



Sample Exam

Edition 202312

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Introduction

This is the EXIN SIAM™ Foundation (SIAMF.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct, unless otherwise stated.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth 1 point. You need 26 points or more to pass the exam.

The time allowed for this exam is 60 minutes.

Good luck!

Sample exam

1 / 40

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

- A) One with a mix of internal and external service providers
- B) One with a single service provider only
- C) One with external service providers only
- D) One with internal service providers only

2 / 40

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

- A) External drivers
- B) Operational efficiencies
- C) Service and sourcing landscape
- D) Service satisfaction

3 / 40

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

- A) Delivery
- B) End-to-end integration
- C) Governance
- D) Strategy

4 / 40

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

- A) Customer organization
- B) Retained capabilities
- C) Service integrator
- D) Service provider

5 / 40

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

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

Please remember to select two answers.

- A) External service integrator
- B) Hybrid service integrator
- C) Internal service integrator
- D) Lead supplier as a service integrator

6 / 40

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

- A) Customer organization and external organization
- B) Customer organization and internal service integrator
- C) External service integrator and lead supplier
- D) Internal service integrator and retained capabilities

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

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

8 / 40

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

Who should be rewarded?

- A) All service providers and the service integrator
- B) All service providers but not the service integrator
- C) The provider of hosting services only
- D) The service integrator only

9 / 40

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

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

10 / 40

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

What should this organization do to achieve this?

- A) Appoint service providers early
- B) Implement organizational change management
- C) Use a big bang approach
- D) Use a phased implementation

11 / 40

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

Please remember to select two answers.

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

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

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

13 / 40

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

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

14 / 40

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

Please remember to select two answers.

- A) An existing service provider ceasing to trade
- B) The end of an existing service provider's contract
- C) The implementation of the new SIAM model
- D) The selection of the implementation approach

15 / 40

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

- A) Customer organization
- B) Integrated change advisory board
- C) Service integrator
- D) Service provider

16 / 40

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

- A) Customer organization
- B) External service providers
- C) Internal service providers
- D) Service integrator

17 / 40

Which role is accountable for contract management?

- A) Customer organization
- B) Executive board
- C) Service integrator
- D) Tactical board

18 / 40

What does a single structural element cover?

- A) One layer in one organization
- B) One layer in multiple organizations
- C) Multiple layers in one organization
- D) Multiple layers in multiple organizations

19 / 40

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

- A) Incident management forum
- B) Incident management working group
- C) Integrated change advisory board
- D) Major incident working group

20 / 40

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

- A) Gaps between process activities
- B) Ineffective legacy tools
- C) Non-compliant service providers
- D) Toolset scope definition

21 / 40

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

- A) An appropriate level of regular communication for all stakeholders
- B) Face-to-face meetings between virtual teams become redundant
- C) Reduced need to re-enter and translate data

22 / 40

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

- A) DevOps
- B) Key performance indicator (KPI)
- C) RACI matrix
- D) Service level agreement (SLA)

23 / 40

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

- A) Conflicting objectives, organizational strategies and working practices
- B) Gaps between process activities
- C) Inability to map end-to-end workflow
- D) Lack of architecture

24 / 40

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

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

- A) Adopting a common data dictionary
- B) Industry standard methods
- C) Ownership of data and toolsets
- D) Technology strategy and roadmap

25 / 40

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

- A) Average time to resolve a problem by a particular service integration partner
- B) Comparison of internal versus external service providers
- C) How many incidents have been raised by a particular business division
- D) Responsiveness of the service against service level targets

26 / 40

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

- A) Aligning resolution targets across service providers
- B) Processes can seem more complex
- C) The requirement for a data dictionary, terminology, and thresholds

27 / 40

Which is the purpose of the continual service improvement process?

- A) To encourage and incentivize service providers to contribute to continual service improvement
- B) To ensure that continual service improvement is on the agendas of SIAM governance boards
- C) To provide a consistent method of quantifying, tracking, and managing the delivery of improvement activity
- D) To share lessons learned across all parties in the SIAM ecosystem

28 / 40

Tom is the problem manager in a service provider.

