和解决方案的目标应在不同服务提供商之间保持一致  
Targets for event diagnosis and resolution should be common across service providers



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什么是故障管理流程中的一个SIAM注意事项？

Which is a SIAM consideration for the incident management process?

- A) 定义管理事态阈值的规则  
Defining rules for managing event thresholds
- B) 确保所有服务提供商都能监测自身服务  
Ensuring all service providers are able to monitor their services
- C) 管理正在降低或可能降低服务性能的事态  
Managing events that are degrading or could degrade service performance
- D) 最大限度地减少恢复服务所涉及的各方数量  
Minimizing the number of parties involved in restoring a service

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SIAM路线图中最早受到构建商业论证挑战影响的阶段是什么？

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

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve

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哪个SIAM层**没有**受到衡量SIAM成功这项挑战的影响？

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

- A) 客户组织  
Customer organization
- B) 服务集成商  
Service integrator
- C) 服务提供商  
Service provider

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某客户组织为一个服务提供商设置了不切实际的服务级别。

与此直接相关的风险是什么？

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

Which risk is directly related to this?

- A) 可能难以为服务故障分配责任。  
It could be difficult to allocate responsibility for service failures.
- B) 客户的数据可能存在风险。  
The customer's data may be at risk.
- C) 服务集成商可能无法履行其职责。  
The service integrator may not be able to fulfill their role.
- D) 服务提供商可能退出生态系统。  
The service provider may withdraw from the ecosystem.

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客户组织无法映射数据流和端到端服务，从而无法理解SIAM生态系统中安全覆盖的范围。

与此直接相关的风险是什么？

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

Which risk is directly related to this?

- A) 服务提供商可访问他们无权访问的数据。  
Service providers may have access to data to which they are not entitled.
- B) 服务提供商可能无法实现其服务目标。  
Service providers might not achieve their service targets.
- C) 实施SIAM的成本可能高于计划。  
The cost of implementing SIAM could be higher than planned.
- D) 服务集成商可能会增加工作量。  
The service integrator might have an increased workload.

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在SIAM生态系统中，服务提供商需要适应新的工作方式。

相关的文化考虑因素是什么？

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

Which is an associated cultural consideration?

- A) 为服务提供商创建一个注重合同和协议的环境**  
Creating an environment for service providers that is focused on contracts and agreements
- B) 服务提供商承认服务集成商具有指导、决策和治理的自主权**  
Service providers acknowledging that the service integrator has the autonomy to direct, make decisions and govern
- C) 服务提供商专注于实现他们自己特定的服务水平和目标**  
Service providers focusing on the achievement of their own specific service levels and objectives

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确定客户组织保留的控制权和所有权水平是很重要的。

如果未确定会有什么风险？

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

Which is a risk of leaving this undecided?

- A) 分配服务故障责任将是一项挑战。**  
It will be challenging to assign responsibility for service failures.
- B) 服务提供商可能不愿意合作。**  
Service providers may be unwilling to collaborate.
- C) 服务集成商可能无法履行其职责。**  
The service integrator may be unable to perform its role.
- D) SIAM计划的成功无法衡量。**  
The success of the SIAM program cannot be measured.

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ITIL流程与SIAM之间有什么关系？

How are ITIL processes and SIAM related?

- A) ITIL流程结果不同于SIAM流程结果，并提供了其他见解。  
ITIL process outcomes are different from SIAM process outcomes and provide other insights.
- B) ITIL流程无需修改即可用于SIAM生态系统。  
ITIL processes can be used in a SIAM ecosystem without any adaptation.
- C) SIAM建立在ITIL的服务管理元素之上并对其进行了扩展。  
SIAM builds on the ITIL's service management elements and extends them.
- D) SIAM是ITIL的替代品，因此不使用其任何流程。  
SIAM is a replacement for ITIL and therefore does not use any of its processes.

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哪一种实践侧重于创建一种协作和共享的文化？

Which practice focuses on creating a collaborative culture and sharing?

- A) DevOps  
DevOps
- B) ISO/IEC 20000  
ISO/IEC 20000
- C) ITIL  
ITIL
- D) 精益  
Lean

## 答案解析

1 / 40

哪种组织**不太可能**从SIAM获得全部价值？

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

- A) 由内部和外部服务提供商提供服务的组织  
One with a mix of internal and external service providers
  - B) 只由单一服务提供商提供服务的组织  
One with a single service provider only
  - C) 由外部服务提供商提供服务的组织  
One with external service providers only
  - D) 由内部服务提供商提供服务的组织  
One with internal service providers only
- A) 错误。希望管理多个服务提供商的组织将在运用SIAM方法时获得很多价值。  
Incorrect. Organizations looking to manage multiple service providers will get a lot of value from adopting SIAM.
- B) 正确。只由单一服务提供商提供服务的组织不可能获得SIAM的全部价值。（文献：A，第1.1章）  
Correct. Organizations with just one single service provider are unlikely to get the full value from SIAM. (Literature: A, Chapter 1.1)
- C) 错误。由外部服务提供商提供服务的组织适合采用SIAM。  
Incorrect. Organizations with external service providers are suitable for SIAM.
- D) 错误。由内部服务提供商提供服务的组织也适合采用SIAM。  
Incorrect. Organizations with internal service providers only are suitable for SIAM.

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SIAM中的哪个驱动力包含了数据与信息标准这一驱动因素？

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

- A) 外部驱动力  
External drivers
  - B) 运营效率驱动力  
Operational efficiencies
  - C) 服务与采购环境驱动力  
Service and sourcing landscape
  - D) 服务满意度驱动力  
Service satisfaction
- A) 错误。与外部条件有关的驱动因素是公司治理和外部政策。  
Incorrect. The drivers related to external factors are corporate governance and external policy.
- B) 正确。这是运营效率驱动力的四个驱动因素之一。（文献：A，第1.5.2.3章）  
Correct. This is one of the four drivers in the operational efficiencies driver group. (Literature: A, Chapter 1.5.2.3)
- C) 错误。服务与采购环境驱动力的驱动因素包括外部采购、影子IT、多源采购、服务提供商数量的增长以及不灵活的合同。  
Incorrect. The drivers in the service and sourcing landscape drivers group are external sourcing, shadow IT, multi-sourcing, increase in the number of service providers, inflexible contracts.
- D) 错误。这不是该驱动力的驱动因素。服务满意度驱动力的驱动因素包括服务绩效、服务提供商交互、清晰的角色与职责、缓慢的变革步伐、价值展现、服务提供商之间缺乏协作以及交付孤岛。  
Incorrect. This is not a driver for this group. A few of the drivers for service satisfaction driver group are service performance, service provider interactions, clarity of roles and responsibilities, slow pace of change, demonstration of value, lack of collaboration between service providers and delivery silos.

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服务集成与管理 (SIAM) 生态系统中服务提供商的责任是什么?

