

Sample Exam

Edition 202510

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Introduction

This is the VeriSM™ Professional (VERISMP.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 30 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct.

The maximum number of points that can be obtained for this exam is 30. Each correct answer is worth 1 point. You need 19 points or more to pass the exam.

The time allowed for this exam is 90 minutes.

You are allowed to use the exam literature for this exam.

Good luck!

Sample exam

1 / 30
The digital age represents a fundamental socio-economic and behavioral shift. Each individual organization will view the digital age differently.

Concerning digital transformation, what must **all** organizations consider?

A) How Agile and Lean practices can be used to respond to a commercialized society
B) How bring your own device (BYOD) can reduce the total cost of ownership (TCO)
C) How organizations should understand and utilize knowledge and data
D) How the advancement of technologies impacts the security of data stored

2 / 30
An insurance company wants to define their consumer outcomes more clearly. They want to understand consumer expectations and identify how things can be done better.

How can value stream mapping (VSM) help them?

A) VSM compares the current state with a desired state to determine the gaps between these two and identify the deliverables and services necessary to provide desired outcomes.
B) VSM disregards organizational and divisional boundaries and instead presents cross-functional activities which show the flow of information and material between process steps.
C) VSM outputs help to define roles and responsibilities needed to achieve the organization's objectives by examining how consumers define value and by reviewing each capability.
D) VSM provides a disciplined, data-driven approach for eliminating variability, defects, and Waste that undermine consumer value.

3 / 30
A car factory heavily relies on their printing service when dealing with their suppliers:

- When a load of parts arrives the invoice of the supplier is printed and attached to the load.
- In the stock room the load is checked, the parts get a barcode and are registered in the inventory system.

The printing service is getting out-of-date though and fails on a regular basis. The stock room manager wants to reduce this Waste by allowing supplier access to the online resources used by their staff, so suppliers can generate the barcodes themselves.

Which digital transformation approach is described here?

A) A combined customer-focused and future-focused approach
B) A combined operational and customer-focused approach
C) A future-focused approach
D) An operational approach

4 / 30
True digital transformation involves the establishment and maturity of key capabilities, without which sustained competitive advantage through continual transformation will not be possible.

A large retail bank is preparing a digital transformation program of change. The bank's strategic enablers include people, critical thinking, innovation, agility, information technology and finance. These strategic enablers are missing an important capability: consumer centricity.

What is the direct risk for the bank as a consequence of lacking this strategic capability?

A) Creating services that have less value
B) Declining sales and market share
C) Delivering services with poor quality
D) Lacking consumer and employee trust

5 / 30
A manager has excellent technical knowledge and insights in new developments. He leads a team that provides internal services and often takes over to solve the team's problems, as he has the highest level of technical experience. The team he leads is not performing as well as expected.

What does the manager need to improve to help the team perform better?

A) Communication skills and the ability to build strong relationships with team members
B) Digital awareness and the ability to understand the details of the technology involved
C) The ability to prioritize digitalization initiatives for the internal services
D) The ability to provide autonomy and room for self-management to staff at all levels

6 / 30
A team has difficulty collaborating, although their individual work is great. The team members do not always work at the same time and in the same place and they complain that the other team members send them too many e-mails. For a strategic initiative to be successful, they need to start collaborating more effectively.

What is the **best** way to increase collaboration in this team?

A) Create a more positive work environment and force face-to-face meetings
B) Have a collaboration tool installed to support the team's interactions
C) Increase collaboration behavior by prescribing how the team collaborates
D) Invite the team to give feedback and ask them to change their routines

7 / 30
The board of a small, paid social media application (app) company has said it wants to be more consumer centric, so they can achieve long-term growth. Their main model of business is allowing individuals to do an in-app purchase that rids them of any advertisements (ads).

Sales sees a good opportunity for growth by catering to the needs of advertisers by creating opportunities for subtle ads, even after the consumers purchased the ads-free version of the app. This would create a whole additional revenue stream, and, according to Sales, it would not negatively impact the User Experience (UX) as the ads are very subtle.

Does implementing the subtle ads comply with the approach defined by the board?

A) Yes, because the advertisers are valuable customers too and they will enable the company to expand their customer base.
B) Yes, because the subtle ads will increase profits and achieving growth is an important priority for the board.
C) No, because consumer-centric companies should only offer services which are not-for-profit.
D) No, because this is cheating the consumer that purchased the ads-free version of the app.

8 / 30
A cinema is in the middle of a digital transformation. Instead of having their own projectors, they are transitioning to leasing a LED-based projection service that they can pay for per hour. Some of the employees are already familiar with the new system. The CEO proposes to only let those employees who are familiar with the new system work with the new projectors.

Is this a good idea?

A) Yes, because this allows the employees the opportunity to grow in their role and reach business targets faster and cheaper.
B) Yes, because this will create the most value for the business and costs can be minimalized by reducing the workforce.
C) No, because all employees need to be able to work with the new system and they should be allowed to experiment alone (learning-by-doing).
D) No, because knowledge can only help digital transformation when it is shared and enables others to do their work well.

9 / 30
An international consultancy agency has conducted a PESTEL analysis to understand the external factors affecting their business. Several emerging and prevailing technological practices were identified that could benefit their service management capability and maturity.

In which EDM activity is this taking place?

A) Evaluate
B) Direct
C) Manage
D) Monitor

10 / 30
A large company selling posters and frames understands that they must keep up with the competition. They are investigating how added services can enhance their current products. They decide to perform a SWOT analysis with input from internal stakeholders to substantiate their choices.

What is the **main** risk regarding the outcome of the SWOT analysis?

A) Benchmark information about their market and their competition is unavailable.
B) Benchmark information about their market is outdated and therefore misleading.
C) Stakeholders who participate in the analysis are subject to bias and subjectivity.
D) Stakeholders who participate in the analysis do not represent the whole organization.

11 / 30
A baking factory, EatNow, creates frozen products for bakers. The bakers can finish the product in their shops. The baking factory is looking to expand. They would like to merge with a competitor. They have a steady stream of revenue from current consumers and a large amount of savings.

One of the competitors that is interested in merging, is another baking factory WeBake. WeBake is not doing well, because of their remote location. Therefore, they are forced to either merge with a competitor, or sell their factory. WeBake has a large bakery factory, which could help EatNow grow their output capacity, so they can keep up with increases in demand in the coming ten years.

It is unsure whether new customers can be attracted to buy the frozen products if EatNow increases their production now. In addition, if EatNow switches entirely to the WeBake factory, transport of frozen goods may become more expensive. However, despite these potential issues, EatNow management decides to go ahead with the merger and enters into negotiations with WeBake.

What does EatNow show by merging with WeBake?

A) A high appetite for risk
B) A lack of risk analyses
C) A lack of risk strategy
D) A low appetite for risk

12 / 30
A small cloud service provider wants to grow their business. The company gets a great opportunity to onboard a new and large customer. However, the customer requires a self-service feature in the system, which allows them to adapt their service needs per month. This opportunity expires in two weeks.

The cloud service provider has change management procedures in place. These procedures have been developed based on the service management principles of the organization. The service management principles are based on the organization's need for a high level of stability, with a low risk appetite.

If a change creates an issue, the deployment is automatically reverted to the last stable state of the service. The team has difficulty introducing the highly desired feature into the service. The service keeps reverting to the last stable state when introducing the new feature. A team member suggests bypassing this change management procedure and manually adapt the production environment to force the feature into the system, so they can onboard the new customer in time.

What should be the recommendation in this situation?

A) Bypass the procedure permanently to support these kinds of opportunities and survive as an organization
B) Bypass the procedure temporarily but log it in a known-error database, so everyone is aware of this exception
C) Do not bypass the procedure and inform the customer of the inability to implement the feature as requested
D) Do not bypass the procedure but check whether the service management principles allow a way to get the feature live

13 / 30
A large organization has set up a task force to map the most important value streams in the organization. These value streams will be used to create an organizational portfolio, which will help the organization to keep focus on what is important in an upcoming merger.

What must happen to ensure that the organizational portfolio is successfully implemented after the merger?

A) 1. Define key performance indicators (KPIs) for the merged organization
2. Ask the merging company to do a value stream mapping (VSM)
3. Incorporate all value streams in the organizational portfolio
4. Brainstorm about possible governance strategies

B) 1. Identify the differences in strategy between the two companies and the merged organization
2. Map the value streams before and after the merge
3. Identify the resources and capabilities needed to support the new strategy and value stream
4. Define KPIs tracking the transition and alignment with the strategy of the merged organization

C) 1. Integrate the two organizational portfolios
2. Brainstorm about possible new services for after the merger
3. Monitor the ideas for new services during the merge
4. Evaluate the new ideas regularly after the merger is completed

D) 1. Monitor the existing KPIs in both organizations
2. Brainstorm about new value streams after the merge
3. Enable the merging company to set up their own value streams
4. Define the strategy of the merged organization

14 / 30
A new online marketplace allows consumers to buy from each other and sell their goods online. The value stream map shows the currently available service, which is a simple service that allows consumers to create advertisements. They are developing ways to allow a consumer to make their advertisement stand out, but management is not sure which ways will work for the consumers.

One of the team members asks for time to work on a feature that will allow a consumer to make their advertisement appear larger than others, for a day.

Does this service fit the value proposition of the organization?

A) Yes, because all initiatives by team members should be supported to keep morale high.
B) Yes, because the feature fits well with the proposed expansion of the organizational portfolio.
C) No, because the new feature does not directly improve the currently available service.
D) No, because the ways in which the services will be expanded are not yet clear for management.

15 / 30
The printing service of a municipality is outdated and not functioning consistently. Several improvements to the service have been suggested ranging from technology updates to innovative methods of delivering the information.

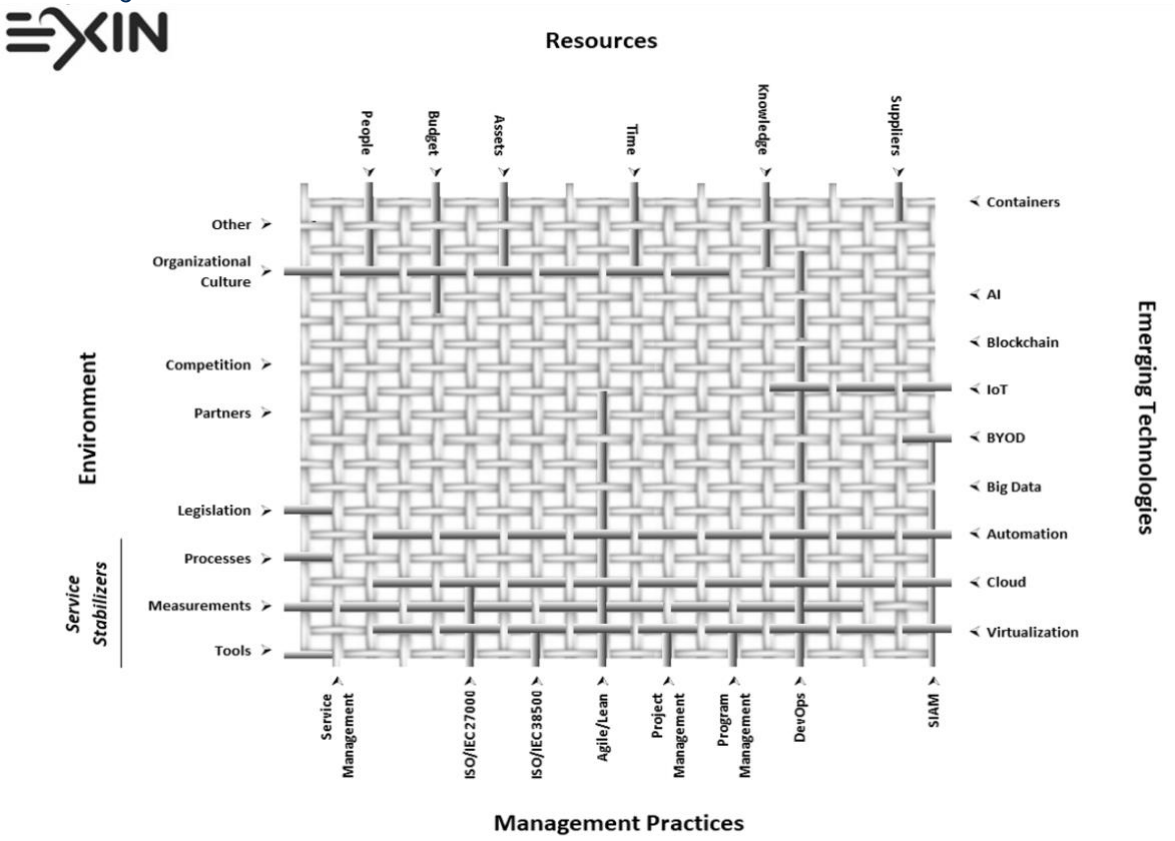
How should improvements be handled within the VeriSM™ model?