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

- A) Coordinating problem investigation and resolution activities across multiple service providers
- B) Getting all parties to take part in joint working to resolve problems
- C) Preventing incidents and problems from occurring or recurring
- D) Restoring service in an agreed timescale dictated by priority

29 / 40

Which process has as its **main** purpose to early detect and avoid system and service outages?

- A) Change and release management
- B) Continual service improvement
- C) Event management
- D) Incident management

30 / 40

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

- A) Building and maintaining strong relationships between service providers and the consumers of their services
- B) Defining ownership of the processes and the levels of accountability and responsibility
- C) Providing a consistent method of quantifying, tracking and managing the delivery of improvement activities
- D) Providing a structured approach that delivers projects on time, on budget and at the appropriate level of quality

31 / 40

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

- A) Requirements for consistent data dictionary, data models, terminology, thresholds and reporting schedules.
- B) Responsibilities for testing integration between services from different service providers should be defined.
- C) Targets for event diagnosis and resolution should be common across service providers.

32 / 40

Which is a SIAM consideration for the incident management process?

- A) Defining rules for managing event thresholds
- B) Ensuring all service providers are able to monitor their services
- C) Managing events that are degrading or could degrade service performance
- D) Minimizing the number of parties involved in restoring a service

33 / 40

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

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

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

- A) Customer organization
- B) Service integrator
- C) Service provider

35 / 40

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

Which risk is **directly** related to this?

- A) It could be difficult to allocate responsibility for service failures.
- B) The customer's data may be at risk.
- C) The service integrator may not be able to fulfill their role.
- D) The service provider may withdraw from the ecosystem.

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

Which risk is directly related to this?

- A) Service providers may have access to data to which they are not entitled.
- B) Service providers might not achieve their service targets.
- C) The cost of implementing SIAM could be higher than planned.
- D) The service integrator might have an increased workload.

37 / 40

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

Which is an associated cultural consideration?

- A) Creating an environment for service providers that is focused on contracts and agreements
- B) Service providers acknowledging that the service integrator has the autonomy to direct, make decisions and govern
- C) Service providers focusing on the achievement of their own specific service levels and objectives

38 / 40

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

Which is a risk of leaving this undecided?

- A) It will be challenging to assign responsibility for service failures.
- B) Service providers may be unwilling to collaborate.
- C) The service integrator may be unable to perform its role.
- D) The success of the SIAM program cannot be measured.

39 / 40

How are ITIL processes and SIAM related?

- A) ITIL process outcomes are different from SIAM process outcomes and provide other insights.
- B) ITIL processes can be used in a SIAM ecosystem without any adaptation.
- C) SIAM builds on the ITIL's service management elements and extends them.
- D) SIAM is a replacement for ITIL and therefore does not use any of its processes.

40 / 40

Which practice focuses on creating a collaborative culture and sharing?

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

Answer key

1 / 40

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

- A) One with a mix of internal and external service providers
- B) One with a single service provider only
- C) One with external service providers only
- D) One with internal service providers only

- A) Incorrect. Organizations looking to manage multiple service providers will get a lot of value from adopting SIAM.
- B) Correct. Organizations with just one single service provider are unlikely to get the full value from SIAM. (Literature: A, Chapter 1.1)
- C) Incorrect. Organizations with external service providers are suitable for SIAM.
- D) Incorrect. Organizations with internal service providers only are suitable for SIAM.

2 / 40

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

- A) External drivers
- B) Operational efficiencies
- C) Service and sourcing landscape
- D) Service satisfaction

- A) Incorrect. The drivers related to external factors are corporate governance and external policy.
- B) Correct. This is one of the four drivers in the operational efficiencies driver group. (Literature: A, Chapter 1.5.2.3)
- C) Incorrect. The drivers in the service and sourcing landscape drivers group are external sourcing, shadow IT, multi-sourcing, increase in the number of service providers, inflexible contracts.
- D) Incorrect. This is not a driver for this group. A few of the drivers for service satisfaction driver group are service performance, service provider interactions, clarity of roles and responsibilities, slow pace of change, demonstration of value, lack of collaboration between service providers and delivery silos.