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

- A) 交付  
Delivery
  - B) 端到端集成  
End-to-end integration
  - C) 治理  
Governance
  - D) 战略  
Strategy
- A) 正确。每个服务提供商负责将一个或多个服务或服务元素交付给客户。负责管理用于交付其合同或协议约定的服务的产品和技术，并运营自己的流程。（文献：A，第1.1.1.4章）  
Correct. Each service provider is responsible for the delivery of one or more services, or service elements, to the customer. It is responsible for managing the products and technology used to deliver its contracted or agreed services and operating its own processes. (Literature: A, Chapter 1.1.1.4)
- B) 错误。端到端集成是服务集成商的责任。  
Incorrect. End-to-end integration is the responsibility of the service integrator.
- C) 错误。治理是客户组织和服务集成商的责任。  
Incorrect. Governance is a responsibility of the customer organization and service integrator.
- D) 错误。制定战略是客户组织的责任。  
Incorrect. Strategy is a responsibility of the customer organization.

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SIAM生态系统的哪一层执行端到端保证?

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

- A) 客户组织  
Customer organization
  - B) 保留职能  
Retained capabilities
  - C) 服务集成商  
Service integrator
  - D) 服务提供商  
Service provider
- A) 错误。作为其运营模式的一部分，客户组织是正在向SIAM过渡的最终客户。它委托SIAM生态系统。  
Incorrect. The customer organization is the end client that is making the transition to SIAM as part of its operating model. It commissions the SIAM ecosystem.
- B) 错误。保留职能是负责战略、架构、业务参与以及公司治理活动的部门。  
Incorrect. The retained capabilities are the functions that are responsible for strategic, architectural, business engagement and corporate governance activities.
- C) 正确。SIAM生态系统的服务集成商层面是执行端到端服务治理、管理、集成、保证和协调的地方。  
(文献：A，第1.1.1.4章)  
Correct. The service integrator layer of the SIAM ecosystem is where end-to-end service governance, management, integration, assurance and coordination are performed. (Literature: A, Chapter 1.1.1.3)
- D) 错误。各服务提供商负责将一个或多个服务或服务元素交付给客户。  
Incorrect. Each service provider is responsible for the delivery of one or more services, or service elements, to the customer.



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某个组织计划向SIAM转型，希望避免服务提供商指责服务集成商有偏见的情况出现。

这种行为**最不可能**出现在哪**两种**结构中？

*请记住选择两个答案。*

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

In which **two** structures is this behavior **most unlikely**?

*Please remember to select two answers.*

- A) 外部服务集成商结构  
External service integrator
  - B) 混合服务集成商结构  
Hybrid service integrator
  - C) 内部服务集成商结构  
Internal service integrator
  - D) 首要供应商服务集成商结构  
Lead supplier as a service integrator
- A) 错误。组织同时承担了服务集成商和服务提供商角色，可能被认为存在偏见，因为该组织可能是其他服务提供商的竞争对手。  
Incorrect. The organization acting as the service integrator and service provider might be perceived to be biased, since this party can be a competitor of other service providers.
- B) 正确。在混合服务集成商结构中，外部服务集成商与客户组织一起工作。客户组织极不可能被指责有偏见。因此，这两种结构将是转型的最佳选择。（文献：A，第3.2章和第3.3章）  
Correct. In a hybrid service integrator solution, the external service integrator works together with the customer organization. The customer organization is very unlikely to be accused of being biased. Therefore, these two structures will be the best choice for the organization wanting to transition. (Literature: A, Chapter 3.2 and 3.3)
- C) 正确。在内部服务集成商结构中，服务集成商是客户组织。客户组织极不可能被指责有偏见。因此，这两种结构将是转型的最佳选择。（文献：A，第3.2章和第3.3章）  
Correct. In an internal service integrator solution, the service integrator is the customer organization. The customer organization is very unlikely to be accused of being biased. Therefore, these two structures will be the best choice for the organization wanting to transition. (Literature: A, Chapter 3.2 and 3.3)
- D) 错误。组织同时承担了服务集成商和服务提供商角色，可能被认为存在偏见，因为该组织可能是其他服务提供商的竞争对手。  
Incorrect. The organization acting as the service integrator and service provider might be perceived to be biased, since this party can be a competitor of other service providers.

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在混合服务集成商结构中，由哪两方协作来提供服务集成能力？

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

- A) 客户组织和外部组织  
Customer organization and external organization
  - B) 客户组织和内部服务集成商  
Customer organization and internal service integrator
  - C) 外部服务集成商和首要供应商  
External service integrator and lead supplier
  - D) 内部服务集成商和保留职能  
Internal service integrator and retained capabilities
- A) 正确。在混合服务集成商结构中，客户组织与外部组织协作，担当服务集成商角色，提供服务集成商能力。（文献：A，第3.3章）  
Correct. In the hybrid service integrator, the customer organization collaborates with an external organization to take the role of service integrator and provide the service integrator capability. (Literature: A, Chapter 3.3)
- B) 错误。这些是SIAM生态系统中两个独立的层。  
Incorrect. These are two separate layers in a SIAM ecosystem.
- C) 错误。首要供应商结构是不同于混合结构的另一种结构。  
Incorrect. Lead supplier is a different structure than hybrid.
- D) 错误。这些是SIAM生态系统中两个独立的层。保留职能是客户组织的一部分。  
Incorrect. These are two separate layers in a SIAM ecosystem. Retained capabilities are part of the customer organization.

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在SIAM路线图的哪个阶段应该为角色和职责确定原则和政策？

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

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve

- A) 正确。这是探索与战略阶段的活动之一。（文献：A，第2.1.4章）  
Correct. This is one of the activities in the Discovery & Strategy stage. (Literature: A, Chapter 2.1.4)
- B) 错误。它们在此阶段实施，但在探索与战略阶段中确定。  
Incorrect. They are implemented in this stage but are defined in the Discovery & Strategy stage.
- C) 错误。在该阶段，根据探索与战略阶段中定义的原则和策略来确定详细的角色和责任。  
Incorrect. The detailed roles and responsibilities are defined in this stage, against the principles and policies defined in the Discovery & Strategy stage.
- D) 错误。他们在这个阶段得到了改进，但在探索与战略阶段得到确定。  
Incorrect. They are improved in this stage but are defined in the Discovery & Strategy stage.

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主机托管服务提供商经历了反复发生的故障，影响到所有端到端服务。在服务集成商的帮助下，他们利用其他服务提供商提供的信息，开发了永久解决根本问题的创新方案。

谁应该得到奖励？

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

Who should be rewarded?