A) All suggestions for improvement should be assessed for impact to the service. After this, they should either be cycled back through approval activities or be evaluated in relation to the organizational portfolio.
B) All suggestions must be checked for compliance to local laws and regulations. When approved, it is the responsibility of the team that created the service to implement these improvements.
C) An assessment should be completed considering the impact of the suggested improvements and to identify the cause of the printing service not operating as expected. A project should be set up to address this cause and deliver the improvements.
D) Any minor improvements can be handled directly by the IT capability through the change management process. Major improvements require a business case and approval by the consumer and by organizational leadership.

16 / 30
A railway company wants to introduce a new service to anticipate delays and inform passengers about them.

Once the service is implemented, the organization wishes to measure the use of the service, as well as some other key performance indicators (KPIs) it is not using now, to see the impact of the new service. In addition, they want to use this new project to further mature their DevOps way of working from a single pilot to the standard way of working.

The Management Mesh looks as follows:



What type of view is this?

A) Current state Mesh
B) Desired state Mesh
C) Gap analysis
D) Organizational Mesh

17 / 30
A university has approved the development of an interactive intake program. As students join the program, they are given access to an online software application that monitors their study efforts and subjects. The application can be accessed via a laptop, tablet or smartphone.

Evaluate the following plans for developing the organizational view of the Management Mesh to support this new initiative.

Which plan follows VeriSM™ guidance?

A) - Start with gathering information on assets, suppliers and budget because what is needed for the plan might be already available.
- Next, assess the regulatory or legislative controls for such an activity and the operational processes and tools in place.
- Then, capture current management practices.
- Finally, note the available digital technologies.

B) - Start with identifying the in-place technologies and architecture and make sure the large amount of data that will be generated in this project can be processed and used for analysis purposes.
- Next, progress to the current management practices.
- Then, identify the relevant regulatory controls.
- Finally, define the budget for each of the stages in this program.

C) - Start with interviewing procurement staff and staff within the IT capability to understand resources and available technologies.
- Next, IT staff should define the enterprise management practices.
- Then, question HR and Legal to discover current regulatory requirements.
- Finally, HR should check whether the culture in the organization needs to change.

D) - Start with making an inventory of the technological capabilities of the university because the app will be the interface with the consumer and must be both functional and innovative.
- Next, capture information on human capabilities, specifically the app developers.
- Then, plot the current management practices in the picture.
- Finally, check the legislative requirements.

18 / 30
An art gallery has been very successful in the past year. They own a website that runs on their private server. This is becoming very expensive. To comply with consumer demand, they must accommodate more visitors to the website at any given time than is possible with the current IT architecture. The IT manager proposes to move the hosting of the website to a cloud provider.

What should be done **before** providing advice in this case?

A) - Ask management for guidelines on outsourcing aspects of the process
- Write a tender for cloud service providers to compete on price
- Hire new staff to support the new technology

B) - Ask other professionals in peer groups what they would advise
- Look for ways to upgrade the current server, before changing to cloud
- Make a cost-analysis between cloud provisioning and upgrading the server

C) - Look at the value stream map and the organizational portfolio
- Assess whether the art gallery staff is able to work with a cloud-based content management system
- Look at the Management Mesh to decide if moving services to the cloud fits

D) - Study cloud technologies until the topic is sufficiently familiar
- Look into the offers of cloud service providers for pricing options
- Create a new value stream map that incorporates cloud services

19 / 30
An external consultant has been invited to facilitate a meeting with a multidisciplinary team. The objective of the team is to reach an agreement on the preferred approach when considering and selecting practices and technologies in the construction of the Management Mesh.

- The input from finance shows that there is enough investment budget, as long as there is a solid business case for the chosen practice or technology.
- The input from development shows they would like to work in a different way and become more self-steering.
- The input from operations shows that the team does well in minimizing risks, which keeps all options for technologies open.
- The input from management shows that they prefer a technological solution over a new management approach.

While creating the Management Mesh, what is the **best** approach to choose appropriate management practices and technologies?

A) Adopt a technology-based approach, because this approach responds well to business challenges and drives the technology required to support digital transformation efforts
B) Choose the latest management practice, because this has already proven successful in other organizations, and ultimately the practice will shape team collaboration and behavior
C) Perform an analysis of the requirements, because this analysis considers the capabilities and expected outcomes, providing a variety of options when choosing a management practice
D) Select the state-of-the-art technology, because financial management assures that the costs are within budget of investments and that associated risks are minimized if this technology is adopted

20 / 30
A bank would like their customers to switch from printed bank statements to downloadable statements within the next few months. The new service has the following high-level requirements to make it successful:

- The IT architecture must be updated to support the digital transformation.
- Customers need 24/7 access to their statements.
- Privacy must be guaranteed.
- A mobile application (app) must be developed to support the digital transformation.

What supports this new service **best**?

A) This digital transformation requires an evaluation of the current possibilities. After that, the missing elements for success can be determined and supported.
B) This digital transformation requires changes in the IT architecture. The bank should look into public cloud services to ensure the timeline is not exceeded.
C) This digital transformation requires increased security of the data. The bank should hire a company specialized in security to look into security measures.
D) This digital transformation requires rigorous changes in IT development. Therefore, the bank should switch from what they are doing now to DevOps practices.

21 / 30
A travel agency, TravAg, wants to grow their business. They have been able to save a significant amount of capital to invest. Their mission is to be a state-of-the-art travel agency. In order to attain this goal, they have identified four strategic initiatives:

1. Create a mobile application (app) to facilitate consumer bookings.
2. Diversify the target group by including teen group travels.
3. Merge with a smaller competitor to gain market share.
4. Allow self-service bookings by consumers.

While creating the current state Management Mesh, the currently available resources must be assessed by TravAg.

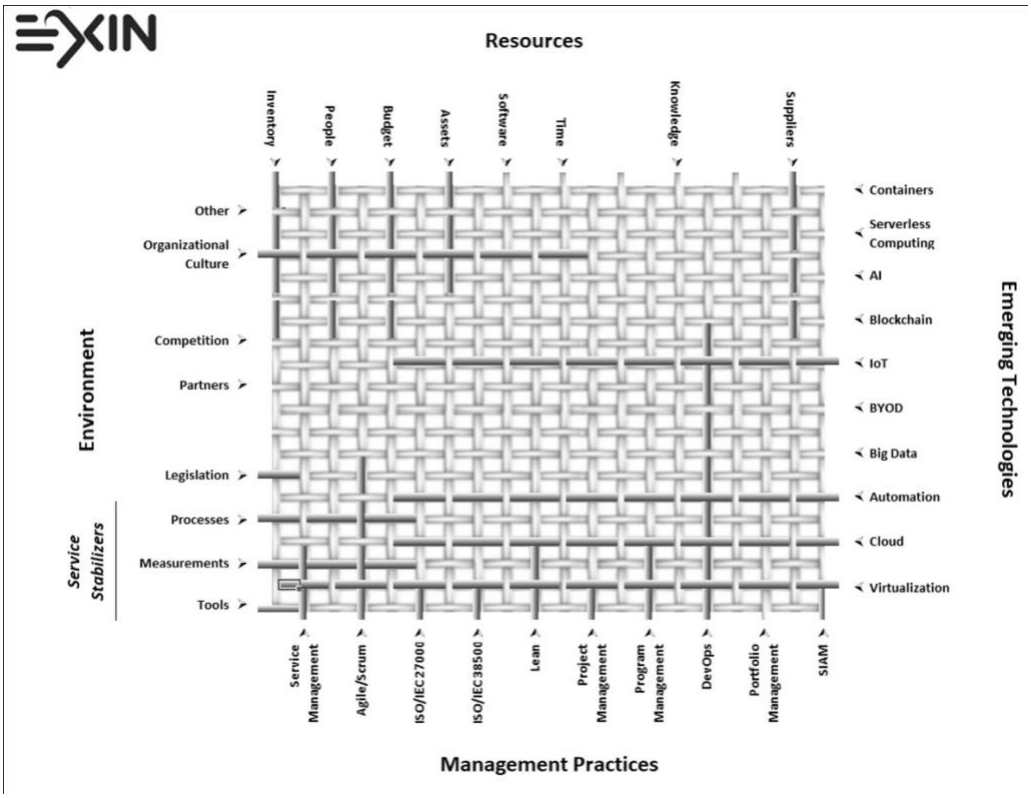
Which question will help them identify the currently available resources?

A) Do these four strategic initiatives fit the organizational need?
B) What is the level of technological skills of our staff?
C) What products and services in the market space compete with us?
D) Which strategic initiative will yield the most value for the consumers?

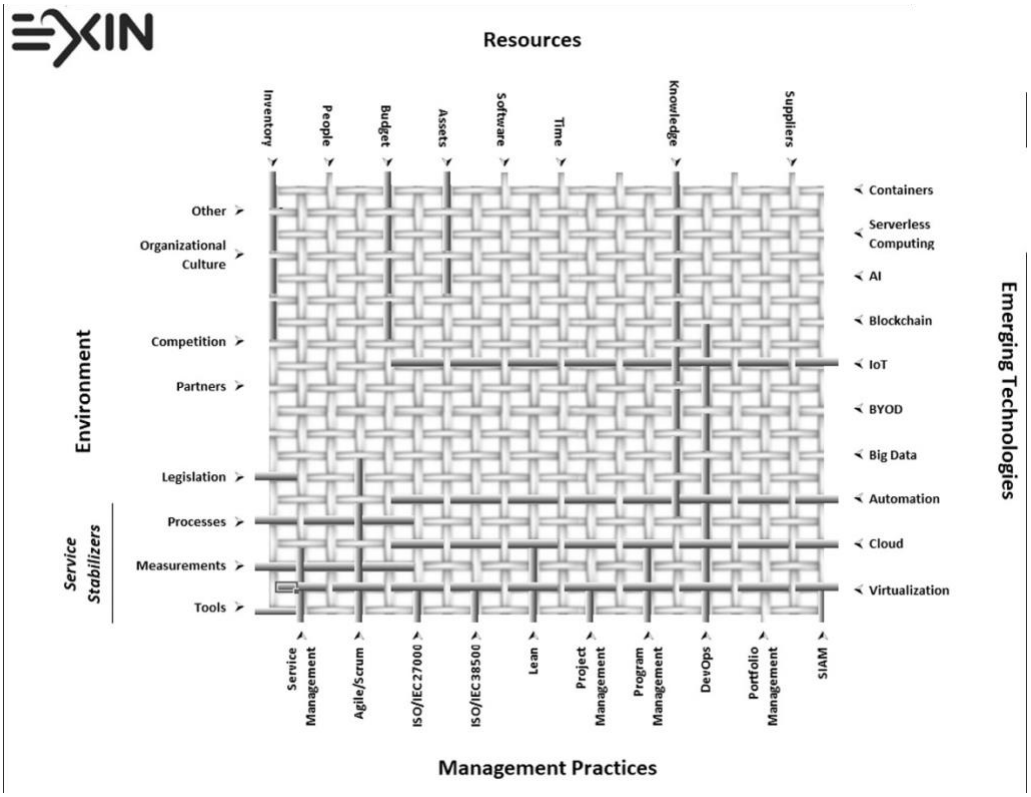
22 / 30
An online gaming company wants to move to developing games that are accessible on all devices, including all mobile devices. They want to change to a DevOps way of working, which requires changing the organizational culture too. To be successful, they need to extend their use of cloud technologies and virtualization. In order to do this, they need to plan some budget for new technology and hire someone to ensure a smooth transition during this digital transformation.