3 / 40

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

- A) Delivery
 - B) End-to-end integration
 - C) Governance
 - D) Strategy
- A) Correct. Each service provider is responsible for the delivery of one or more services, or service elements, to the customer. It is responsible for managing the products and technology used to deliver its contracted or agreed services and operating its own processes. (Literature: A, Chapter 1.1.1.4)
- B) Incorrect. End-to-end integration is the responsibility of the service integrator.
- C) Incorrect. Governance is a responsibility of the customer organization and service integrator.
- D) Incorrect. Strategy is a responsibility of the customer organization.

4 / 40

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

- A) Customer organization
 - B) Retained capabilities
 - C) Service integrator
 - D) Service provider
- A) Incorrect. The customer organization is the end client that is making the transition to SIAM as part of its operating model. It commissions the SIAM ecosystem.
- B) Incorrect. The retained capabilities are the functions that are responsible for strategic, architectural, business engagement and corporate governance activities.
- C) Correct. The service integrator layer of the SIAM ecosystem is where end-to-end service governance, management, integration, assurance and coordination are performed. (Literature: A, Chapter 1.1.1.3)
- D) Incorrect. Each service provider is responsible for the delivery of one or more services, or service elements, to the customer.

5 / 40

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

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

Please remember to select two answers.

- A) External service integrator
- B) Hybrid service integrator
- C) Internal service integrator
- D) Lead supplier as a service integrator

- A) Incorrect. The organization acting as the service integrator and service provider might be perceived to be biased, since this party can be a competitor of other service providers.
- B) Correct. In an internal service integrator solution, the service integrator is the customer organization. In a hybrid service integrator solution, the external service integrator works together with the customer organization. The customer organization is very unlikely to be accused of being biased. Therefore, these two structures will be the best choice for the organization wanting to transition. (Literature: A, Chapter 3.2 and 3.3)
- C) Correct. In an internal service integrator solution, the service integrator is the customer organization. In a hybrid service integrator solution, the external service integrator works together with the customer organization. The customer organization is very unlikely to be accused of being biased. Therefore, these two structures will be the best choice for the organization wanting to transition. (Literature: A, Chapter 3.2 and 3.3)
- D) Incorrect. The organization acting as the service integrator and service provider might be perceived to be biased, since this party can be a competitor of other service providers.

6 / 40

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

- A) Customer organization and external organization
- B) Customer organization and internal service integrator
- C) External service integrator and lead supplier
- D) Internal service integrator and retained capabilities

- A) Correct. In the hybrid service integrator, the customer organization collaborates with an external organization to take the role of service integrator and provide the service integrator capability. (Literature: A, Chapter 3.3)
- B) Incorrect. These are two separate layers in a SIAM ecosystem.
- C) Incorrect. Lead supplier is a different structure than hybrid.
- D) Incorrect. These are two separate layers in a SIAM ecosystem. Retained capabilities are part of the customer organization.

7 / 40

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

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

- A) Correct. This is one of the activities in the Discovery & Strategy stage. (Literature: A, Chapter 2.1.4)
- B) Incorrect. They are implemented in this stage but are defined in the Discovery & Strategy stage.
- C) Incorrect. The detailed roles and responsibilities are defined in this stage, against the principles and policies defined in the Discovery & Strategy stage.
- D) Incorrect. They are improved in this stage but are defined in the Discovery & Strategy stage.

8 / 40

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

Who should be rewarded?

- A) All service providers and the service integrator
- B) All service providers but not the service integrator
- C) The provider of hosting services only
- D) The service integrator only

- A) Correct. Service providers must be encouraged to collaborate rather than protect their own interests. Reward mechanisms can be used to encourage collaboration and communication. Good practices include reward all stakeholders, not just one layer of the SIAM model. (Literature: A, Chapter 2.4.4.5)
- B) Incorrect. The service integrator was involved and needs to be rewarded.
- C) Incorrect. The other service providers provided information, and the service integrator facilitated. Hence, these parties also need to be rewarded.
- D) Incorrect. The service providers provided information and need to be rewarded for this.

9 / 40

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

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

- A) Correct. Understanding the marketplace is an activity of the Discovery & Strategy stage. This activity should include a review of available technologies and services against the strategic objectives. (Literature: A, Chapter 2.1.4.7)
- B) Incorrect. Understanding of the marketplace should take place before the Implement stage, in the Discovery & Strategy stage.
- C) Incorrect. Understanding of the marketplace should take place before the Plan & Build stage, in the Discovery & Strategy stage.
- D) Incorrect. Understanding of the marketplace should take place in the Discovery & Strategy stage.