- A) 所有服务提供商和服务集成商  
All service providers and the service integrator
  - B) 所有服务提供商，而不包括服务集成商  
All service providers but not the service integrator
  - C) 仅主机托管服务提供商  
The provider of hosting services only
  - D) 仅服务集成商  
The service integrator only
- A) 正确。必须鼓励服务提供商合作而不只是保护他们自己的利益。奖励机制可用于鼓励协作和沟通。良好的做法包括奖励所有利益相关方，而不仅仅是SIAM模型中的一层。（文献：A，第2.4.4.5章）  
Correct. Service providers must be encouraged to collaborate rather than protect their own interests. Reward mechanisms can be used to encourage collaboration and communication. Good practices include reward all stakeholders, not just one layer of the SIAM model. (Literature: A, Chapter 2.4.4.5)
- B) 错误。服务集成商参与其中，需要得到奖励。  
Incorrect. The service integrator was involved and needs to be rewarded.
- C) 错误。其他服务提供商提供了信息，服务集成商也提供了帮助。因此，他们都需要得到奖励。  
Incorrect. The other service providers provided information, and the service integrator facilitated. Hence, these parties also need to be rewarded.
- D) 错误。服务提供商提供了信息，因此需要得到相应的奖励。  
Incorrect. The service providers provided information and need to be rewarded for this.

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SIAM路线图的哪个阶段提供了对可用技术和服务的认知?

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

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve

- A) 正确。了解市场是探索与战略阶段的一项活动，这项活动包括根据战略目标对可用技术和服务进行审查。（文献：A，第2.1.4.7章）  
Correct. Understanding the marketplace is an activity of the Discovery & Strategy stage. This activity should include a review of available technologies and services against the strategic objectives. (Literature: A, Chapter 2.1.4.7)
- B) 错误。对市场的了解应该发生在实施阶段之前，即探索与战略阶段。  
Incorrect. Understanding of the marketplace should take place before the Implement stage, in the Discovery & Strategy stage.
- C) 错误。对市场的了解应该发生在规划与构建阶段之前，即探索与战略阶段。  
Incorrect. Understanding of the marketplace should take place before the Plan & Build stage, in the Discovery & Strategy stage.
- D) 错误。对市场的了解应该发生在探索与战略阶段。  
Incorrect. Understanding of the marketplace should take place in the Discovery & Strategy stage.

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客户组织希望在最短的时间内完成SIAM模式的实施。他们已经准备好承担风险。

为了实现这一目标，该组织应该做些什么？

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

What should this organization do to achieve this?

- A) 尽早确定服务提供商  
Appoint service providers early
  - B) 实施组织变革管理  
Implement organizational change management
  - C) 采用大爆炸方法  
Use a big bang approach
  - D) 采用分次实施方法  
Use a phased implementation
- A) 错误。这是在SIAM路线图的规划与构建阶段完成的，该组织已经处于实施阶段。  
Incorrect. This is done in the Plan & Build stage of the SIAM roadmap. This organization is already in the Implement stage.
- B) 错误。组织变革管理将使利益相关方做好变革的准备，组织不需要满足他们的需求。  
Incorrect. Organizational change management will prepare stakeholders for the change. It is not what this organization needs to fulfil their needs.
- C) 正确。大爆炸实施方法是一次性完成所有工作内容的方法，这可能会带来很高的风险，但是由于组织愿意承担这种风险，因此这是最佳的做法。（文献：A，第2.3.4.1.1章）  
Correct. A big bang implementation approach is one that introduces everything at once. It can be a high risk, but since the organization is willing to take this risk, it is the best course of action. (Literature: A, Chapter 2.3.4.1.1)
- D) 错误。分次实施方法将延长实施的总时间。  
Incorrect. A phased approach will extend the total time for implementation.

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在SIAM路线图的哪**两个**阶段包括设计SIAM模型的需求？

*请记住选择两个答案。*

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

*Please remember to select two answers.*

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve

- A) 正确。在第一阶段确定了顶级需求，在第二阶段得到进一步发展。（文献：A，第2章）  
Correct. The high-level requirements are defined in the first stage. These are further developed in the second stage. (Literature: A, Chapter 2)
- B) 错误。在实施阶段，需求被实施。在第四阶段，开展模型的运行与持续改进。  
Incorrect. In the Implement stage, the requirements are implemented. The fourth stage is where the SIAM model is operated and continually improved.
- C) 正确。在第一阶段确定了顶级需求，在第二阶段得到进一步发展。（文献：A，第2章）  
Correct. The high-level requirements are defined in the first stage. These are further developed in the second stage. (Literature: A, Chapter 2)
- D) 错误。在实施阶段，需求被实施。在第四阶段，开展模型的运行与持续改进。  
Incorrect. In the Implement stage, the requirements are implemented. The fourth stage is where the SIAM model is operated and continually improved.

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组织变革管理从SIAM路线图的哪个阶段开始？

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

- A) 探索与战略阶段  
Discovery & Strategy
  - B) 实施阶段  
Implement
  - C) 规划与构建阶段  
Plan & Build
  - D) 运行与改进阶段  
Run & Improve
- A) 错误。直到SIAM路线图的计规划与构建阶段，才开始组织变革管理。  
Incorrect. Organizational change management does not commence until the Plan & Build stage of the SIAM roadmap.
- B) 错误。组织变革管理始于路线图的计规划与构建阶段。它继续通过实施阶段，然后进入下一阶段。  
Incorrect. Organizational change management starts in the Plan & Build stage of the roadmap. It continues through the Implementation stage and into the next.
- C) 正确。组织变革管理的开始是SIAM路线图规划与构建阶段的目标、活动以及输出。（文献：A，第2.2.1章，第2.2.4章，第2.2.5章）  
Correct. The commencement of organizational change management is an objective, activity, and output of the Plan & Build stage of the SIAM roadmap. (Literature: A, Chapter 2.2.1, 2.2.4 and 2.2.5)
- D) 错误。组织变革管理始于路线图的计规划与构建阶段。并贯穿实施阶段以及计规划与构建阶段。  
Incorrect. Organizational change management starts in the Plan & Build stage of the roadmap. It continues through the Implement and Run & Improve stages.



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首选SIAM结构应在SIAM路线图的哪个阶段选择?

In which stage of the SIAM roadmap should the preferred SIAM structure be selected?

- A) 探索与战略阶段  
Discovery & Strategy
  - B) 实施阶段  
Implement
  - C) 规划与构建阶段  
Plan & Build
  - D) 运行与改进阶段  
Run & Improve
- A) 错误。在探索与战略阶段可能会提出一个结构，作为确定SIAM战略的一部分，但是该结构直到计划与构建阶段才会选定。  
Incorrect. A structure may be proposed during the Discovery & Strategy stage, as part of defining the strategy for SIAM, but it is not selected until the Plan & Build stage.
- B) 错误。必须在实施阶段开始之前，在计划与构建阶段选择结构。  
Incorrect. The structure must be selected during the Plan & Build stage, before the start of the Implementation stage.
- C) 正确。到目前为止所收集的所有信息都应该用来选择计划与构建阶段的首选SIAM结构。（文献：A，第2.2.4.1.2章）  
Correct. All the information gathered so far should be used to select the preferred SIAM structure in the Plan & Build stage. (Literature: A, Chapter 2.2.4.1.2)
- D) 错误。在实施阶段开始之前、计划与构建阶段期间必须选定结构。  
Incorrect. The structure must be selected during the Plan & Build stage, before the start of the Implementation stage.

