



考试样卷

202101 版本

Copyright © EXIN Holding B.V., 2021. All rights reserved.
EXIN® is a registered trademark.
VeriSM™ is a registered trademark of IFDC.

No part of this publication may be reproduced, stored, utilized or transmitted in any form or by any means, electronic, mechanical, or otherwise, without the prior written permission from EXIN.



目录

考试说明	4
考试样卷	5
答案解析	39
试题评分	87

考试说明

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

本试卷由 30 道单项选择题组成。每道选择题有多个选项，但这些选项中只有一个是正确答案。

本试卷的总分是 30 分。每道题的分数是 1 分。您需要获得 19 分或以上通过考试。

考试时间为 90 分钟。

在该考试过程中您可以参考考试文献教材。

祝您好运!

考试样卷

1 / 30

数字时代代表着根本性的社会经济和行为转变。每个组织对“数字时代”的看法各有不同。

关于数字化转型，**所有**组织都需要考虑什么？

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

Concerning digital transformation, what do **all** organizations need to consider?

- A) 敏捷和精益实践如何用于应对商业化社会
How Agile and Lean practices can be used to respond to a commercialized society
- B) 自带设备 (BYOD) 如何可以降低总拥有成本 (TCO)
How Bring Your Own Device (BYOD) can reduce the total cost of ownership (TCO)
- C) 组织如何需要理解和利用知识和数据
How organizations need to understand and utilize knowledge and data
- D) 互联网的发展如何影响存储数据的安全性
How the advancement of the internet impacts the security of data stored

2 / 30

某保险公司想要更清楚地确定他们的消费者结果。他们想了解消费者的期望并确定如何才能做得更好。

价值流图 (VSM) 如何帮助他们?

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比较当前状态与理想状态，确定两者之间的差距，并识别提供理想结果所需的可交付成果和服务。
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无视组织和部门界限，而是呈现跨部门活动，显示各流程步骤的信息流和物料流。
VSM disregards organizational and divisional boundaries, and instead presents cross-functional activities which show the flow of information and material between process steps.
- C)** 通过研究消费者如何确定价值并审核各项能力，VSM输出帮助定义实现组织目标所需的角色和责任。
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提供了一种严格的数据驱动方法，消除会破坏消费者价值的变异、缺陷和浪费。
VSM provides a disciplined, data-driven approach for eliminating variability, defects and Waste that undermine consumer value.

3 / 30

某汽车制造厂在与供应商打交道时严重依赖其打印服务：

- 当一批零部件到货后，将打印供应商发票并贴到货物上。
- 在仓库检查货物，零部件会贴上条形码，并录入库存系统。

但是，打印服务已经过时，时不时出现故障。通过允许供应商访问员工使用的在线资源，从而自行生成条形码，仓库经理想要以此减少浪费。

以上描述的是哪种数字化转型方法？

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 bar code 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 bar codes themselves.

Which digital transformation approach is described here?

- A)** 以客户为导向和着眼于未来相结合的方法
A combined customer focused and future focused approach
- B)** 运营和以客户为导向相结合的方法
A combined operational and customer focused approach
- C)** 运营方法
An operational approach
- D)** 着眼于未来的方法
A future focused approach

4 / 30

真正的数字化转型涉及关键能力的培养和成熟，否则，就不可能通过持续转型取得持续的竞争优势。

某大型零售银行正在编制数字化转型的变革计划。该银行的战略推动因素包括人员、批判性思维、创新、敏捷性、信息技术和资金。其中缺少一项重要能力：以消费者为中心。

缺少这项战略能力将给银行带来什么直接风险？

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) 创建的服务价值降低
Creating services that have less value
- B) 销售额和市场份额下降
Declining sales and market share
- C) 提供质量差的服务
Delivering services with poor quality
- D) 缺少消费者和员工的信任
Lacking consumer and employee trust