10 / 40

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

What should this organization do to achieve this?

- A) Appoint service providers early
- B) Implement organizational change management
- C) Use a big bang approach
- D) Use a phased implementation

- A) Incorrect. This is done in the Plan & Build stage of the SIAM roadmap. This organization is already in the Implement stage.
- B) Incorrect. Organizational change management will prepare stakeholders for the change. It is not what this organization needs to fulfil their needs.
- C) Correct. A big bang implementation approach is one that introduces everything at once. It can be a high risk, but since the organization is willing to take this risk, it is the best course of action. (Literature: A, Chapter 2.3.4.1.1)
- D) Incorrect. A phased approach will extend the total time for implementation.

11 / 40

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

Please remember to select two answers.

- A) Discovery & Strategy
 - B) Implement
 - C) Plan & Build
 - D) Run & Improve
-
- A) Correct. The high-level requirements are defined in the first stage. These are further developed in the second stage. (Literature: A, Chapter 2)
 - B) Incorrect. In the Implement stage, the requirements are implemented. The fourth stage is where the SIAM model is operated and continually improved.
 - C) Correct. The high-level requirements are defined in the first stage. These are further developed in the second stage. (Literature: A, Chapter 2)
 - D) Incorrect. In the Implement stage, the requirements are implemented. The fourth stage is where the SIAM model is operated and continually improved.

12 / 40

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

- A) Discovery & Strategy
 - B) Implement
 - C) Plan & Build
 - D) Run & Improve
-
- A) Incorrect. Organizational change management does not commence until the Plan & Build stage of the SIAM roadmap.
 - B) Incorrect. Organizational change management starts in the Plan & Build stage of the roadmap. It continues through the Implementation stage and into the next.
 - C) Correct. The commencement of organizational change management is an objective, activity, and output of the Plan & Build stage of the SIAM roadmap. (Literature: A, Chapter 2.2.1, 2.2.4 and 2.2.5)
 - D) Incorrect. Organizational change management starts in the Plan & Build stage of the roadmap. It continues through the Implement and Run & Improve stages.

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

- A) Discovery & Strategy
- B) Implement
- C) Plan & Build
- D) Run & Improve

- A) Incorrect. A structure may be proposed during the Discovery & Strategy stage, as part of defining the strategy for SIAM, but it is not selected until the Plan & Build stage.
- B) Incorrect. The structure must be selected during the Plan & Build stage before the start of the Implementation stage.
- C) Correct. All the information gathered so far should be used to select the preferred SIAM structure in the Plan & Build stage. (Literature: A, Chapter 2.2.4.1.2)
- D) Incorrect. The structure must be selected during the Plan & Build stage before the start of the Implementation stage.

14 / 40

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

Please remember to select two answers.

- A) An existing service provider ceasing to trade
- B) The end of an existing service provider's contract
- C) The implementation of the new SIAM model
- D) The selection of the implementation approach

- A) Correct. An existing service provider ceasing to trade, and the end of an existing service provider's contract are triggers to the Implement stage. (Literature: A, Chapter 2.3.2)
- B) Correct. An existing service provider ceasing to trade, and the end of an existing service provider's contract are triggers to the Implement stage. (Literature: A, Chapter 2.3.2)
- C) Incorrect. The implementation of the new SIAM model is an activity of the Implement stage and a trigger to the Run & Improve stage. The selection of the implementation approach is an activity in the Implement stage.
- D) Incorrect. The implementation of the new SIAM model is an activity of the Implement stage and a trigger to the Run & Improve stage. The selection of the implementation approach is an activity in the Implement stage.

15 / 40

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

- A) Customer organization
- B) Integrated change advisory board
- C) Service integrator
- D) Service provider

- A) Incorrect. The customer is not accountable for service governance and assurance. This is the responsibility of the service integrator.
- B) Incorrect. The integrated change advisory board has responsibilities related to the assurance of changes, but they are not accountable for service governance and assurance.
- C) Correct. Service governance and assurance is one of the key accountabilities of the service integrator. (Literature: A, Chapter 5.4 and 5.1.3)
- D) Incorrect. Within a SIAM ecosystem, service providers are not accountable for service governance and assurance.