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启动实施阶段的**两个**触发因素是什么？

*请记住选择两个答案。*

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

*Please remember to select two answers.*

- A) 现有服务提供商停止交易  
An existing service provider ceasing to trade
- B) 现有服务提供商合同终止  
The end of an existing service provider's contract
- C) 新SIAM模型的实施  
The implementation of the new SIAM model
- D) 实施方法的选择  
The selection of the implementation approach

- A) 正确。现有服务提供商停止交易是实施阶段的触发因素。（文献：A，第2.3.2章）  
Correct. An existing service provider ceasing to trade is a trigger to the Implement stage.  
(Literature: A, Chapter 2.3.2)
- B) 正确。现有服务提供商合同终止是实施阶段的触发因素。（文献：A，第2.3.2章）  
Correct. The end of an existing service provider's contract is a trigger to the Implement stage.  
(Literature: A, Chapter 2.3.2)
- C) 错误。新SIAM模型的实施是实施阶段的活动，也是运行与改进阶段的触发因素。  
Incorrect. The implementation of the new SIAM model is an activity of the Implement stage and a trigger to the Run & Improve stage.
- D) 错误。选择实施方法是实施阶段的一项活动。  
Incorrect. The selection of the implementation approach is an activity in the Implement stage.

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哪一个SIAM角色通常负责服务治理和保证?

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

- A) 客户组织  
Customer organization
  - B) 集成变更顾问委员会  
Integrated change advisory board
  - C) 服务集成商  
Service integrator
  - D) 服务提供商  
Service provider
- A) 错误。客户不对服务治理和保证负责，这是服务集成商的职责。  
Incorrect. The customer is not accountable for service governance and assurance. This is the responsibility of the service integrator.
- B) 错误。集成变更顾问委员会对变更保证负责，但不对服务治理和保证负责。  
Incorrect. The integrated change advisory board has responsibilities related to the assurance of changes, but they are not accountable for service governance and assurance.
- C) 正确。服务治理和保证是服务集成商的关键职责之一。（文献：A，第5.4章，第5.1.3章）  
Correct. Service governance and assurance is one of the key accountabilities of the service integrator. (Literature: A, Chapter 5.4 and 5.1.3)
- D) 错误。在SIAM生态系统中，服务提供商不对服务治理和保证负责。  
Incorrect. Within a SIAM ecosystem, service providers are not accountable for service governance and assurance.

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谁决定SIAM模式中的哪些角色和职责需要外包？

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

- A) 客户组织  
Customer organization
  - B) 外部服务提供商  
External service providers
  - C) 内部服务提供商  
Internal service providers
  - D) 服务集成商  
Service integrator
- A) 正确。客户组织可从外部服务集成商处获得建议，但作出决策是客户组织的责任，因为他们要对结果负责。（文献：A，第5.1.1章）  
Correct. The customer organization may take advice from an external service integrator, but decision is the responsibility of the customer organization as they are accountable for the outcomes. (Literature: A, Chapter 5.1.1)
- B) 错误。外部服务提供商不做这个决定。  
Incorrect. External service providers do not make this decision.
- C) 错误。内部服务提供商不做这个决定。  
Incorrect. Internal service providers do not make this decision.
- D) 错误。虽然服务集成商可为客户提供建议，但是做出决定的是客户组织。  
Incorrect. Whilst the service integrator may advise the customer, it is the customer organization who makes the decision.

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哪种角色对合同管理负责？

Which role is accountable for contract management?

- A) 客户组织  
Customer organization
- B) 执行委员会  
Executive board
- C) 服务集成商  
Service integrator
- D) 战术委员会  
Tactical board

- A) 正确。客户组织与外部组织签订合同，因此对其管理负责。（文献：A，第5.3章）  
Correct. The customer organization holds the contracts with external organizations, hence is accountable for their management. (Literature: A, Chapter 5.3)
- B) 错误。执行理事会可讨论与合同管理相关的问题，但他们不对合同管理负责。  
Incorrect. The executive board may discuss issues with management of contracts, but they are not accountable for contract management.
- C) 错误。服务集成商可以负责执行合同管理的一些任务，这些任务由客户组织分配给他们，但合同管理始终由客户组织负责，因为他们与外部组织签订了合同。  
Incorrect. The service integrator can be responsible for the execution of some tasks for contract management, devolved to them by the customer organization, but the accountability for contract management is always with the customer organization as they hold the contracts with external organizations.
- D) 错误。战术委员会可讨论与合同管理有关的问题，但他们不对合同管理负责。  
Incorrect. The tactical board may discuss issues with management of contracts, but they are not accountable for contract management.

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单个机构小组涵盖什么？

What does a single structural element cover?

- A) 一个组织中的一层  
One layer in one organization
  - B) 多个组织中的一层  
One layer in multiple organizations
  - C) 一个组织中的多层  
Multiple layers in one organization
  - D) 多个组织中的多层  
Multiple layers in multiple organizations
- A) 错误。机构小组可能跨越SIAM生态系统的所有三层。他们也可能涵盖多个组织，例如多个服务提供商。  
Incorrect. Structural elements may span all three layers of the SIAM ecosystem. They also may cover several organizations, like several service providers.
- B) 错误。机构小组可能跨越SIAM生态系统的所有三层。  
Incorrect. Structural elements may span all three layers of the SIAM ecosystem.
- C) 错误。他们可能涵盖多个组织，例如多个服务提供商。  
Incorrect. They may cover several organizations, like several service providers.
- D) 正确。机构小组是具有特定职责的组织实体，在SIAM生态系统中跨多个组织、跨多个层工作。（文献：A，第1.1.6章）  
Correct. Structural elements are organizational entities that have specific responsibilities and work across multiple organizations and layers in the SIAM ecosystem. (Literature: A, Chapter 1.1.6)

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哪种运营角色负责讨论从解决重大故障中获得的经验教训？

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

- A) 故障管理论坛  
Incident management forum
  - B) 故障管理工作组  
Incident management working group
  - C) 集成变更顾问委员会  
Integrated change advisory board
  - D) 重大故障工作组  
Major incident working group
- A) 正确。作为持续改进的一部分，故障管理论坛将讨论经验教训。（文献：A，第5.7.3章，第1.1.6.2章）  
Correct. The incident management forum would discuss lessons learned as part of continual improvement. (Literature: A, Chapter 5.7.3 and 1.1.6.2)
- B) 错误。所有工作组都召开会议以解决具体问题。论坛致力于改进。  
Incorrect. All working groups are convened to address specific issues. Forums work on improvements.
- C) 错误。集成变更顾问委员会是一个运营治理委员会，而不是运营角色。  
Incorrect. The integrated change advisory board is an operational governance board, not an operational role.
- D) 错误。所有工作组都召开会议以解决具体问题。论坛致力于改进。  
Incorrect. All working groups are convened to address specific issues. Forums work on improvements.