Which Management Mesh shows the desired state for this company?

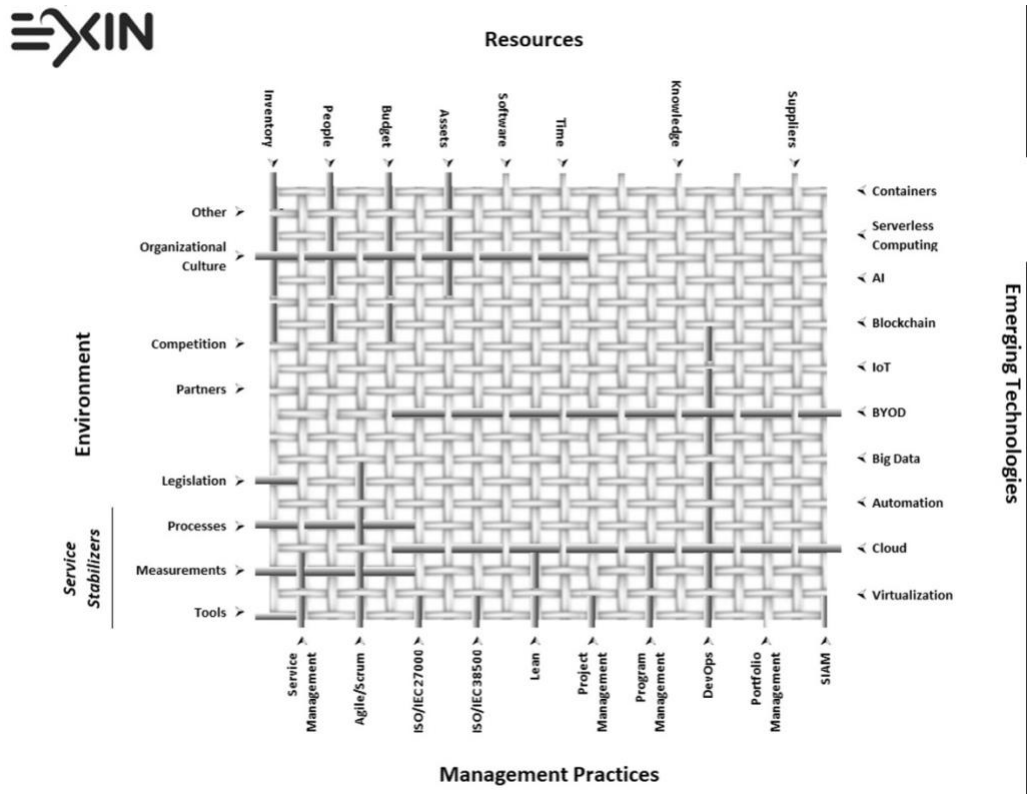
A)



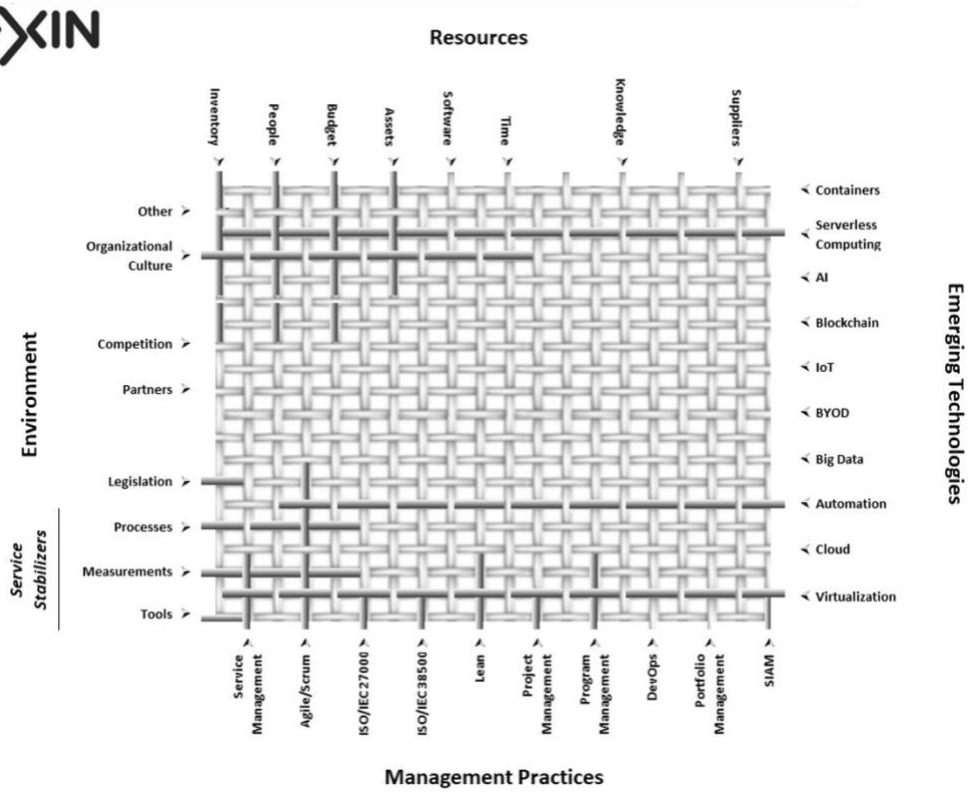
B)


Resources
Inventory
People
Budget
Assets
Software
Time
Knowledge
Suppliers
Other
Organizational Culture
Competition
Partners
Legislation
Processes
Measurements
Tools
Environment
Service Stabilizers
Containers
Serverless Computing
AI
Blockchain
IoT
BYOD
Big Data
Automation
Cloud
Virtualization
Emerging Technologies
Service Management
Agile/Scrum
ISO/IEC 27000
ISO/IEC 38500
Lean
Project Management
Program Management
DevOps
Portfolio Management
SIAM
Management Practices

C)


Resources
Inventory
People
Budget
Assets
Software
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Suppliers
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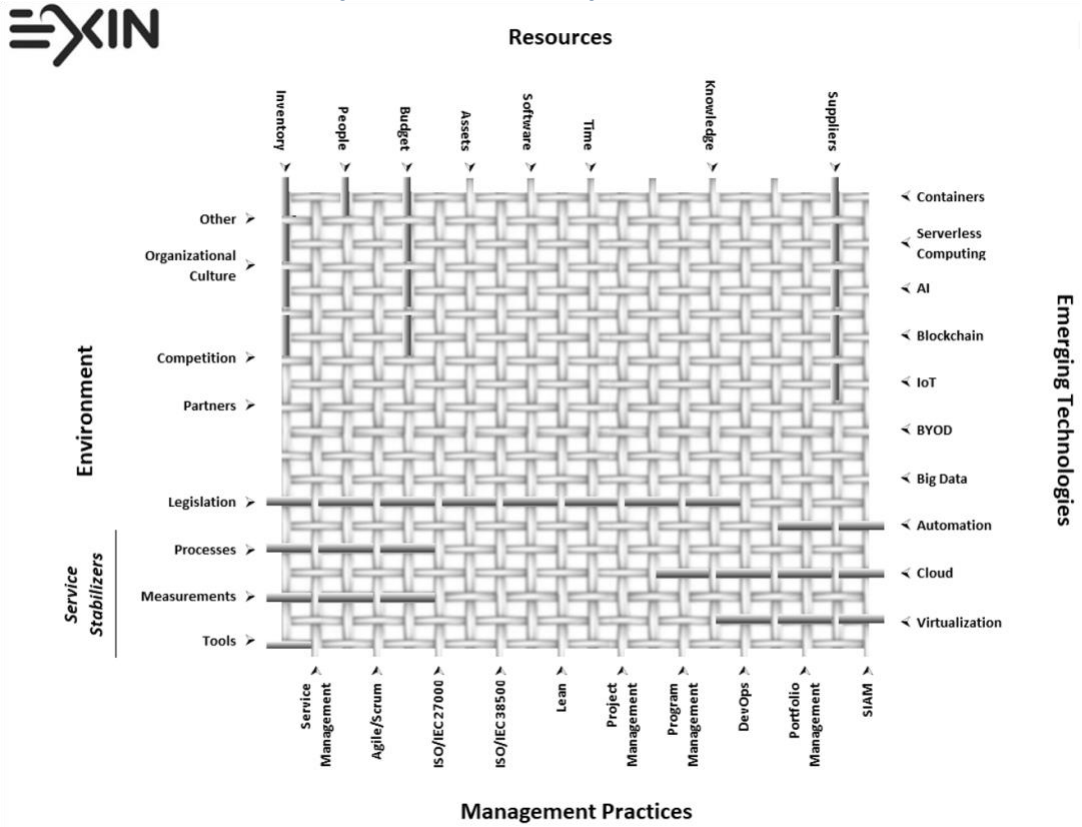
D)


Resources
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Service Stabilizers
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Automation
Cloud
Virtualization
Emerging Technologies
Service Management
Agile/Scrum
ISO/IEC27000
ISO/IEC38500
Lean
Project Management
Program Management
DevOps
Portfolio Management
SIAM
Management Practices

23 / 30

A consultant has her own online parenting consulting service. Parents can ask her anything through a website with a form. She offers them either a training course sent by e-mail, or a personalized series of video chats.

She has created the following desired state Management Mesh.



Which story for digital transformation fits **most** closely with this Management Mesh?

A) The consultant adopts a DevOps way of working and wants to train herself in website development and cloud technologies. By doing this, she wants to achieve new ways of working without hiring anyone else to add value to her business. Doing all the work herself, she is independent.

B) The consultant changes to an online training environment, so that she can easily personalize and scale the online training business. In doing this, she will start processing data. Therefore, she will have to comply with the General Data Protection Regulation (GDPR). She wants to ask a website developer to build this for her.

C) The consultant hires an additional consultant to expand her business. This consultant will work online, so she will have to invest in training. The new consultant wants to work on her own laptop and mobile phone. In addition, the consultant is buying new training content from another consulting service.

D) The consultant merges with another company, so the company culture will have to change as well. This new company is located abroad and works in a Lean way. The consultant will have to do some training to fit the new company and she sets aside some of her budget and time for that.

24 / 30
1-2-Web is a company that allows people to purchase a simple website template to build their own website. The company does not host websites, but simply delivers the html or php template for a website. Customers can either choose from existing templates or request a custom template.