16 / 40

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

- A) Customer organization
- B) External service providers
- C) Internal service providers
- D) Service integrator

- A) Correct. The customer organization may take advice from an external service integrator, but the decision-making is the responsibility of the customer organization as they are accountable for the outcomes. (Literature: A, Chapter 5.1.1)
- B) Incorrect. External service providers do not make this decision.
- C) Incorrect. Internal service providers do not make this decision.
- D) Incorrect. Whilst the service integrator may advise the customer, it is the customer organization who makes the decision.

17 / 40

Which role is accountable for contract management?

- A) Customer organization
- B) Executive board
- C) Service integrator
- D) Tactical board

- A) Correct. The customer organization holds the contracts with external organizations, hence is accountable for their management. (Literature: A, Chapter 5.3)
- B) Incorrect. The executive board may discuss issues with management of contracts, but they are not accountable for contract management.
- C) Incorrect. The service integrator can be responsible for the execution of some tasks for contract management, devolved to them by the customer organization, but the accountability for contract management is always with the customer organization as they hold the contracts with external organizations.
- D) Incorrect. The tactical board may discuss issues with management of contracts, but they are not accountable for contract management.

18 / 40

What does a single structural element cover?

- A) One layer in one organization
- B) One layer in multiple organizations
- C) Multiple layers in one organization
- D) Multiple layers in multiple organizations

- A) Incorrect. Structural elements may span all three layers of the SIAM ecosystem. They also may cover several organizations, like several service providers.
- B) Incorrect. Structural elements may span all three layers of the SIAM ecosystem.
- C) Incorrect. They may cover several organizations, like several service providers.
- D) Correct. Structural elements are organizational entities that have specific responsibilities and work across multiple organizations and layers in the SIAM ecosystem. (Literature: A, Chapter 1.1.6)

19 / 40

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

- A) Incident management forum
- B) Incident management working group
- C) Integrated change advisory board
- D) Major incident working group

- A) Correct. The incident management forum would discuss lessons learned as part of continual improvement. (Literature: A, Chapter 5.7.3 and 1.1.6.2)
- B) Incorrect. All working groups are convened to address specific issues. Forums work on improvements.
- C) Incorrect. The integrated change advisory board is an operational governance board, not an operational role.
- D) Incorrect. All working groups are convened to address specific issues. Forums work on improvements.

20 / 40

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

- A) Gaps between process activities
- B) Ineffective legacy tools
- C) Non-compliant service providers
- D) Toolset scope definition

- A) Correct. This is not a challenge related to creating a tooling strategy. It is one of the challenges related to integrating processes across service providers. The challenges are ineffective legacy tools, defining the toolset scope, non-compliant service providers and lack of architecture. (Literature: A, Chapter 6.4.1)
- B) Incorrect. This is one of the challenges related to creating a tooling strategy.
- C) Incorrect. This is one of the challenges related to creating a tooling strategy.
- D) Incorrect. This is one of the challenges related to creating a tooling strategy.

21 / 40

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

- A) An appropriate level of regular communication for all stakeholders
- B) Face-to-face meetings between virtual teams become redundant
- C) Reduced need to re-enter and translate data

- A) Correct. A communication plan is key to ensure there is an appropriate level of regular communication for all stakeholders, for example meetings and levels of reporting. (Literature: A, Chapter 6.1.2.4)
- B) Incorrect. Virtual teams need to build relationships between team members. This can be challenging if there is no regular face-to-face contact between them. It is recommended to have at least one face-to-face event where team members can get to know each other, to foster trust and create good working relationships.
- C) Incorrect. This is a benefit from the toolset integration practice.

22 / 40

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

- A) DevOps
 - B) Key performance indicator (KPI)
 - C) RACI matrix
 - D) Service level agreement (SLA)
- A) Incorrect. DevOps is a supporting practice but is not used to identify all participants in the delivery of a process or function.
- B) Incorrect. KPIs are metrics used to measure performance. KPIs are defined for services, processes, and business objectives.
- C) Correct. The development and agreement of process flows, and RACI matrices will help to identify and avoid such gaps. (Literature: A, Chapter 6.2.1.2 and 2.2.4.1.3)
- D) Incorrect. SLAs are not used to identify gaps in process flows.