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与制定工具策略的技术实践**无关**的挑战是哪一项？

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

- A) 流程活动之间的缺口  
Gaps between process activities
  - B) 无效率的遗留工具  
Ineffective legacy tools
  - C) 不符合要求的服务提供商  
Non-compliant service providers
  - D) 工具系统范围定义  
Toolset scope definition
- A) 正确。这与制定工具策略无关，这是与跨服务提供商流程集成有关的挑战之一。制定工具策略所面临的挑战包括无效率的遗留工具、工具范围定义不清、服务提供商不符合要求以及架构的缺失。（文献：A, 第6.4.1章）  
Correct. This is not a challenge related to creating a tooling strategy. It is one of the challenges related to integrating processes across service providers. The challenges are ineffective legacy tools, defining the toolset scope, non-compliant service providers and lack of architecture. (Literature: A, Chapter 6.4.1)
- B) 错误。这是制定工具策略所面临的挑战之一。  
Incorrect. This is one of the challenges related to creating a tooling strategy.
- C) 错误。这是制定工具策略所面临的挑战之一。  
Incorrect. This is one of the challenges related to creating a tooling strategy.
- D) 错误。这是制定工具策略所面临的挑战之一。  
Incorrect. This is one of the challenges related to creating a tooling strategy.



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在管理跨职能团队时，沟通计划提供了什么？

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

- A) 为所有利益相关者提供适当水平的定期沟通  
An appropriate level of regular communication for all stakeholders
  - B) 虚拟团队之间不需要面对面会议  
Face-to-face meetings between virtual teams are not required
  - C) 降低了重新输入和转化数据的需求  
Reduced need to re-enter and translate data
- 
- A) 正确。沟通计划对于确保所有利益相关方保持适当水平的定期沟通是至关重要的，例如会议和报告级别。（文献：A，第6.1.2.4章）  
Correct. A communication plan is key to ensure there is an appropriate level of regular communication for all stakeholders, for example meetings and levels of reporting. (Literature: A, Chapter 6.1.2.4)
  - B) 错误。虚拟团队需要在团队成员之间建立关系。如果团队成员之间没有定期的面对面接触将是一个挑战。建议至少有一次面对面的活动，团队成员可以相互了解，培养信任并建立良好的工作关系。  
Incorrect. Virtual teams need to build relationships between team members. This can be challenging if there is no regular face-to-face contact between them. It is recommended to have at least one face-to-face event where team members can get to know each other, to foster trust and create good working relationships.
  - C) 错误。这是工具集成实践的一个收益。  
Incorrect. This is a benefit from the toolset integration practice.

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在整合跨不同服务提供商的流程时，应该使用什么来识别并避免流程中的缺口？

When integrating processes across service providers, which should be used to identify and avoid gaps in process flows?

- A) DevOps  
DevOps
  - B) 关键绩效指标 (KPI)  
Key Performance Indicator (KPI)
  - C) RACI矩阵  
RACI matrix
  - D) 服务等级协议 (SLA)  
Service Level Agreement (SLA)
- A) 错误。DevOps是一种支持性实践，但不用于识别某一流程或功能交付中的所有参与者。  
Incorrect. DevOps is a supporting practice but is not used to identify all participants in the delivery of a process or function.
- B) 错误。KPI是用于度量绩效的指标。KPI是为服务、流程和业务目标而定义。  
Incorrect. KPIs are metrics used to measure performance. KPIs are defined for services, processes and business objectives.
- C) 正确。制定并统一流程图和RACI矩阵将有助于确定和避免这种缺口。（文献：A，第6.2.1.2章，第2.2.4.1.3章）  
Correct. The development and agreement of process flows and RACI matrices will help to identify and avoid such gaps. (Literature: A, Chapter 6.2.1.2 and 2.2.4.1.3)
- D) 错误。SLA不用于识别流程间的缺口。  
Incorrect. SLAs are not used to identify gaps in process flows.

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与跨职能团队有关的**主要**挑战是哪一项？

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

- A) 相互冲突的目标、组织战略和工作实践  
Conflicting objectives, organizational strategies and working practices
  - B) 流程活动之间的缺口  
Gaps between process activities
  - C) 无法映射端到端工作流程  
Inability to map end-to-end workflow
  - D) 架构的缺失  
Lack of architecture
- A) 正确。相互冲突的目标、组织战略和工作实践是跨职能团队面临的主要挑战之一。（文献：A，第6.1.1章）  
Correct. Conflicting objectives, organizational strategies and working practices are one of the main challenges associated with cross-functional teams. (Literature: A, Chapter 6.1.1)
- B) 错误。这是与跨服务提供商流程集成有关的挑战。  
Incorrect. This is a challenge related to integrating processes across service providers.
- C) 错误。该挑战与端到端服务的启动和报告有关。  
Incorrect. This is a challenge associated with enabling and reporting on end-to-end services.
- D) 错误。这是与制定工具策略有关的挑战。  
Incorrect. This is a challenge associated with creating a tooling strategy.

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有许多与制定工具策略相关的实践。

哪种实践有助于服务集成商和服务提供商了解SIAM工具集的发展过程？

There are a number of practices associated with creating a tooling strategy.

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

- A) 采用通用数据字典  
Adopting a common data dictionary
  - B) 行业标准方法  
Industry standard methods
  - C) 数据和工具集的所有权  
Ownership of data and toolsets
  - D) 技术战略和路线图  
Technology strategy and roadmap
- A) 错误。这将带来一些好处，例如，使得故障优先级和严重性分类保持一致并具有共同认知。这对于理解SIAM工具集如何演进无任何帮助。  
Incorrect. This will deliver several benefits, for example giving consistency and a common understanding of incident priority and severity classifications. It does not help understanding of how the SIAM toolset will evolve.
- B) 错误。使用行业标准集成方法将使得服务提供商能够更容易在其自身工具和集成SIAM工具集之间共享信息。这对于理解SIAM工具集如何演进无任何帮助。  
Incorrect. Using industry standard integration methods will make it easier for service providers to share information between their own tools and an integrated SIAM toolset. It does not help understanding of how the SIAM toolset will evolve.
- C) 错误。工具策略需要阐明谁拥有工具集及其中的数据。这对于理解SIAM工具集如何演进无任何帮助。  
Incorrect. The tooling strategy needs to clarify who owns the toolset, and the data within it. It does not help understanding of how the SIAM toolset will evolve.
- D) 正确。客户组织需要概述其技术战略和路线图，以帮助服务集成商和服务提供商了解SIAM工具集将如何整合和发展。（文献：A，第6.2.4章）  
Correct. The customer organization needs to outline its technology strategy and roadmap, to help the service integrator and the service providers understand how the SIAM toolset will integrate and evolve. (Literature: A, Chapter 6.4.2)