For a new custom template, one of the customers has clear requirements. The template should work well with mobile devices and on all operating systems. It should be built in the exact style of their current website, so it is a seamless make-over. A pre-defined number of roles should have access to the content management system of the website.

A full list of requirements is given to 1-2-Web to develop the new website template.

Of which type of requirements gathering is this an example?

A) Customized requirement gathering
B) Iterative requirement gathering
C) Template requirement gathering
D) Traditional requirement gathering

25 / 30
A company has the following sourcing policy:

Obtain all supplies, equipment and services at the lowest cost, as long as they meet or exceed the consumer's needs. The more sustainable or socially responsible company must be chosen to meet our own corporate social responsibility commitments.

The decision process is based on the capability, capacity and historical performance of the supplier.

They are looking for a new cloud service provider, that will support custom changes to the service quickly.

Which of the four bids should this company choose, based on its sourcing policy?

A) Vendor A
- Pricing is lowest
- Is a new vendor, but the first customer is very satisfied
- Has longest time-to-order and time-to-delivery of requests
- Has a Green Seal for sustainability

B) Vendor B
- Pricing is second lowest
- Has been in business for five years
- Performance data are not available and customer reviews look like bought reviews
- ISO 9001 certification was achieved, but has since expired

C) Vendor C
- Pricing is second highest
- Highest rating for support
- Market leader for the past ten years, although performance of the last few months is questionable
- Is under investigation for investing in weapons industry and slavery

D) Vendor D
- Pricing is highest
- Provides performance data for the last ten years
- Has excellent performance record
- Supports several small low-opportunity communities across the globe

26 / 30
A company that offers a new ride-sharing application (app) has the following organizational strategy:

Within three years, we want at least 50% of the market share in ride-sharing, with at least a four-star average rating of consumer service.

Currently, consumers are complaining about the billing process. Furthermore, competitors are creating new services on their websites by making it possible for consumers to share online reviews of the ride-sharing experience.

The development team wants to work on the website first, because they feel that this is a smaller project.

Is this a good choice?

A) Yes, the competitors' actions must be followed closely to keep market share.
B) Yes, the team feels the website is a small project, so it will add most value.
C) No, the billing process should be brought in line with the consumers' expectations first.
D) No, the team should be split into two teams, so that they can work on both problems.

27 / 30
A market research company wants to be an international leader in research within fifteen years. The strategy is to focus on growth. Management is preparing a promising merger with a competitor which is located in another country.

Meanwhile at headquarters, the following issues impacting the Produce stage have been identified:

- There are gaps in compliance with the new data protection regulation.
- Data collection systems need major upgrades to remain competitive. Due to enterprise-wide testing, a large bid was recently lost.
- The budget for the coming year is not clear to the managers.
- A number of researchers have been trained in using new software, and as a result they missed deadlines.

On the bright side, the company has received a five-star rating from a large government organization which also promised to do their next large research with the company. Customer satisfaction is at an all-time high.

Does the current Produce environment support the organizational strategy?

A) Yes, because customer satisfaction is high and the government will do business with them again.
B) Yes, because the merge preparation ensures that the Produce stage is in line with the strategy.
C) No, because compliance with the new data protection regulation was not completed on time.
D) No, because testing the upgrades and working with new systems are seriously impacting productivity.

28 / 30
A manufacturer of heavy machinery wants to implement the technology to monitor and predict maintenance needs of the produced machines, specifically Internet of Things (IoT) and big data. This is a major change of strategy for them.

To analyze the gaps between their current state and the desired state they first want to focus on external environment influences.

Which model is **most** suitable to perform the gap analysis?

A) Burke-Litwin model
B) McKinsey 7S framework
C) Nadler-Tushman model
D) SWOT analysis

29 / 30
An international bank supplying loans to small enterprises was an early adopter of digital services. Now that they want to expand their market, they need to rationalize a range of IT offerings. Included in the analysis are redundant IT organizations and data centers. Efforts to integrate or consolidate the redundancies have had mixed success.

C-suite managers have concluded that a different approach is required. The aim is to match future IT provision, including the data centers, with the bank's strategic developments. By using the Burke-Litwin model, the C-suite managers expect they can better deal with the changes.

When using the Burke-Litwin model for the above scenario, what should the bank do **next**?

A) Get a better understanding of the beliefs, behaviors, and values which are prevalent at the bank
B) Get a better understanding of the individual performance criteria which operate in IT teams within the bank
C) Get a better understanding of the relationships and responsibilities within the IT teams of the bank
D) Get a better understanding of the organizational systems and procedures which are prevalent at the bank

30 / 30
A company that offers a digital wallet allows consumers to pay each other through the application (app). During their start-up phase, duplicate applications and technology solutions were deployed. This practice has now stopped, but some of the problems remain.

The CEO wants a sourcing policy that defines practices for sourcing decisions, rationalizing services and managing uncontrolled growth.

What should be done to align the sourcing policy to the organizational strategy?

A) - Create a sourcing policy that details procedures for the sourcing approach
- Develop sourcing expectations based on the strategic goals
- Outline the selection and decision-making process
- Allow the CEO to own and redevelop the policy each time a service is changed to align it to business needs

B) - Create a sourcing plan that defines operating policies and practices
- Outline the responsibilities and activities for specifications development, value analysis and negotiation
- Create a process to redevelop the plan each time a new or changed service is considered
- Redevelop the policy each time a service is changed to align it to business needs

C) - Create an official document covering the approach to sourcing, including specification development and value analyses
- Include legal and governance mandates
- Implement a contract management process to ensure that the contracts meet the business' needs
- Create a rule book for purchasing, based on service management principles

D) - Define a sourcing policy that will guide the behaviors and actions of staff as agreements are made
- Define sourcing expectations based on strategic goals and service management principles
- Outline the selection and decision-making process
- Ensure compliance standards, legal and governance mandates where necessary

Answer key

1 / 30
The digital age represents a fundamental socio-economic and behavioral shift. Each individual organization will view the digital age differently.

Concerning digital transformation, what must **all** organizations consider?

A) How Agile and Lean practices can be used to respond to a commercialized society
B) How bring your own device (BYOD) can reduce the total cost of ownership (TCO)
C) How organizations should understand and utilize knowledge and data
D) How the advancement of technologies impacts the security of data stored

A) Incorrect. An organization should not consider only specific practices (like Agile or Lean), as there are many to choose from (and they are always changing). This is more of a 'how' consideration, which will need to be addressed in the Management Mesh.
B) Incorrect. Technologies change all the time and what is relevant for one organization (like BYOD) may not be relevant for all. Also focusing on TCO only is narrowing the generic considerations and concerns of the digital age.
C) Correct. This is one of the considerations for digital transformation for all organizations, regardless of technology or practice. (Literature: A, Chapter 2.2)
D) Incorrect. Technologies change all the time and what is relevant for one organization may not be relevant for all. Additionally, focusing on security only is narrowing the generic considerations and concerns of the digital age.

2 / 30
An insurance company wants to define their consumer outcomes more clearly. They want to understand consumer expectations and identify how things can be done better.

How can value stream mapping (VSM) help them?

A) VSM compares the current state with a desired state to determine the gaps between these two and identify the deliverables and services necessary to provide desired outcomes.
B) VSM disregards organizational and divisional boundaries and instead presents cross-functional activities which show the flow of information and material between process steps.
C) VSM outputs help to define roles and responsibilities needed to achieve the organization's objectives by examining how consumers define value and by reviewing each capability.
D) VSM provides a disciplined, data-driven approach for eliminating variability, defects, and Waste that undermine consumer value.

A) Incorrect. VSM shows how value is created, not how gaps and deliverables are identified.
B) Correct. The most significant value of the VSM technique is that it totally disregards organizational and divisional boundaries by assessing how value is created from consumer request to fulfillment. (Literature: A, Chapter 8.3.1)
C) Incorrect. VSM shows how value is created, not how roles and responsibilities are defined.
D) Incorrect. This is a definition of Six Sigma and stakeholder mapping.

3 / 30
A car factory heavily relies on their printing service when dealing with their suppliers:

- When a load of parts arrives the invoice of the supplier is printed and attached to the load.
- In the stock room the load is checked, the parts get a barcode and are registered in the inventory system.

The printing service is getting out-of-date though and fails on a regular basis. The stock room manager wants to reduce this Waste by allowing supplier access to the online resources used by their staff, so suppliers can generate the barcodes themselves.

Which digital transformation approach is described here?

A) A combined customer-focused and future-focused approach
B) A combined operational and customer-focused approach
C) A future-focused approach
D) An operational approach

A) Incorrect. The digitalization is focused on the supplier, not on the customer and there is no need for radical innovation or disruption of the business.
B) Incorrect. The digitalization is focused on the supplier, not on the customer.
C) Incorrect. There is no need for radical innovation or disruption of the business (future-focused approach).
D) Correct. This requires an operational approach. The aim is to digitalize the process with the suppliers. (Literature: A, Chapter 3)

4 / 30
True digital transformation involves the establishment and maturity of key capabilities, without which sustained competitive advantage through continual transformation will not be possible.

A large retail bank is preparing a digital transformation program of change. The bank's strategic enablers include people, critical thinking, innovation, agility, information technology and finance. These strategic enablers are missing an important capability: consumer centricity.

What is the direct risk for the bank as a consequence of lacking this strategic capability?

A) Creating services that have less value
B) Declining sales and market share
C) Delivering services with poor quality
D) Lacking consumer and employee trust

A) Correct. Without consumer centricity, services will not be designed and delivered with the consumer view of value in mind. This is the consequence of missing the consumer centricity capability. (Literature: A, Chapter 3.7, figure 14)
B) Incorrect. This is the consequence of missing the strategic innovation capability. Of course, declining sales and market share could be the (indirect) end result of a lack of consumer centricity but it is not a direct consequence.
C) Incorrect. This is the consequence of missing the operational excellence capability.
D) Incorrect. This is the consequence of missing leadership and governance capability.

5 / 30
A manager has excellent technical knowledge and insights in new developments. He leads a team that provides internal services and often takes over to solve the team's problems, as he has the highest level of technical experience. The team he leads is not performing as well as expected.

What does the manager need to improve to help the team perform better?

A) Communication skills and the ability to build strong relationships with team members
B) Digital awareness and the ability to understand the details of the technology involved
C) The ability to prioritize digitalization initiatives for the internal services
D) The ability to provide autonomy and room for self-management to staff at all levels

A) Incorrect. The scenario does not indicate any special need for the manager to develop these skills.
B) Incorrect. The manager already possesses these skills and does not need to develop them.
C) Incorrect. Digitalizing internal services is important, as is the ability to prioritize the projects. However, this does not solve the lack of autonomy in the team, which creates the problems in the scenario.
D) Correct. This is an important skill which is particularly applicable in the digital age where organizational structures are much less hierarchical. The manager does not give much autonomy to this team. (Literature: A, Chapter 4.3)

6 / 30
A team has difficulty collaborating, although their individual work is great. The team members do not always work at the same time and in the same place and they complain that the other team members send them too many e-mails. For a strategic initiative to be successful, they need to start collaborating more effectively.

What is the **best** way to increase collaboration in this team?