5 / 30

某经理具备出众的技术知识和对新发展的见解。他领导着一支提供内部服务的团队，由于他的技术经验最高深，经常由他接手解决团队的问题。他领导的团队表现不及预期。

该经理需要提高什么才能帮助团队提升绩效？

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) 沟通技巧和与团队成员建立牢固关系的能力
Communication skills and the ability to build strong relationships with team members
- B) 数字感知和理解所涉及技术详情的能力
Digital awareness and the ability to understand the details of the technology involved
- C) 按优先顺序安排内部服务数字化项目的能力
The ability to prioritize digitalization initiatives for the internal services
- D) 为各级员工提供自主权和自我管理空间的能力
The ability to provide autonomy and room for self-management to staff at all levels

6 / 30

某团队存在协作困难，但个人表现出色。团队成员并不总是在同一时间和同一地点工作，他们抱怨其他团队成员发送了太多电子邮件。为了使战略计划成功，他们需要开始更有效地协作。

哪一项是增强这个团队协作的**最佳**方式？

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 emails. 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) 创造更积极的工作环境，并强制采取面对面会议
Create a more positive work environment and force face-to-face meetings
- B) 安装协作工具以支持团队的互动
Have a collaboration tool installed to support the team's interactions
- C) 通过规定团队如何协作提高协作行为
Increase collaboration behavior by prescribing how the team collaborates
- D) 邀请团队提供反馈意见，并要求他们改变其日常惯例
Invite the team to give feedback and ask them to change their routines

7 / 30

某小型付费社交媒体应用程序公司的董事会表示，希望加强以消费者为中心方针，从而实现长期增长。他们的主要商业模式是允许个人应用内付费去除广告。

即使消费者购买了无广告版本的应用程序，通过迎合广告主的需求，为微妙的广告创造机会，销售部看到了不错的增长机会。这样将创造整体的额外收入来源，据销售部称，由于广告非常微妙，不会对用户体验产生负面影响。

实施微妙的广告是否符合董事会所确定的方针？

The board of a small, paid social media 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.

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 as the ads are very subtle.

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

- A) 是的，因为广告主也是有价值的客户，可以使公司扩大客户群。**
Yes, because the advertisers are valuable customers too and they will enable the company to expand their customer base.
- B) 是的，因为微妙的广告将增加利润，实现增长是董事会的重要优先事项。**
Yes, because the subtle ads will increase profits and achieving growth is an important priority for the board.
- C) 不是，因为以消费者为中心的公司应只提供非营利性服务。**
No, because consumer centric companies should only offer services which are not-for-profit.
- D) 不是，因为这欺骗了购买应用程序无广告版本的消费者。**
No, because this is cheating the consumer that purchased the ads-free version of the app.

8 / 30

某电影院正处于数字化转型之中。他们不再拥有自己的投影仪，而是转而租赁基于LED的投影服务并按小时付费。一些员工已经熟悉新系统。首席执行官建议仅让熟悉新系统的员工操作新型投影仪。

这是个好主意吗？

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)** 是的，因为这样员工有机会以各自角色成长，同时更快、更省钱地达到业务目标。
Yes, because this allows the employees the opportunity to grow in their role and reach business targets faster and cheaper.
- B)** 是的，因为这样将为企业创造最大的价值，并可以通过减少劳动力最大程度地降低成本。
Yes, because this will create the most value for the business and costs can be minimalized by reducing the workforce.
- C)** 不是，因为所有员工都需要能够使用新系统，并应该允许他们单独尝试（边干边学）。
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)** 不是，因为知识只有在共享并促使别人做好工作时才能帮助数字化转型。
No, because knowledge can only help digital transformation when it is shared and enables others to do their work well.