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SIAM环境下端到端测量有什么例子？

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

- A) 特定服务集成合作伙伴解决问题的平均时间  
Average time to resolve a problem by a particular service integration partner
  - B) 内部和外部服务提供商的比较  
Comparison of internal versus external service providers
  - C) 某个业务部门提出的故障数量  
How many incidents have been raised by a particular business division
  - D) 针对服务级别目标的服务响应性  
Responsiveness of the service against service level targets
- A) 错误。由特定服务集成合作伙伴解决问题的平均时间并非SIAM环境端到端测量的示例。因为端到端测量是关于整个服务而不是特定的组件或提供者。  
Incorrect. Average time to resolve a problem by a particular service integration partner is not an example of end-to-end measurement in a SIAM environment. As end-to-end measurement is about the entire service and not a particular component or provider.
- B) 错误。内部服务提供商和外部服务提供商的比较并非SIAM环境下端到端衡量的示例。端到端衡量是关于服务而非服务提供商的表现。  
Incorrect. Comparison of internal versus external service providers is not an example of end-to-end measurement in a SIAM environment. End-to-end measurement is about the service and not about the providers' performance.
- C) 错误。某个特定业务部门提出多少故障并非SIAM环境下端到端衡量的一个示例。故障对服务的影响可能是端到端衡量，但事故(incident)本身的数量并非如此，因为它并不反映如何根据业务目标提供服务。  
Incorrect. How many incidents have been raised by a particular business division is not an example of end-to-end measurement in a SIAM environment. Incidents' impact on the service could be an end-to-end measurement, but the number of incidents on its own is not, as it is not reflecting how service was provided against business targets.
- D) 正确。针对已确定目标的服务响应性是SIAM环境中端到端衡量的一个示例。（文献：A，第6.3章）  
Correct. Responsiveness of the service against defined targets is an example of end-to-end measurement in a SIAM environment. (Literature: A, Chapter 6.3)

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在SIAM生态系统中，所有流程都应考虑的共同因素是什么？

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

- A) 使各服务提供商的解决方案目标保持一致  
Aligning resolution targets across service providers
  - B) 流程可能更为复杂  
Processes can seem more complex
  - C) 对数据字典、术语和阈值的要求  
The requirement for a data dictionary, terminology, and thresholds
- 
- A) 错误。这是问题管理流程的一项SIAM注意事项。  
Incorrect. This is a SIAM consideration for problem management.
  - B) 正确。对于SIAM生态系统中的所有流程来说，这是一个有效的SIAM注意事项。（文献：A，第B3章）  
Correct. This is a valid SIAM consideration that is common for all processes in a SIAM ecosystem. (Literature: A, Chapter B3)
  - C) 错误。这是监测与评价的一个SIAM注意事项。  
Incorrect. This is a SIAM consideration for monitoring and measuring.

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持续服务改进流程的目的是什么？

Which is the purpose of the continual service improvement process?

- A) 鼓励和激励服务提供商为持续改进服务做出贡献  
To encourage and incentivize service providers to contribute to continual service improvement
  - B) 以确保持续改进服务在SIAM治理委员会的议程上  
To ensure that continual service improvement is on the agendas of SIAM governance boards
  - C) 提供一致方法，以量化、跟踪和管理改进活动的交付  
To provide a consistent method of quantifying, tracking, and managing the delivery of improvement activity
  - D) 分享从SIAM生态系统各方获取的经验教训  
To share lessons learned across all parties in the SIAM ecosystem
- 
- A) 错误。这是持续服务改进流程中的一个SIAM注意事项。  
Incorrect. This is one of the SIAM considerations for the continual service improvement process.
  - B) 错误。这是持续服务改进流程中的一个SIAM注意事项。  
Incorrect. This is one of the SIAM considerations for the continual service improvement process.
  - C) 正确。这是持续服务改进流程的目的。（文献：A，第B18.1章）  
Correct. This is the purpose of the continual service improvement process. (Literature: A, Chapter B18.1)
  - D) 错误。这是持续服务改进流程中的一个SIAM注意事项。  
Incorrect. This is one of the SIAM considerations for the continual service improvement process.

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汤姆是一家服务提供商的问题经理。

汤姆的问题管理流程的目的是什么？

Tom is the problem manager in a service provider.

What is the purpose of Tom's problem management process?

- A) 在多个服务提供商之间协调问题调查和解决活动  
Coordinating problem investigation and resolution activities across multiple service providers
  - B) 让各方共同努力解决问题  
Getting all parties to take part in joint working to resolve problems
  - C) 防止故障和问题的发生或重复发生  
Preventing incidents and problems from occurring or recurring
  - D) 在商定的时间范围内根据优先级恢复服务  
Restoring service in an agreed timescale dictated by priority
- 
- A) 错误。这是问题管理流程的注意事项之一，而非目的。另外，这是服务集成商的责任。  
Incorrect. This is one of the considerations of the problem management process and not the purpose. In addition, this a responsibility of the service integrator.
  - B) 错误。这是问题管理流程的注意事项之一，而非目的。另外，这是服务集成商的责任。  
Incorrect. This is one of the considerations of the problem management process and not the purpose. In addition, this a responsibility of the service integrator.
  - C) 正确。问题管理流程负责管理问题的生命周期，问题被定义为造成故障的未知的、潜在的原因。它还负责防止故障和问题的发生或再次发生。（文献：A，第B9.1章）  
Correct. The problem management process is responsible for managing the lifecycle of a problem, which is defined as the unknown underlying cause of an incident. It is also responsible for preventing incidents and problems from occurring or recurring. (Literature: A, Chapter B9.1)
  - D) 错误。这是故障管理流程的目的。  
Incorrect. This is a purpose of the incident management process.



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哪一个流程的**主要**目的是尽早发现并避免系统和服务中断?

Which process has as its **main** purpose an early detection and avoidance of system and service outages?

- A) 变更与发布管理流程  
Change and release management
  - B) 持续服务改进流程  
Continual service improvement
  - C) 事态管理流程  
Event management
  - D) 故障管理流程  
Incident management
- A) 错误。变更管理能够在尽量不中断服务的情况下对服务进行变更。  
Incorrect. Change management enables changes to be made to services with minimal amounts of disruption.
- B) 错误。持续服务改进的目的是提供一种量化、跟踪和管理整个生态系统中改进活动交付的一致性方法。  
Incorrect. The purpose of continual service improvement is to provide a consistent method of quantifying, tracking and managing the delivery of improvement activity across an ecosystem.
- C) 正确。这是事态管理流程的目的。（文献：A，第B6.1章）  
Correct. This is a purpose of event management (Literature: A, Chapter B6.1)
- D) 错误。故障管理试图恢复服务，它还记录和管理服务问题，目的不在于预防中断。  
Incorrect. Incident management seeks to restore service. It also records and manages service issues. Incident management does not aim at prevention of outages.