A) Create a more positive work environment and force face-to-face meetings
B) Have a collaboration tool installed to support the team's interactions
C) Increase collaboration behavior by prescribing how the team collaborates
D) Invite the team to give feedback and ask them to change their routines

A) Incorrect. Creating a positive working environment is a necessary, but not a sufficient condition. Forcing a team to come into the office will not create a more positive environment. In addition, a collaboration tool that is more effective and efficient than e-mail is necessary as well.
B) Correct. A collaboration tool can really help this team to start working together by providing or working towards collaboration in documents, increasing emotional communication and streamlining all information and conversations. In this scenario, communicating well at a distance is especially important; the team cannot collaborate well face-to-face. (Literature: A, Chapter 6.6)
C) Incorrect. It is not possible to increase collaboration by just telling a team to start collaborating or by prescribing what they should do.
D) Incorrect. In this scenario, there is no need to change routines. Although asking the team for feedback could be helpful, a collaboration tool is much more likely to benefit this team.

7 / 30
The board of a small, paid social media application (app) company has said it wants to be more consumer centric, so they can achieve long-term growth. Their main model of business is allowing individuals to do an in-app purchase that rids them of any advertisements (ads).

Sales sees a good opportunity for growth by catering to the needs of advertisers by creating opportunities for subtle ads, even after the consumers purchased the ads-free version of the app. This would create a whole additional revenue stream, and, according to Sales, it would not negatively impact the User Experience (UX) as the ads are very subtle.

Does implementing the subtle ads comply with the approach defined by the board?

A) Yes, because the advertisers are valuable customers too and they will enable the company to expand their customer base.
B) Yes, because the subtle ads will increase profits and achieving growth is an important priority for the board.
C) No, because consumer-centric companies should only offer services which are not-for-profit.
D) No, because this is cheating the consumer that purchased the ads-free version of the app.

A) Incorrect. Although the advertisers are indeed customers as well, the app generates most of their business from the in-app purchase to not have any advertising. Cheating the most important customers ensures that the company will get a bad reputation and will ultimately not survive.
B) Incorrect. Consumer-centric businesses will never increase short-term profits at the risk of losing customers in the long run.
C) Incorrect. Some non-for-profit companies may be consumer-centric businesses. However, consumer-centric businesses are not necessarily not-for-profit.
D) Correct. In consumer-centric businesses, the focus should be on the long term. The main stream of profit comes from the consumer buying the no-ads option. Cheating them will backfire in the end. (Literature: A, Chapter 3.9)

8 / 30
A cinema is in the middle of a digital transformation. Instead of having their own projectors, they are transitioning to leasing a LED-based projection service that they can pay for per hour. Some of the employees are already familiar with the new system. The CEO proposes to only let those employees who are familiar with the new system work with the new projectors.

Is this a good idea?

A) Yes, because this allows the employees the opportunity to grow in their role and reach business targets faster and cheaper.
B) Yes, because this will create the most value for the business and costs can be minimalized by reducing the workforce.
C) No, because all employees need to be able to work with the new system and they should be allowed to experiment alone (learning-by-doing).
D) No, because knowledge can only help digital transformation when it is shared and enables others to do their work well.

A) Incorrect. Policies should not be based on how individual employees can grow in the business.
B) Incorrect. Reducing the workforce is not a goal and may not be feasible. There is no indication in the scenario that this is preferable.
C) Incorrect. Although it is probably wise to ensure that all employees can work with the system, there is no need to let them figure it out on their own. They can learn from the other employees and those employees should share their knowledge.
D) Correct. A knowledge management policy that enables all employees to access the information they need in order to work with the new system, and maybe ask for help when they need it, must be implemented to make this a successful digital transformation. (Literature: A, Chapter 7)

9 / 30
An international consultancy agency has conducted a PESTEL analysis to understand the external factors affecting their business. Several emerging and prevailing technological practices were identified that could benefit their service management capability and maturity.

In which EDM activity is this taking place?

A) Evaluate
B) Direct
C) Manage
D) Monitor

A) Correct. A PESTEL analysis is an evaluation of external factors affecting a business. Additionally, in the Evaluation stage emerging practices can be identified to benefit the business. (Literature: A, Chapter 10.5, 10.6)
B) Incorrect. In the Direct stage, strategies and policies are defined, and the service management principles are shaped.
C) Incorrect. Manage is not an element in the EDM model. Management is done in all EDM activities.
D) Incorrect. Monitor ensures continual alignment to goals, objectives, policies and plans.

10 / 30
A large company selling posters and frames understands that they must keep up with the competition. They are investigating how added services can enhance their current products. They decide to perform a SWOT analysis with input from internal stakeholders to substantiate their choices.

What is the **main** risk regarding the outcome of the SWOT analysis?

A) Benchmark information about their market and their competition is unavailable.
B) Benchmark information about their market is outdated and therefore misleading.
C) Stakeholders who participate in the analysis are subject to bias and subjectivity.
D) Stakeholders who participate in the analysis do not represent the whole organization.

A) Incorrect. This may be an issue when doing a SWOT analysis, but the problem can be eliminated by inviting participants with the right knowledge.
B) Incorrect. This may be an issue when doing a SWOT analysis, but the problem can be eliminated by inviting participants with the right knowledge.
C) Correct. Participants may see the organization as they wish to see it and thus there is a risk that the conclusions are wrong. (Literature: A, Chapter 10.6.2)
D) Incorrect. Participants do not have to represent the organization, they have to know the organization, its products and services, market and competition.

11 / 30
A baking factory, EatNow, creates frozen products for bakers. The bakers can finish the product in their shops. The baking factory is looking to expand. They would like to merge with a competitor. They have a steady stream of revenue from current consumers and a large amount of savings.

One of the competitors that is interested in merging, is another baking factory WeBake. WeBake is not doing well, because of their remote location. Therefore, they are forced to either merge with a competitor, or sell their factory. WeBake has a large bakery factory, which could help EatNow grow their output capacity, so they can keep up with increases in demand in the coming ten years.

It is unsure whether new customers can be attracted to buy the frozen products if EatNow increases their production now. In addition, if EatNow switches entirely to the WeBake factory, transport of frozen goods may become more expensive. However, despite these potential issues, EatNow management decides to go ahead with the merger and enters into negotiations with WeBake.

What does EatNow show by merging with WeBake?

A) A high appetite for risk
B) A lack of risk analyses
C) A lack of risk strategy
D) A low appetite for risk

A) Correct. There are risks identified, like higher costs of transport and insecurity regarding new consumers. Currently, there is no risk mitigation in place. Deciding in favor of the merger shows a high risk appetite. (Literature: A, Chapter 10.6.1)
B) Incorrect. Some risk analyses have been done, since the risks of higher costs of transport and insecurity regarding new consumers have been identified in the scenario.
C) Incorrect. This would refer to a risk management strategy, not a risk strategy. The merger does not show a lack of any type of strategy. It just shows the risk appetite. Taking risks can be as valid a strategy as avoiding or mitigating risks, depending on the risk appetite.
D) Incorrect. EatMe faces some serious risks, which are not mitigated in the scenario, so the appetite for risk is high.

12 / 30
A small cloud service provider wants to grow their business. The company gets a great opportunity to onboard a new and large customer. However, the customer requires a self-service feature in the system, which allows them to adapt their service needs per month. This opportunity expires in two weeks.

The cloud service provider has change management procedures in place. These procedures have been developed based on the service management principles of the organization. The service management principles are based on the organization's need for a high level of stability, with a low risk appetite.

If a change creates an issue, the deployment is automatically reverted to the last stable state of the service. The team has difficulty introducing the highly desired feature into the service. The service keeps reverting to the last stable state when introducing the new feature. A team member suggests bypassing this change management procedure and manually adapt the production environment to force the feature into the system, so they can onboard the new customer in time.

What should be the recommendation in this situation?

A) Bypass the procedure permanently to support these kinds of opportunities and survive as an organization
B) Bypass the procedure temporarily but log it in a known-error database, so everyone is aware of this exception
C) Do not bypass the procedure and inform the customer of the inability to implement the feature as requested
D) Do not bypass the procedure but check whether the service management principles allow a way to get the feature live

A) Incorrect. The change management procedure that has been established, based on the service management principles, will be permanently bypassed by this solution.
B) Incorrect. The change management procedure that has been established, based on the service management principles, will be bypassed by this solution. This should not be a recommendation, if stability is key and the company is not willing to take risks.
C) Incorrect. This leaves no room for a solution that allows this opportunity.
D) Correct. It is wise to leave some room for a solution, without bypassing the service management principles. (Literature: A, Chapter 10.3)

13 / 30
A large organization has set up a task force to map the most important value streams in the organization. These value streams will be used to create an organizational portfolio, which will help the organization to keep focus on what is important in an upcoming merger.

What must happen to ensure that the organizational portfolio is successfully implemented after the merger?

A) 1. Define key performance indicators (KPIs) for the merged organization
2. Ask the merging company to do a value stream mapping (VSM)
3. Incorporate all value streams in the organizational portfolio
4. Brainstorm about possible governance strategies

B) 1. Identify the differences in strategy between the two companies and the merged organization
2. Map the value streams before and after the merge
3. Identify the resources and capabilities needed to support the new strategy and value stream
4. Define KPIs tracking the transition and alignment with the strategy of the merged organization

C) 1. Integrate the two organizational portfolios
2. Brainstorm about possible new services for after the merger
3. Monitor the ideas for new services during the merge
4. Evaluate the new ideas regularly after the merger is completed

D) 1. Monitor the existing KPIs in both organizations
2. Brainstorm about new value streams after the merge
3. Enable the merging company to set up their own value streams
4. Define the strategy of the merged organization

A) Incorrect. Defining KPI's without knowing what the value streams will be, is not a good starting point. Although asking the merging company to do a VSM may help the merger, there is not enough information to allow management to set up governance strategies. Simply brainstorming about possible governance strategies is not enough. There is a need for data and analysis.

B) Correct. This approach ensures appropriate evaluation of the current status and gives input for the upcoming merger. The approach also allows identification of appropriate governance procedures to create a solid foundation for the organizational portfolio. (Literature: A, Chapters 10.2, 10.3)

C) Incorrect. The two portfolios may not fit the new strategy. And although this approach may support creativity, it does not ensure that the organizational portfolio is developed in a healthy way. In addition, this does not ensure the merger will be successful.

D) Incorrect. Just monitoring existing KPIs may not work for the organizational portfolio. It is important to set up appropriate KPIs to monitor. Brainstorming about new value streams may be useful, but it does not help directly to implement an organizational portfolio after the merger. The strategy should already be in place.

14 / 30
A new online marketplace allows consumers to buy from each other and sell their goods online. The value stream map shows the currently available service, which is a simple service that allows consumers to create advertisements. They are developing ways to allow a consumer to make their advertisement stand out, but management is not sure which ways will work for the consumers.

One of the team members asks for time to work on a feature that will allow a consumer to make their advertisement appear larger than others, for a day.

Does this service fit the value proposition of the organization?

A) Yes, because all initiatives by team members should be supported to keep morale high.
B) Yes, because the feature fits well with the proposed expansion of the organizational portfolio.
C) No, because the new feature does not directly improve the currently available service.
D) No, because the ways in which the services will be expanded are not yet clear for management.

A) Incorrect. Features should not be implemented to keep morale high. New features should fit the organizational portfolio.
B) Correct. Features that fit the value proposition should be considered for development. (Literature: A, Chapter 10.2, 10.3)
C) Incorrect. Although the feature is not an improvement of the currently available service, it fits well within the organizational portfolio. The feature is a direct way to make advertisements pop out, which will help consumers sell their goods.
D) Incorrect. Even though the exact new services are not yet clear, this is a good idea that fits well within the organizational portfolio.

15 / 30
The printing service of a municipality is outdated and not functioning consistently. Several improvements to the service have been suggested ranging from technology updates to innovative methods of delivering the information.