23 / 40

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

- A) Conflicting objectives, organizational strategies and working practices
 - B) Gaps between process activities
 - C) Inability to map end-to-end workflow
 - D) Lack of architecture
- A) Correct. Conflicting objectives, organizational strategies and working practices are one of the main challenges associated with cross-functional teams. (Literature: A, Chapter 6.1.1)
- B) Incorrect. This is a challenge related to integrating processes across service providers.
- C) Incorrect. This is a challenge associated with enabling and reporting on end-to-end services.
- D) Incorrect. This is a challenge associated with creating a tooling strategy.

24 / 40

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

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

- A) Adopting a common data dictionary
 - B) Industry standard methods
 - C) Ownership of data and toolsets
 - D) Technology strategy and roadmap
- A) Incorrect. This will deliver several benefits, for example providing consistency and a common understanding of incident priority and severity classifications. It does not help understanding how the SIAM toolset will evolve.
- B) Incorrect. Using industry standard integration methods will make it easier for service providers to share information between their own tools and an integrated SIAM toolset. It does not help understanding how the SIAM toolset will evolve.
- C) Incorrect. The tooling strategy needs to clarify who owns the toolset, and the data within it. It does not help understanding how the SIAM toolset will evolve.
- D) Correct. The customer organization needs to outline its technology strategy and roadmap to help the service integrator and the service providers understand how the SIAM toolset will integrate and evolve. (Literature: A, Chapter 6.4.2)

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

- A) Average time to resolve a problem by a particular service integration partner
 - B) Comparison of internal versus external service providers
 - C) How many incidents have been raised by a particular business division
 - D) Responsiveness of the service against service level targets
- A) Incorrect. Average time to resolve a problem by a particular service integration partner is not an example of end-to-end measurement in a SIAM environment. As end-to-end measurement is about the entire service and not a particular component or provider.
- B) Incorrect. Comparison of internal versus external service providers is not an example of end-to-end measurement in a SIAM environment. End-to-end measurement is about the service and not about the providers' performance.
- C) Incorrect. How many incidents have been raised by a particular business division is not an example of end-to-end measurement in a SIAM environment. Incidents' impact on the service could be an end-to-end measurement, but the number of incidents on its own is not, as it is not reflecting how service was provided against business targets.
- D) Correct. Responsiveness of the service against defined targets is an example of end-to-end measurement in a SIAM environment. (Literature: A, Chapter 6.3)

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

- A) Aligning resolution targets across service providers
 - B) Processes can seem more complex
 - C) The requirement for a data dictionary, terminology, and thresholds
- A) Incorrect. This is a SIAM consideration for problem management.
B) Correct. This is a valid SIAM consideration that is common for all processes in a SIAM ecosystem. (Literature: B, Chapter 3)
C) Incorrect. This is a SIAM consideration for monitoring and measuring.

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Which is the purpose of the continual service improvement process?

- A) To encourage and incentivize service providers to contribute to continual service improvement
 - B) To ensure that continual service improvement is on the agendas of SIAM governance boards
 - C) To provide a consistent method of quantifying, tracking, and managing the delivery of improvement activity
 - D) To share lessons learned across all parties in the SIAM ecosystem
- A) Incorrect. This is one of the SIAM considerations for the continual service improvement process.
B) Incorrect. This is one of the SIAM considerations for the continual service improvement process.
C) Correct. This is the purpose of the continual service improvement process. (Literature: B, Chapter 18.1)
D) Incorrect. This is one of the SIAM considerations for the continual service improvement process.

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Tom is the problem manager in a service provider.

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

- A) Coordinating problem investigation and resolution activities across multiple service providers
 - B) Getting all parties to take part in joint working to resolve problems
 - C) Preventing incidents and problems from occurring or recurring
 - D) Restoring service in an agreed timescale dictated by priority
- A) Incorrect. This is one of the considerations of the problem management process and not the purpose. In addition, this a responsibility of the service integrator.
B) Incorrect. This is one of the considerations of the problem management process and not the purpose. In addition, this a responsibility of the service integrator.
C) Correct. The problem management process is responsible for managing the lifecycle of a problem, which is defined as the unknown underlying cause of an incident. It is also responsible for preventing incidents and problems from occurring or recurring. (Literature: B, Chapter 9.1)
D) Incorrect. This is a purpose of the incident management process.