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SIAM生态系统中所有流程均需考虑的SIAM因素是什么？

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

- A) 在服务提供商和服务消费者之间建立并维护牢固的关系  
Building and maintaining strong relationships between service providers and the consumers of their services
  - B) 确定流程的所有权、问责和职责级别  
Defining ownership of the processes and the levels of accountability and responsibility
  - C) 提供一种量化、跟踪和管理改进活动交付的一致性方法  
Providing a consistent method of quantifying, tracking and managing the delivery of improvement activities
  - D) 提供一种可按时、在预算范围内并按适当质量水平交付项目的结构化方法  
Providing a structured approach that delivers projects on time, on budget and at the appropriate level of quality
- 
- A) 错误。这是业务关系管理流程的目的，而不是SIAM生态系统中所有流程共同的考虑因素。  
Incorrect. This is the purpose of the business relationship management process and not a consideration common for all processes in a SIAM ecosystem.
  - B) 正确。这是SIAM生态系统中所有流程都应考虑的正确因素。（文献：A，第B3章）  
Correct. This is a correct consideration common for all processes in a SIAM ecosystem. (Literature: A, Chapter B3)
  - C) 错误。这是持续服务改进流程的目的，而不是SIAM生态系统中所有流程的共同考虑因素。  
Incorrect. This is the purpose of the continual service improvement process and not a consideration common for all processes in a SIAM ecosystem.
  - D) 错误。这是项目管理流程的目的，而不是SIAM生态系统中所有流程的共同考虑因素。  
Incorrect. This is the purpose of the project management process and not a consideration common for all processes in a SIAM ecosystem.

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监测与评价流程中SIAM注意事项 是什么？

Which is a SIAM consideration of the monitoring and measuring process?

- A) 对一致的数据字典、数据模型、术语、阈值和报告时间表的需求  
Requirements for consistent data dictionary, data models, terminology, thresholds and reporting schedules
  - B) 应界定测试不同服务提供商的服务集成的责任  
Responsibilities for testing integration between services from different service providers should be defined
  - C) 事态诊断和解决方案的目标应在不同服务提供商之间保持一致  
Targets for event diagnosis and resolution should be common across service providers
- A) 正确。这是监测与评价流程的SIAM注意事项 之一。（文献：A，第B5.2章）  
Correct. This is one of the SIAM considerations of the monitoring and measuring process. (Literature: A, Chapter B5.2)
- B) 错误。这是发布管理流程的一个SIAM注意事项。  
Incorrect. This is a SIAM consideration of the release management process.
- C) 错误。这是事态管理流程中的一个SIAM注意事项。  
Incorrect. This is a SIAM consideration of the event management process.

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什么是故障管理流程中的一个SIAM注意事项？

Which is a SIAM consideration for the incident management process?

- A) 定义管理事态阈值的规则  
Defining rules for managing event thresholds
  - B) 确保所有服务提供商都能监测自身服务  
Ensuring all service providers are able to monitor their services
  - C) 管理正在降低或可能降低服务性能的事态  
Managing events that are degrading or could degrade service performance
  - D) 最大限度地减少恢复服务所涉及的各方数量  
Minimizing the number of parties involved in restoring a service
- A) 错误。这是事态管理的一个SIAM注意事项。  
Incorrect. This is a SIAM consideration of event management.
- B) 错误。这是监测与评价流程的一个SIAM注意事项。  
Incorrect. This is a SIAM consideration of the monitoring and measuring process.
- C) 错误。这是事态管理流程的一个SIAM注意事项。  
Incorrect. This is a SIAM consideration of the event management process.
- D) 正确。这是故障管理流程的一个SIAM注意事项。（文献：A，第B8.2章）  
Correct. This is a SIAM consideration of the incident management process. (Literature: A, Chapter B8.2)

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SIAM路线图中最早受到构建商业论证挑战影响的阶段是什么？

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

- A) 探索与战略阶段  
Discovery & Strategy
- B) 实施阶段  
Implement
- C) 规划与构建阶段  
Plan & Build
- D) 运行与改进阶段  
Run & Improve

- A) 正确。这个挑战是从SIAM路线图的早期探索与战略阶段开始的。（文献：A，第8.1.2章）  
Correct. This challenge starts early in the SIAM roadmap, during the Discovery & Strategy stage. (Literature: A, Chapter 8.1.2)
- B) 错误。商业论证也将在实施、运行和改进阶段使用，以证明正在实现预期的效益，但这不是最早的阶段。  
Incorrect. The business case will also be used during the Implement and Run & Improve stages to verify that the anticipated benefits are being realized, but this is not the earliest stage.
- C) 错误。在计划与构建阶段结束时，需要管理层授权采购并为剩余阶段分配资源，但这不是最早的阶段。  
Incorrect. At the end of the Plan & Build stage, executive backing is required to authorize any procurements and allocate resources to the remaining stages, but this is not the earliest stage.
- D) 错误。商业论证也将在实施、运行和改进阶段使用，以证明正在实现预期的效益，但这不是最早的阶段。  
Incorrect. The business case will also be used during the Implement and Run & Improve stages to verify that the anticipated benefits are being realized, but this is not the earliest stage.

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哪个SIAM层**没有**受到衡量SIAM成功这项挑战的影响？

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

- A) 客户组织  
Customer organization
  - B) 服务集成商  
Service integrator
  - C) 服务提供商  
Service provider
- 
- A) 错误。客户受到这一挑战的影响。  
Incorrect. The customer is affected by this challenge.
  - B) 错误。服务集成商受到该挑战的影响。  
Incorrect. The service integrator is affected by this challenge.
  - C) 正确。如果无法验证SIAM是否提供价值以及服务是否正在履行，则这一挑战将影响客户以及负责构建端到端报告的服务集成商。（文献：A，第8.6.1章）  
Correct. This challenge will affect the customer if it is unable to validate whether SIAM is delivering value and services are performing, and the service integrator that has the task of building the end to end reports. (Literature: A, Chapter 8.6.1)

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某客户组织为一个服务提供商设置了不切实际的服务级别。

与此直接相关的风险是什么？

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

Which risk is directly related to this?

- A) 可能难以为服务故障分配责任。  
It could be difficult to allocate responsibility for service failures.
  - B) 客户的数据可能存在风险。  
The customer's data may be at risk.
  - C) 服务集成商可能无法履行其职责。  
The service integrator may not be able to fulfill their role.
  - D) 服务提供商可能退出生态系统。  
The service provider may withdraw from the ecosystem.
- 
- A) 错误。这是另一种商业风险。  
Incorrect. This is a different commercial risk.
  - B) 错误。这是与控制制度和所有权有关的风险。  
Incorrect. This is a risk associated with level of control and ownership.
  - C) 错误。这是与文化契合度有关的风险。  
Incorrect. This is a risk associated with cultural fit.
  - D) 正确。服务提供商的目标和服务级别不切实际，可能会导致其退出生态系统。（文献：A，第8.3.3章）  
Correct. Unrealistic targets and service levels for service providers may result in their withdrawing from the ecosystem. (Literature: A, Chapter 8.3.3)

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客户组织无法映射数据流和端到端服务，从而无法理解SIAM生态系统中安全覆盖的范围。

与此直接相关的风险是什么？

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

Which risk is directly related to this?