How should improvements be handled within the VeriSM™ model?

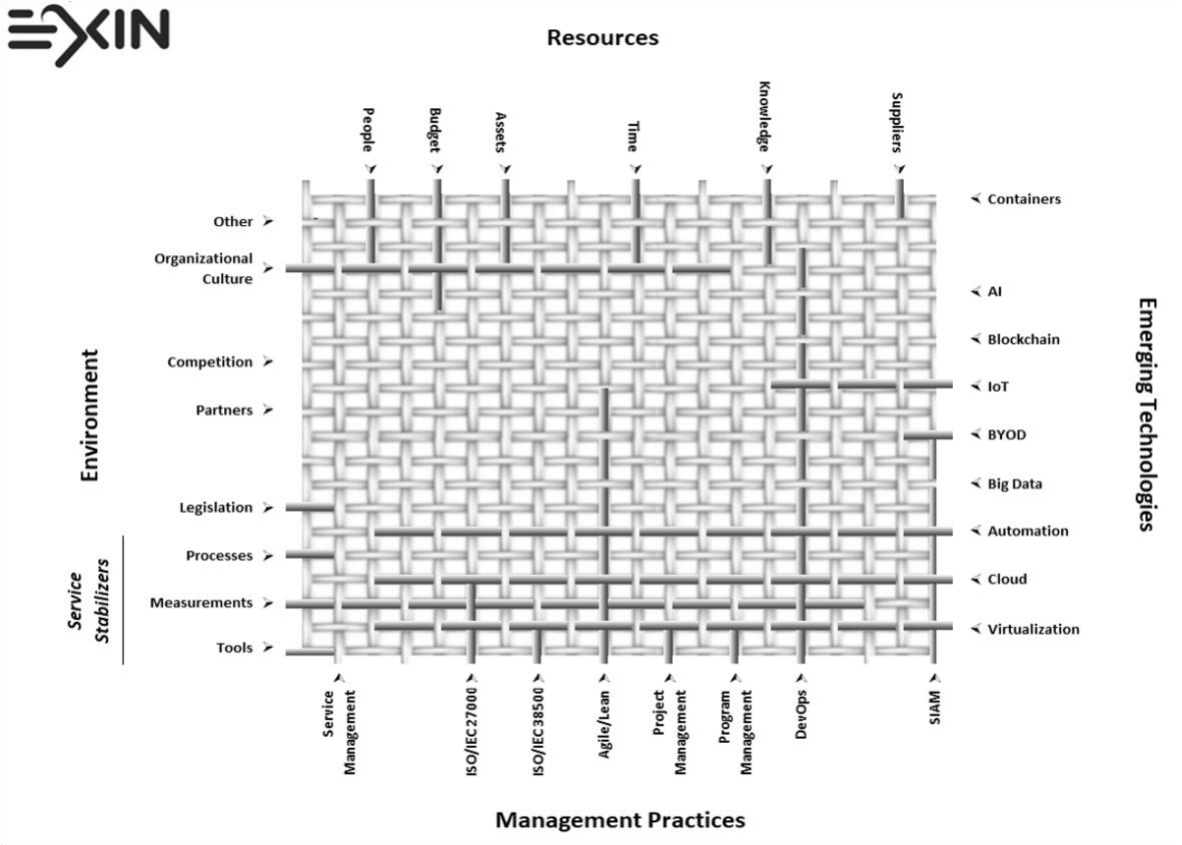
A) All suggestions for improvement should be assessed for impact to the service. After this, they should either be cycled back through approval activities or be evaluated in relation to the organizational portfolio.
B) All suggestions must be checked for compliance to local laws and regulations. When approved, it is the responsibility of the team that created the service to implement these improvements.
C) An assessment should be completed considering the impact of the suggested improvements and to identify the cause of the printing service not operating as expected. A project should be set up to address this cause and deliver the improvements.
D) Any minor improvements can be handled directly by the IT capability through the change management process. Major improvements require a business case and approval by the consumer and by organizational leadership.

A) Correct. The improvement should be classified in an organizational-specific manner and then handled as per the documented process. VeriSM™ states that minor improvements re-enter the system at the approval stage while major improvements must begin at the organizational portfolio. This should be done while considering enterprise governance, the service management principles and the services already delivered. (Literature: A, Chapter 11, figure 52)
B) Incorrect. Compliance is just one consideration that must be addressed when assessing improvements. Within VeriSM™, compliance would be part of the approval activity. Major improvements must be considered from the view of the organizational portfolio to ensure the actions are within the boundaries set by enterprise governance, and the service management principles.
C) Incorrect. Not all improvements need the robust discovery and assessment actions as described as this would be waste of resources. Classify improvements (minor, major…) and then follow organizationally defined improvement paths: minor improvements re-enter the system at the approval stage while major improvements must begin at the organizational portfolio. Do this while considering enterprise governance, the service management principles and the services already delivered.
D) Incorrect. This is too narrow a view. Consideration of the organizational portfolio is mandatory to ensure any improvements are within the purview of enterprise governance and the service management principles.

16 / 30
A railway company wants to introduce a new service to anticipate delays and inform passengers about them.

Once the service is implemented, the organization wishes to measure the use of the service, as well as some other key performance indicators (KPIs) it is not using now, to see the impact of the new service. In addition, they want to use this new project to further mature their DevOps way of working from a single pilot to the standard way of working.

The Management Mesh looks as follows:



What type of view is this?

A) Current state Mesh
B) Desired state Mesh
C) Gap analysis
D) Organizational Mesh

A) Incorrect. From the scenario it is clear that DevOps is piloted in this scenario. The long line for DevOps and measurements in the shown Mesh makes it clear that this is the desired state Mesh, as this does not reflect the current situation. It cannot be a gap analysis, since only single-color lines are shown.
B) Correct. This is a desired state Mesh. The longer lines in DevOps and Measurements fit with the scenario. Only a single-color line is shown, so it cannot be a gap analysis. (Literature: A, Chapter 12.2)
C) Incorrect. It cannot be a gap analysis, since only single-color lines are shown.
D) Incorrect. The organizational Mesh would reflect the current situation. From the scenario it is clear that DevOps is piloted in this scenario. The long line for DevOps and measurements in the shown mesh makes it clear that this is the desired state Mesh. It cannot be a gap analysis, since only single lines are shown.

17 / 30
A university has approved the development of an interactive intake program. As students join the program, they are given access to an online software application that monitors their study efforts and subjects. The application can be accessed via a laptop, tablet or smartphone.

Evaluate the following plans for developing the organizational view of the Management Mesh to support this new initiative.

Which plan follows VeriSM™ guidance?

A) - Start with gathering information on assets, suppliers and budget because what is needed for the plan might be already available.
- Next, assess the regulatory or legislative controls for such an activity and the operational processes and tools in place.
- Then, capture current management practices.
- Finally, note the available digital technologies.

B) - Start with identifying the in-place technologies and architecture and make sure the large amount of data that will be generated in this project can be processed and used for analysis purposes.
- Next, progress to the current management practices.
- Then, identify the relevant regulatory controls.
- Finally, define the budget for each of the stages in this program.

C) - Start with interviewing procurement staff and staff within the IT capability to understand resources and available technologies.
- Next, IT staff should define the enterprise management practices.
- Then, question HR and Legal to discover current regulatory requirements.
- Finally, HR should check whether the culture in the organization needs to change.

D) - Start with making an inventory of the technological capabilities of the university because the app will be the interface with the consumer and must be both functional and innovative.
- Next, capture information on human capabilities, specifically the app developers.
- Then, plot the current management practices in the picture.
- Finally, check the legislative requirements.

A) Correct. This plan follows the recommended counterclockwise development of the Management Mesh: resources, environment, management practices, and emerging technologies. (Literature: A, Chapter 12)

B) Incorrect. This plan touches elements across all Mesh elements but does not follow the recommended counterclockwise pattern, therefore risking an unbalanced approach.

C) Incorrect. This plan touches elements across all four sides of the Mesh but does not follow the recommended counterclockwise discovery.

D) Incorrect. This plan has a functional focus that does not include all aspects of the Mesh. This plan does not follow the recommended counterclockwise discovery.

18 / 30
An art gallery has been very successful in the past year. They own a website that runs on their private server. This is becoming very expensive. To comply with consumer demand, they must accommodate more visitors to the website at any given time than is possible with the current IT architecture. The IT manager proposes to move the hosting of the website to a cloud provider.

What should be done **before** providing advice in this case?

A) - Ask management for guidelines on outsourcing aspects of the process
- Write a tender for cloud service providers to compete on price
- Hire new staff to support the new technology

B) - Ask other professionals in peer groups what they would advise
- Look for ways to upgrade the current server, before changing to cloud
- Make a cost-analysis between cloud provisioning and upgrading the server

C) - Look at the value stream map and the organizational portfolio
- Assess whether the art gallery staff is able to work with a cloud-based content management system
- Look at the Management Mesh to decide if moving services to the cloud fits

D) - Study cloud technologies until the topic is sufficiently familiar
- Look into the offers of cloud service providers for pricing options
- Create a new value stream map that incorporates cloud services

A) Incorrect. Asking management for guidelines may be wise. However, writing a tender and hiring new staff is too radical at this stage. Although these could be actions after deciding to adopt cloud technologies for the digital transformation, it is important first to establish if using cloud technology would be a good organizational fit.

B) Incorrect. A cost-analysis may help, but it is not all that could be done to give a sound advice on whether or not to change over. It may also be lost time, since cloud provisioning almost always cuts costs. Asking other professionals for help is probably just confusing at this point in time; it is important first to establish if using cloud technology would be a good organizational fit.

C) Correct. Looking at the value stream map and the organizational portfolio will provide the information needed to decide whether moving services to the cloud fits with guidelines. Assessing whether the company staff can work with the content management system will also help in making a decision. The Management Mesh will help to gain an overview of what needs to change to reach a desired state in which the cloud services are incorporated, and thus make giving advice easier. (Literature: A, Chapter 12)

D) Incorrect. It is not necessary to become a cloud technology expert before giving advice. In addition, cloud services will not be provided by the art gallery, so these should not be incorporated in their value stream map.

19 / 30
An external consultant has been invited to facilitate a meeting with a multidisciplinary team. The objective of the team is to reach an agreement on the preferred approach when considering and selecting practices and technologies in the construction of the Management Mesh.

- The input from finance shows that there is enough investment budget, as long as there is a solid business case for the chosen practice or technology.
- The input from development shows they would like to work in a different way and become more self-steering.
- The input from operations shows that the team does well in minimizing risks, which keeps all options for technologies open.
- The input from management shows that they prefer a technological solution over a new management approach.

While creating the Management Mesh, what is the **best** approach to choose appropriate management practices and technologies?

A) Adopt a technology-based approach, because this approach responds well to business challenges and drives the technology required to support digital transformation efforts
B) Choose the latest management practice, because this has already proven successful in other organizations, and ultimately the practice will shape team collaboration and behavior
C) Perform an analysis of the requirements, because this analysis considers the capabilities and expected outcomes, providing a variety of options when choosing a management practice
D) Select the state-of-the-art technology, because financial management assures that the costs are within budget of investments and that associated risks are minimized if this technology is adopted

A) Incorrect. Adopting a technology-first approach often leads to short-sighted thinking. Also, it is prone to selecting the wrong or inappropriate technology and this can be a very expensive mistake for an organization. Investing in technology is never without risk and there is rarely (if ever) a complete fit of a technology to a business need.
B) Incorrect. The latest management practice does not guarantee success in any organization. The selection of a management practice depends on a variety of circumstances and competitive factors that change over time; success depends on how the organization adopts and adapts such a management practice.
C) Correct. The analysis of requirements allows the exploration of diverse aspects of the Management Mesh to identify gaps that need to be resolved before the selection of a management practice that would facilitate producing the expected outcomes. (Literature: A, Chapter 14.5.1)
D) Incorrect. A progressive organization recognizes that the use of emerging technologies must be based on understanding the business strategy of the organization, then finding the most appropriate technology that enables the realization of that strategy, not solely on whether there is the budget allowing the expenditure.