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Which process has as its **main** purpose to early detect and avoid system and service outages?

- A) Change and release management
- B) Continual service improvement
- C) Event management
- D) Incident management

- A) Incorrect. Change management enables changes to be made to services with minimal amounts of disruption.
- B) Incorrect. The purpose of continual service improvement is to provide a consistent method of quantifying, tracking, and managing the delivery of improvement activity across an ecosystem.
- C) Correct. This is a purpose of event management. (Literature: B, Chapter 6.1)
- D) Incorrect. Incident management seeks to restore service. It also records and manages service issues. Incident management does not aim at prevention of outages.

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

- A) Building and maintaining strong relationships between service providers and the consumers of their services
- B) Defining ownership of the processes and the levels of accountability and responsibility
- C) Providing a consistent method of quantifying, tracking and managing the delivery of improvement activities
- D) Providing a structured approach that delivers projects on time, on budget and at the appropriate level of quality

- A) Incorrect. This is the purpose of the business relationship management process and not a consideration common for all processes in a SIAM ecosystem.
- B) Correct. This is a correct consideration common for all processes in a SIAM ecosystem. (Literature: B, Chapter 3)
- C) Incorrect. This is the purpose of the continual service improvement process and not a consideration common for all processes in a SIAM ecosystem.
- D) Incorrect. This is the purpose of the project management process and not a consideration common for all processes in a SIAM ecosystem.

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

- A) Requirements for consistent data dictionary, data models, terminology, thresholds and reporting schedules.
- B) Responsibilities for testing integration between services from different service providers should be defined.
- C) Targets for event diagnosis and resolution should be common across service providers.

- A) Correct. This is one of the SIAM considerations of the monitoring and measuring process. (Literature: B, Chapter 5.2)
- B) Incorrect. This is a SIAM consideration of the release management process.
- C) Incorrect. This is a SIAM consideration of the event management process.

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Which is a SIAM consideration for the incident management process?

- A) Defining rules for managing event thresholds
 - B) Ensuring all service providers are able to monitor their services
 - C) Managing events that are degrading or could degrade service performance
 - D) Minimizing the number of parties involved in restoring a service
- A) Incorrect. This is a SIAM consideration of event management.
B) Incorrect. This is a SIAM consideration of the monitoring and measuring process.
C) Incorrect. This is a SIAM consideration of the event management process.
D) Correct. This is a SIAM consideration of the incident management process. (Literature: B, Chapter 8.2)

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

- A) Discovery & Strategy
 - B) Implement
 - C) Plan & Build
 - D) Run & Improve
- A) Correct. This challenge starts early in the SIAM roadmap, during the Discovery & Strategy stage. (Literature: A, Chapter 8.1.2)
B) Incorrect. The business case will also be used during the Implement and Run & Improve stages to verify that the anticipated benefits are being realized, but this is not the earliest stage.
C) Incorrect. At the end of the Plan & Build stage, executive backing is required to authorize any procurements and allocate resources to the remaining stages, but this is not the earliest stage.
D) Incorrect. The business case will also be used during the Implement and Run & Improve stages to verify that the anticipated benefits are being realized, but this is not the earliest stage.

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

- A) Customer organization
 - B) Service integrator
 - C) Service provider
- A) Incorrect. The customer is affected by this challenge.
B) Incorrect. The service integrator is affected by this challenge.
C) Correct. This challenge will affect the customer if it is unable to validate whether SIAM is delivering value and services are performing, and the service integrator that has the task of building the end-to-end reports. (Literature: A, Chapter 8.6.1)

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

Which risk is **directly** related to this?