- A) 服务提供商可访问他们无权访问的数据。  
Service providers may have access to data to which they are not entitled.
  - B) 服务提供商可能无法实现其服务目标。  
Service providers might not achieve their service targets.
  - C) 实施SIAM的成本可能高于计划。  
The cost of implementing SIAM could be higher than planned.
  - D) 服务集成商可能会增加工作量。  
The service integrator might have an increased workload.
- A) 正确。客户组织需要清楚生态系统中有哪些数据和信息、位于何处以及如何进行管理和保护。无效的数据分离，尤其是其他服务提供商不应看到的、服务提供商的敏感商业数据是相关的风险。（文献：A，第8.4.3章）  
Correct. The customer organization needs to be clear about what data and information exists in the ecosystem, where it is, and how it will be managed and secured. Ineffective data segregation, particularly in relation to a service provider's commercially sensitive data that should not be visible to other service providers, is an associated risk. (Literature: A, Chapter 8.4.3)
- B) 错误。这是与商业挑战相关的风险。  
Incorrect. This is a risk associated with commercial challenges.
- C) 错误。这是与构建商业论证相关的风险。  
Incorrect. This is a risk associated with building the business case.
- D) 错误。这是与遗留合同相关的风险。  
Incorrect. This is a risk associated with legacy contracts.

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在SIAM生态系统中，服务提供商需要适应新的工作方式。

相关的文化考虑因素是什么？

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

Which is an associated cultural consideration?

- A) 为服务提供商创建一个注重合同和协议的环境  
Creating an environment for service providers that is focused on contracts and agreements
  - B) 服务提供商承认服务集成商具有指导、决策和治理的自主权  
Service providers acknowledging that the service integrator has the autonomy to direct, make decisions and govern
  - C) 服务提供商专注于实现他们自己特定的服务水平和目标  
Service providers focusing on the achievement of their own specific service levels and objectives
- A) 错误。相关的正确考虑因素是：创建专注于业务成果和客户、而非单个服务提供商的合同和协议的环境。  
Incorrect. The associated correct consideration is creating an environment that is focused on business outcomes and the customer, not individual service provider's contracts and agreements.
- B) 正确。服务提供商必须承认服务集成商代表的是客户，具有指示和制定决策以及管理的自主权，并且这种自主权不受任何损害。（文献：A，第7.2.1章）  
Correct. Service providers must acknowledge that the service integrator is the voice of the customer and has the autonomy to direct and make decisions and govern without being undermined. (Literature: A, Chapter 7.2.1)
- C) 错误。在SIAM生态系统中，重点关注关系（特别是供应商之间的关系）、治理控制以及追求共同目标，而不是实现个别组织服务水平和目标。  
Incorrect. Within a SIAM ecosystem, the focus is on relationships, particularly cross-provider relationships, governance controls, and pursuit of common goals rather than achievement of specific individual organizational service levels and objectives.



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确定客户组织保留的控制权和所有权水平是很重要的。

如果未确定会有什么风险？

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

Which is a risk of leaving this undecided?

- A) 分配服务故障责任将是一项挑战。  
It will be challenging to assign responsibility for service failures.
  - B) 服务提供商可能不愿意合作。  
Service providers may be unwilling to collaborate.
  - C) 服务集成商可能无法履行其职责。  
The service integrator may be unable to perform its role.
  - D) SIAM计划的成功无法衡量。  
The success of the SIAM program cannot be measured.
- 
- A) 错误。这是来自商业挑战的风险。  
Incorrect. This is a risk from the commercial challenge.
  - B) 错误。这是文化和合作的挑战带来的风险。  
Incorrect. This is a risk from the challenge of culture and collaboration.
  - C) 正确。如果该挑战没有得到解决，因为责任和职责尚不清楚，会使得SIAM模式的定义以及服务集成商和服务提供商的角色更具挑战性。如果客户不准备放弃服务活动和流程的所有权，服务集成商可能无法履行其职责，SIAM的预期收益则可能无法实现。如果客户放弃所有的控制 and 责任，那么服务集成商可能没有足够的战略方向来让其履行其职责。（文献：A，第8.2.1章）  
Correct. If this challenge is not resolved, it can make the definition of the SIAM model, and the role of the service integrator and the service providers, more challenging because responsibilities and accountabilities are unclear. If the customer is not prepared to relinquish ownership of service activities and processes, it may not be possible to realize the anticipated benefits from SIAM, as the service integrator may be unable to perform its role. If the customer relinquishes all control and accountability, the service integrator might not have enough strategic direction to allow it to carry out its role. (Literature: A, Chapter 8.2.1)
  - D) 错误。这是构建商业论证面临的挑战。  
Incorrect. This is a risk from the challenge of building the business case.

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ITIL流程与SIAM之间有什么关系？

How are ITIL processes and SIAM related?

- A)** ITIL流程结果不同于SIAM流程结果，并提供了其他见解。  
ITIL process outcomes are different from SIAM process outcomes and provide other insights.
  - B)** ITIL流程无需修改即可用于SIAM生态系统。  
ITIL processes can be used in a SIAM ecosystem without any adaptation.
  - C)** SIAM建立在ITIL的服务管理元素之上并对其进行了扩展。  
SIAM builds on the ITIL's service management elements and extends them.
  - D)** SIAM是ITIL的替代品，因此不使用其任何流程。  
SIAM is a replacement for ITIL and therefore does not use any of its processes.
- 
- A)** 错误。大多数SIAM流程与ITIL流程具有相同的结果。  
Incorrect. Most SIAM processes have the same outcomes as ITIL.
  - B)** 错误。流程将需要调整以适应多供应商生态系统。  
Incorrect. Processes will require adaptation to suit the multiple supplier ecosystem.
  - C)** 正确。SIAM不会替代ITIL，它建立在ITIL服务管理元素的基础之上，并将其扩展到与SIAM模型相关的整个生态系统中。（文献：A，第4.1.1.1章）  
Correct. SIAM does not replace ITIL, but it builds on its service management elements and extends them across the ecosystem where they are relevant to the SIAM model. (Literature: A, Chapter 4.1.1.1)
  - D)** 错误。SIAM不会替代ITIL，而以ITIL为基础。  
Incorrect. SIAM is not a replacement for ITIL and uses ITIL as a foundation.

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哪一种实践侧重于创建一种协作和共享的文化？

Which practice focuses on creating a collaborative culture and sharing?

- A) DevOps  
DevOps
- B) ISO/IEC 20000  
ISO/IEC 20000
- C) ITIL  
ITIL
- D) 精益  
Lean

- A) 正确。创建协作文化是DevOps的一个关键特性。（文献：A，第4.4.1章）  
Correct. Creating a collaborative culture is a key feature of DevOps. (Literature: A, Chapter 4.4.1)
- B) 错误。ISO/IEC是IT服务管理的标准，它的重点不是创建协作文化。  
Incorrect. ISO/IEC is a standard for IT service management. Its focus is not on creating a collaborative culture.
- C) 错误。ITIL主要侧重于流程，而不是创建协作文化。  
Incorrect. ITIL focusses primarily on processes, not on creating a collaborative culture.
- D) 错误。精益侧重于流程优化和消除浪费，而不是建立协作文化和共享。  
Incorrect. Lean focusses on process optimization and removal of waste, not on creating a collaborative culture and sharing.

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





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