20 / 30
A bank would like their customers to switch from printed bank statements to downloadable statements within the next few months. The new service has the following high-level requirements to make it successful:

- The IT architecture must be updated to support the digital transformation.
- Customers need 24/7 access to their statements.
- Privacy must be guaranteed.
- A mobile application (app) must be developed to support the digital transformation.

What supports this new service **best**?

A) This digital transformation requires an evaluation of the current possibilities. After that, the missing elements for success can be determined and supported.
B) This digital transformation requires changes in the IT architecture. The bank should look into public cloud services to ensure the timeline is not exceeded.
C) This digital transformation requires increased security of the data. The bank should hire a company specialized in security to look into security measures.
D) This digital transformation requires rigorous changes in IT development. Therefore, the bank should switch from what they are doing now to DevOps practices.

A) Correct. This addresses the need to evaluate what is in place in relation to the requirements. Once a gap is defined, utilize elements from supporting practices where beneficial. Additionally, the bank should be aware of the impact of the new or changed practices on behavior. (Literature: A, Chapter 14.5)
B) Incorrect. Although cloud services may be useful for the bank, it is not necessary to switch to cloud to speed up the transformation. In addition, public cloud brings many difficulties in ensuring privacy of the data. Although changes in the architecture may be needed, there is no indication this is the best solution for the bank at this time.
C) Incorrect. Although the data does need to be secure, it is not clear whether data security must be increased. In addition, asking employees from outside the bank is not likely to increase security of the data, but rather complicates security and privacy protection.
D) Incorrect. Rigorously switching to new practices is not a solution here, but Waste. The improvements are not helped along by simultaneously changing all development practices. It is also not apparent from the scenario that DevOps practices would support the bank in the best way.

21 / 30
A travel agency, TravAg, wants to grow their business. They have been able to save a significant amount of capital to invest. Their mission is to be a state-of-the-art travel agency. In order to attain this goal, they have identified four strategic initiatives:

1. Create a mobile application (app) to facilitate consumer bookings.
2. Diversify the target group by including teen group travels.
3. Merge with a smaller competitor to gain market share.
4. Allow self-service bookings by consumers.

While creating the current state Management Mesh, the currently available resources must be assessed by TravAg.

Which question will help them identify the currently available resources?

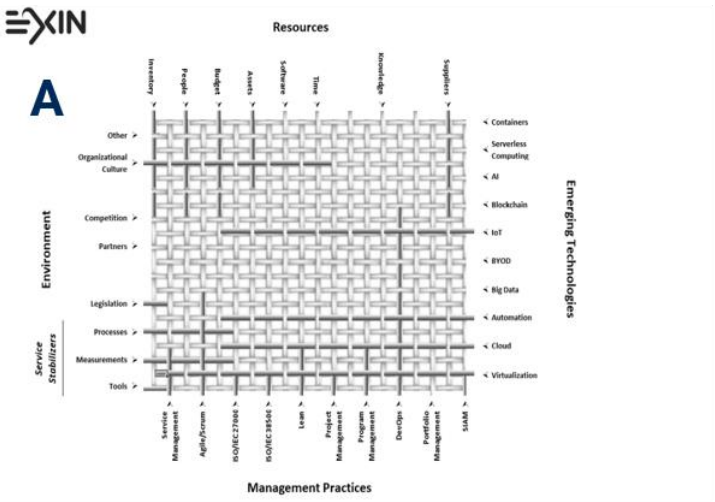
A) Do these four strategic initiatives fit the organizational need?
B) What is the level of technological skills of our staff?
C) What products and services in the market space compete with us?
D) Which strategic initiative will yield the most value for the consumers?

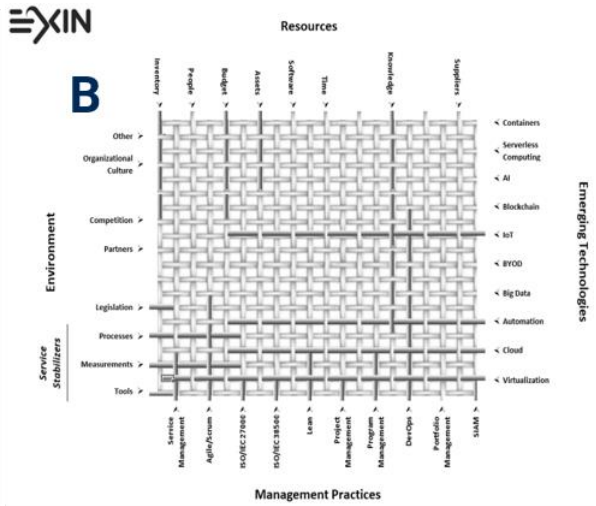
A) Incorrect. This would be a question to ask of management practices currently used.
B) Correct. The skills in technology of current staff has to be identified for the current state Management Mesh. (Literature: A, Chapter 12.3)
C) Incorrect. Although the question is important, it is an assessment of the environmental perspectives of the Management Mesh, not the resources.
D) Incorrect. Although the question is important, it does not help to identify the resources as part of creating the current state Management Mesh.

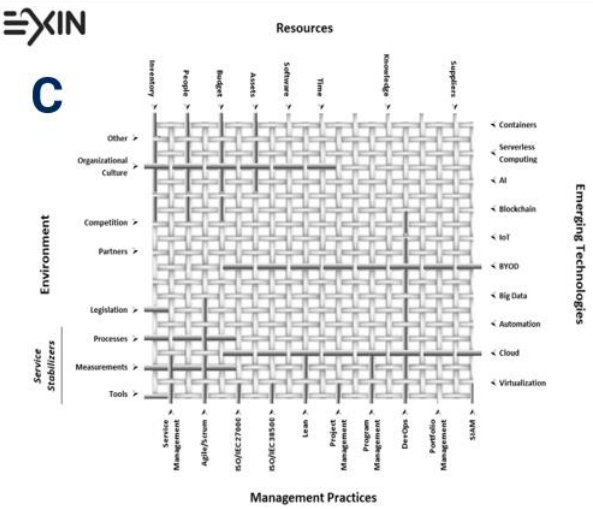
22 / 30

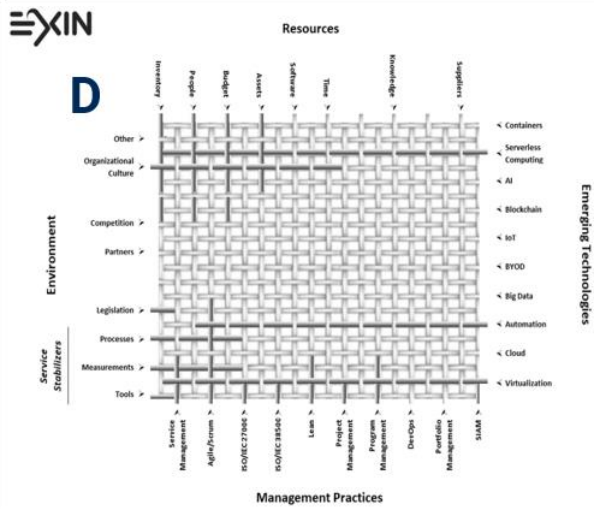
An online gaming company wants to move to developing games that are accessible on all devices, including all mobile devices. They want to change to a DevOps way of working, which requires changing the organizational culture too. To be successful, they need to extend their use of cloud technologies and virtualization. In order to do this, they need to plan some budget for new technology and hire someone to ensure a smooth transition during this digital transformation.

Which Management Mesh shows the desired state for this company?









A) Correct. DevOps is supporting automation and cloud is supporting virtualization, and both of these requirements are in the Mesh. Suppliers are affected as a result of using cloud technologies. There is a focus on developing organizational culture as well as short lines for additional people and budget. (Literature: A, Chapter 12, 13, 14)

B) Incorrect. Knowledge could be a component of the Mesh. However, a number of items important to the scenario are missing such as organizational culture, people and suppliers (as a result of using cloud technologies).

C) Incorrect. A number of items important to the scenario are missing such as virtualization and suppliers (as a result of using cloud technologies).

D) Incorrect. A number of items important to the scenario are missing such as cloud, suppliers (as a result of using cloud technologies) and DevOps as a new required management practice.

23 / 30
A consultant has her own online parenting consulting service. Parents can ask her anything through a website with a form. She offers them either a training course sent by e-mail, or a personalized series of video chats.

She has created the following desired state Management Mesh.

Which story for digital transformation fits **most** closely with this Management Mesh?

A) The consultant adopts a DevOps way of working and wants to train herself in website development and cloud technologies. By doing this, she wants to achieve new ways of working without hiring anyone else to add value to her business. Doing all the work herself, she is independent.
B) The consultant changes to an online training environment, so that she can easily personalize and scale the online training business. In doing this, she will start processing data. Therefore, she will have to comply with the General Data Protection Regulation (GDPR). She wants to ask a website developer to build this for her.
C) The consultant hires an additional consultant to expand her business. This consultant will work online, so she will have to invest in training. The new consultant wants to work on her own laptop and mobile phone. In addition, the consultant is buying new training content from another consulting service.
D) The consultant merges with another company, so the company culture will have to change as well. This new company is located abroad and works in a Lean way. The consultant will have to do some training to fit the new company and she sets aside some of her budget and time for that.

A) Incorrect. DevOps is not mentioned in the Management Mesh. In addition, suppliers are in the Management Mesh, so this story does not fit.
B) Correct. This story fits all elements of the Management Mesh. (Literature: A, Chapter 12, 13, 14)
C) Incorrect. Bring your own device (BYOD) would have to be added to the Management Mesh for this story to work. Furthermore, no justification is given for the long line of legislation.
D) Incorrect. This story would require a line for Lean and that is missing. Furthermore, this story does not explain the long line for legislation.

24 / 30
1-2-Web is a company that allows people to purchase a simple website template to build their own website. The company does not host websites, but simply delivers the html or php template for a website. Customers can either choose from existing templates or request a custom template.

For a new custom template, one of the customers has clear requirements. The template should work well with mobile devices and on all operating systems. It should be built in the exact style of their current website, so it is a seamless make-over. A pre-defined number of roles should have access to the content management system of the website.

A full list of requirements is given to 1-2-Web to develop the new website template.

Of which type of requirements gathering is this an example?

A) Customized requirement gathering
B) Iterative requirement gathering
C) Template requirement gathering
D) Traditional requirement gathering

A) Incorrect. It is a custom template that is being developed, but there is nothing customized about the described method of gathering requirements; it is traditional requirement gathering, where pre-defined requirements are delivered up front.
B) Incorrect. The customer just hands over a pre-defined list of requirements. This is not an iterative process.
C) Incorrect. The product being developed is a template, but the described method of gathering requirements, where pre-defined requirements are delivered up front, is traditional requirement gathering.
D) Correct. The customer has a clear idea of what the requirements are and they can work from there. (Literature: A, Chapter 14.3)

25 / 30
A company has the following sourcing policy:

Obtain all supplies, equipment and services at the lowest cost, as long as they meet or exceed the consumer's needs. The more sustainable or socially responsible company must be chosen to meet our own corporate social responsibility commitments.