- A) It could be difficult to allocate responsibility for service failures.
 - B) The customer's data may be at risk.
 - C) The service integrator may not be able to fulfill their role.
 - D) The service provider may withdraw from the ecosystem.
-
- A) Incorrect. This is a different commercial risk.
 - B) Incorrect. This is a risk associated with level of control and ownership.
 - C) Incorrect. This is a risk associated with cultural fit.
 - D) Correct. Unrealistic targets and service levels for service providers may result in them withdrawing from the ecosystem. (Literature: A, Chapter 8.3.3)

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

Which risk is directly related to this?

- A) Service providers may have access to data to which they are not entitled.
 - B) Service providers might not achieve their service targets.
 - C) The cost of implementing SIAM could be higher than planned.
 - D) The service integrator might have an increased workload.
-
- A) Correct. The customer organization needs to be clear about what data and information exists in the ecosystem, where it is, and how it will be managed and secured. Ineffective data segregation, particularly in relation to a service provider's commercially sensitive data that should not be visible to other service providers, is an associated risk. (Literature: A, Chapter 8.4.3)
 - B) Incorrect. This is a risk associated with commercial challenges.
 - C) Incorrect. This is a risk associated with building the business case.
 - D) Incorrect. This is a risk associated with legacy contracts.

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

Which is an associated cultural consideration?

- A) Creating an environment for service providers that is focused on contracts and agreements
 - B) Service providers acknowledging that the service integrator has the autonomy to direct, make decisions and govern
 - C) Service providers focusing on the achievement of their own specific service levels and objectives
- A) Incorrect. The associated correct consideration is creating an environment that is focused on business outcomes and the customer, not individual service provider's contracts and agreements.
- B) Correct. Service providers must acknowledge that the service integrator is the voice of the customer and has the autonomy to direct and make decisions and govern without being undermined. (Literature: A, Chapter 7.2.1)
- C) Incorrect. Within a SIAM ecosystem, the focus is on relationships, particularly cross-provider relationships, governance controls, and pursuit of common goals rather than achievement of specific individual organizational service levels and objectives.

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

Which is a risk of leaving this undecided?

- A) It will be challenging to assign responsibility for service failures.
 - B) Service providers may be unwilling to collaborate.
 - C) The service integrator may be unable to perform its role.
 - D) The success of the SIAM program cannot be measured.
- A) Incorrect. This is a risk from the commercial challenge.
- B) Incorrect. This is a risk from the challenge of culture and collaboration.
- C) Correct. If this challenge is not resolved, it can make the definition of the SIAM model, and the role of the service integrator and the service providers more challenging because responsibilities and accountabilities are unclear. If the customer is not prepared to relinquish ownership of service activities and processes, it may not be possible to realize the anticipated benefits from SIAM, as the service integrator may be unable to perform its role. If the customer relinquishes all control and accountability, the service integrator might not have enough strategic direction to allow it to carry out its role. (Literature: A, Chapter 8.2.1)
- D) Incorrect. This is a risk from the challenge of building the business case.

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How are ITIL processes and SIAM related?

- A) ITIL process outcomes are different from SIAM process outcomes and provide other insights.
 - B) ITIL processes can be used in a SIAM ecosystem without any adaptation.
 - C) SIAM builds on the ITIL's service management elements and extends them.
 - D) SIAM is a replacement for ITIL and therefore does not use any of its processes.
-
- A) Incorrect. Most SIAM processes have the same outcomes as ITIL.
 - B) Incorrect. Processes will require adaptation to suit the multiple supplier ecosystem.
 - C) Correct. SIAM does not replace ITIL, but it builds on its service management elements and extends them across the ecosystem where they are relevant to the SIAM model. (Literature: A, Chapter 4.1.1.1)
 - D) Incorrect. SIAM is not a replacement for ITIL and uses ITIL as a foundation.

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Which practice focuses on creating a collaborative culture and sharing?

- A) DevOps
 - B) ISO/IEC 20000
 - C) ITIL
 - D) Lean
-
- A) Correct. Creating a collaborative culture is a key feature of DevOps. (Literature: A, Chapter 4.4.1)
 - B) Incorrect. ISO/IEC is a standard for IT service management. Its focus is not on creating a collaborative culture.
 - C) Incorrect. ITIL focusses primarily on processes, not on creating a collaborative culture.
 - D) Incorrect. Lean focusses on process optimization and removal of waste, not on creating a collaborative culture and sharing.

Evaluation

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

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



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