The decision process is based on the capability, capacity and historical performance of the supplier.

They are looking for a new cloud service provider, that will support custom changes to the service quickly.

Which of the four bids should this company choose, based on its sourcing policy?

A) Vendor A
- Pricing is lowest
- Is a new vendor, but the first customer is very satisfied
- Has longest time-to-order and time-to-delivery of requests
- Has a Green Seal for sustainability

B) Vendor B
- Pricing is second lowest
- Has been in business for five years
- Performance data are not available and customer reviews look like bought reviews
- ISO 9001 certification was achieved, but has since expired

C) Vendor C
- Pricing is second highest
- Highest rating for support
- Market leader for the past ten years, although performance of the last few months is questionable
- Is under investigation for investing in weapons industry and slavery

D) Vendor D
- Pricing is highest
- Provides performance data for the last ten years
- Has excellent performance record
- Supports several small low-opportunity communities across the globe

A) Incorrect. Although this is a cheap vendor, the long time-to-order, long time-to-delivery and the lack of performance data indicate that this vendor will not be able to support custom changes quickly, which is a requirement in order to meet consumer needs.

B) Incorrect. It is unclear what the performance of this vendor is exactly. The excellence that was achieved for the ISO certification has not been maintained, which is worrying. There is no compelling social or sustainable story to choose this vendor. Therefore, this vendor does not fulfill the outlined sourcing policy.

C) Incorrect. The performance of late is worrying and this vendor does not comply with the corporate social responsibility guidelines described in the sourcing policy.

D) Correct. Even though this vendor has the highest price, it is the closest match to the sourcing policy. This choice will ensure performance and stays within the corporate social responsibility guidelines. (Literature: A, Chapter 16)

26 / 30
A company that offers a new ride-sharing application (app) has the following organizational strategy:

Within three years, we want at least 50% of the market share in ride-sharing, with at least a four-star average rating of consumer service.

Currently, consumers are complaining about the billing process. Furthermore, competitors are creating new services on their websites by making it possible for consumers to share online reviews of the ride-sharing experience.

The development team wants to work on the website first, because they feel that this is a smaller project.

Is this a good choice?

A) Yes, the competitors' actions must be followed closely to keep market share.
B) Yes, the team feels the website is a small project, so it will add most value.
C) No, the billing process should be brought in line with the consumers' expectations first.
D) No, the team should be split into two teams, so that they can work on both problems.

A) Incorrect. Although the statement is true, the complaints of the consumers should not be ignored and they should be addressed first.
B) Incorrect. Even if the website is the smaller project, the largest problem should be addressed first to create most value for the business.
C) Correct. Users are complaining, which most likely leads to loss of customers (and thus, loss of market share) and loss of rating for the consumer service, since complaints are not taken seriously. This is in line with organizational strategy. (Literature: A, Chapter 17)
D) Incorrect. It is never wise to split a development team. It is better to focus on one thing and deliver that in half the time. It is also not wise to split up a well-functioning development team.

27 / 30
A market research company wants to be an international leader in research within fifteen years. The strategy is to focus on growth. Management is preparing a promising merger with a competitor which is located in another country.

Meanwhile at headquarters, the following issues impacting the Produce stage have been identified:

- There are gaps in compliance with the new data protection regulation.
- Data collection systems need major upgrades to remain competitive. Due to enterprise-wide testing, a large bid was recently lost.
- The budget for the coming year is not clear to the managers.
- A number of researchers have been trained in using new software, and as a result they missed deadlines.

On the bright side, the company has received a five-star rating from a large government organization which also promised to do their next large research with the company. Customer satisfaction is at an all-time high.

Does the current Produce environment support the organizational strategy?

A) Yes, because customer satisfaction is high and the government will do business with them again.
B) Yes, because the merge preparation ensures that the Produce stage is in line with the strategy.
C) No, because compliance with the new data protection regulation was not completed on time.
D) No, because testing the upgrades and working with new systems are seriously impacting productivity.

A) Incorrect. High customer satisfaction may be something good, but it does not take away the problems of losing a tender and not meeting deadlines due to testing and implementing new systems, which point towards not being able to support the growth strategy of the business.
B) Incorrect. While preparation for a merger does warrant looking into the Produce stage, it does not automatically follow that when preparing a merger the Produce stage is always in line with the strategy. In this case, the loss of the tender and not meeting deadlines point towards not being able to support the growth strategy of the business.
C) Incorrect. It is nowhere stated that the implementation is not finished on time, it just has not yet been finished. It is an issue, but a much larger issue is losing a tender and not meeting deadlines over testing and implementing new systems.
D) Correct. The testing and the upgrading should not impact the productivity the way that they do right now. Losing a tender and not meeting deadlines are major shortcomings. This does not support the strategic goal of growth. It may be an indication that change control and related management processes, or the supporting tools, are not performing at the expected level and warrant revision. (Literature: A, Chapter 17.1)

28 / 30
A manufacturer of heavy machinery wants to implement the technology to monitor and predict maintenance needs of the produced machines, specifically Internet of Things (IoT) and big data. This is a major change of strategy for them.

To analyze the gaps between their current state and the desired state they first want to focus on external environment influences.

Which model is **most** suitable to perform the gap analysis?

A) Burke-Litwin model
B) McKinsey 7S framework
C) Nadler-Tushman model
D) SWOT analysis

A) Correct. The Burke-Litwin model focuses on external factors. (Literature A: Chapter 15.3.2)
B) Incorrect. McKinsey 7S framework is not the most appropriate one when assessing external factors. The Burke-Litwin model focuses on external factors.
C) Incorrect. People, structure, culture, and work are the four elements of an organization as a social system that transform inputs into outputs. These four fundamental elements of the Nadler-Tushman model are internal. The Burke-Litwin model focuses on external factors.
D) Incorrect. External factors are only one type of input for SWOT analysis, which also considers internal factors. The Burke-Litwin model focuses on external factors.

29 / 30
An international bank supplying loans to small enterprises was an early adopter of digital services. Now that they want to expand their market, they need to rationalize a range of IT offerings. Included in the analysis are redundant IT organizations and data centers. Efforts to integrate or consolidate the redundancies have had mixed success.

C-suite managers have concluded that a different approach is required. The aim is to match future IT provision, including the data centers, with the bank's strategic developments. By using the Burke-Litwin model, the C-suite managers expect they can better deal with the changes.

When using the Burke-Litwin model for the above scenario, what should the bank do **next**?

A) Get a better understanding of the beliefs, behaviors, and values which are prevalent at the bank
B) Get a better understanding of the individual performance criteria which operate in IT teams within the bank
C) Get a better understanding of the relationships and responsibilities within the IT teams of the bank
D) Get a better understanding of the organizational systems and procedures which are prevalent at the bank

A) Correct. The Burke-Litwin model proposes a top-down approach as the drivers for change start with the external factors. The strategic mission is driven by expansion but is also a response to prevailing legal and regulatory requirements. These external factors have a direct link to the transformational elements within the Burke-Litwin model. Therefore, it is likely that the external factors (driving the change) will have direct causal effect on the organizational culture (beliefs, behaviors and values) prevalent at the bank. This aspect needs to be better understood alongside leadership, mission and strategy. (Literature: A, Chapter 15.3.2)
B) Incorrect. C-suite managers will no doubt have concerns about the performance of IT staff at the bank, given the fact that previous initiatives to rationalize, consolidate and integrate have had limited success. As such it would be tempting for them to start here. Individual performance and personal factors will need to be analyzed as part of overall change initiatives at the bank, and this should be done later. The Burke-Litwin model proposes that higher-level analyzes are performed first, especially when significant transformational activities are taking place.
C) Incorrect. Understanding relationships and responsibilities at the bank is important, as this approach considers the transactional elements in the IT teams which could be failing. An analysis of this kind could work better though, if an organizational approach is taken. This is because together with the systems, procedures and management practices they influence the operational effectiveness at the bank. As such they will require analysis, but only when the broader environmental aspects have been considered first.
D) Incorrect. Undertaking an analysis of the way in which systems and procedures operate is essential, as it provides evidence of what works and what does not work at the bank. Together with the structure and management practices, the systems and procedures influence the operational effectiveness across the entire organization. However, as a first stage, it will not consider any evidence of the transformational influences at the bank.

30 / 30
A company that offers a digital wallet allows consumers to pay each other through the application (app). During their start-up phase, duplicate applications and technology solutions were deployed. This practice has now stopped, but some of the problems remain.

The CEO wants a sourcing policy that defines practices for sourcing decisions, rationalizing services and managing uncontrolled growth.

What should be done to align the sourcing policy to the organizational strategy?

A) - Create a sourcing policy that details procedures for the sourcing approach
- Develop sourcing expectations based on the strategic goals
- Outline the selection and decision-making process
- Allow the CEO to own and redevelop the policy each time a service is changed to align it to business needs

B) - Create a sourcing plan that defines operating policies and practices
- Outline the responsibilities and activities for specifications development, value analysis and negotiation
- Create a process to redevelop the plan each time a new or changed service is considered
- Redevelop the policy each time a service is changed to align it to business needs

C) - Create an official document covering the approach to sourcing, including specification development and value analyses
- Include legal and governance mandates
- Implement a contract management process to ensure that the contracts meet the business' needs
- Create a rule book for purchasing, based on service management principles

D) - Define a sourcing policy that will guide the behaviors and actions of staff as agreements are made
- Define sourcing expectations based on strategic goals and service management principles
- Outline the selection and decision-making process
- Ensure compliance standards, legal and governance mandates where necessary

A) Incorrect. Sourcing policy will indeed be created to provide direction and overarching guidance and sourcing expectations. Within the policy it is not appropriate though to have detailed procedures. It would also not be acceptable to define low level details like a selection and decision process within the policy. The policy will cover legal and governance principles though. It would be inappropriate to have someone at the level of a CEO to own and manage the policy.

B) Incorrect. These elements do not relate to sourcing policy but to a broader sourcing plan. The suggestion that there should be detailed procurement activities provided in the policy is also incorrect. Policy is a means of giving direction to the organization and does not require constant evolution. Rather processes and procedures should be reviewed regularly to respond to changing requirements.

C) Incorrect. The sourcing policy provides a code of conduct defined in a set of associated policies covering each of the elements of the approach to sourcing services and service providers and the policy should be based on the service management principles. However, the policy will not be used to guide activities such as specifications development, value analysis, supplier research, etc. as this detail would be held within a sourcing plan, not sourcing policy. The policy must also be owned by a singular person (who is accountable for it) so the suggestion of team ownership is incorrect. It is also not good practice to continually alter policy based on every organizational change, only those that require it. Policies provide the high-level rules, they underpin processes that should be re-engineered to respond to change. This answer is also does not address the current challenges and the CEO's concerns.

D) Correct. All details relating to the scope and purpose of a sourcing policy are correct. Also, the specific sourcing challenges at the company are addressed, as well as the CEO's wishes to redevelop a sourcing policy that defines principles and practices for sourcing decisions, rationalizing services and managing uncontrolled growth whilst still reflecting the organizational strategy and consumer need. (Literature: A, Chapter 16.3)

Evaluation

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

Question	Answer	Question	Answer
1	C	**16**	B
2	B	**17**	A
3	D	**18**	C
4	A	**19**	C
5	D	**20**	A
6	B	**21**	B
7	D	**22**	A
8	D	**23**	B
9	A	**24**	D
10	C	**25**	D
11	A	**26**	C
12	D	**27**	D
13	B	**28**	A
14	B	**29**	A
15	A	**30**	D



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