9 / 30

某国际咨询机构进行了PESTEL（政治、经济、社会、科技、环境和法律）分析，以了解影响其业务的外部因素。识别了几种新兴的和流行的技术实践，有益于他们的服务管理能力和成熟度。

这种情况发生在哪个EDM活动？

An international consultancy agency has conducted a PESTEL (Political, Economic, Social, Technological, Environmental and Legal) 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) 评估
Evaluate
- B) 指导
Direct
- C) 管理
Manage
- D) 监督
Monitor

10 / 30

一家销售海报和相框的大型公司认识到自己需要跟上竞争的步伐。他们正在研究附加服务如何增强其现有产品。他们决定利用内部利益相关者的意见进行SWOT分析，以证实自己的选择。

哪一项是SWOT分析结果的**主要**风险？

A large company selling posters and frames understands that they need to 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) 无法获得有关其市场和竞争对手的基准信息
Benchmark information about their market and their competition is unavailable
- B) 有关其市场的基准信息已过时，因此具有误导性
Benchmark information about their market is outdated and therefore misleading
- C) 参与分析的利益相关者受偏见和主观意见影响
Stakeholders who participate in the analysis are subject to bias and subjectivity
- D) 参与分析的利益相关者不代表整个组织
Stakeholders who participate in the analysis do not represent the whole organization

11 / 30

烘焙厂EatNow为面包师生产冷冻产品。面包师可以在烘焙厂的商店内完成产品。烘焙厂正在寻求扩张。他们想与一家竞争对手合并。现有消费者提供了稳定的收入来源，并预留了大量资金。

在有兴趣合并的竞争对手中，有一家同样是烘焙厂WeBake。由于位置偏僻，WeBake的业绩不佳。因此，他们不得不选择与竞争对手合并或者卖掉工厂。WeBake拥有一家大型面包厂，可以帮助EatNow提高产量，从而在未来10年紧跟需求增长。

但是，如果EatNow现在增加产量，不确定是否可以吸引新顾客购买冷冻产品。此外，如果EatNow完全转移到WeBake工厂，可能增加冷冻产品的运输成本。不过，尽管存在以上潜在问题，但EatNow管理层还是决定合并，并与WeBake进行谈判。

EatNow与WeBake合并表明什么？

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 10 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) 风险承受能力高
A high appetite for risk
- B) 风险承受能力低
A low appetite for risk
- C) 缺少风险分析
A lack of risk analyses
- D) 缺少风险策略
A lack of risk strategy

12 / 30

某小型云服务提供商想要发展自己的业务。该公司有较好机会吸引一个新的大客户。但是，该客户要求系统中具有自助服务功能，方便他们每月调整服务需求。这个机会在两个星期后到期。

云服务提供商已制定变更管理程序。这些程序是根据组织的 Service Management Principles 而制定。Service Management Principles 基于组织的高稳定性要求，风险承受能力偏低。

如果变更引起问题，部署将自动还原到服务的最后稳定状态。团队难以将高度期望的功能引入到服务。引入新功能时，服务不断恢复到最后稳定状态。一个团队成员建议绕过此变更管理程序，并手动调整生产环境以将功能强制引入系统，以便可以及时搭上新客户。

在这种情况下应该提出什么建议？

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)** 永久性绕过程序，以支持这些机会并作为一个组织存续。
Bypass the procedure permanently, to support these kinds of opportunities and survive as an organization.
- B)** 暂时性绕过程序，但将其记录在已知错误数据库中，这样大家都可以知道此异常。
Bypass the procedure temporarily, but log it in a known-error database, so everyone is aware of this exception.
- C)** 不绕过程序，但确认 Service Management Principles 是否允许该功能是启用的状态。
Do not bypass the procedure, but check whether the Service Management Principles allow a way to get the feature live.
- D)** 不绕过程序，并告知客户无法按照要求实现功能。
Do not bypass the procedure and inform the customer of the inability to implement the feature as requested.

13 / 30

某大型组织成立了一个工作组，绘制组织中最重要价值流图。这些价值流将用于创建组织组合，从而帮助组织专注于即将进行的合并中的重要事项。

为确保组织组合在合并后成功实施，必须采取什么措施？

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?

题目未完，接下一页

- A)** 1、定义被合并组织的关键绩效指标 (KPI) 。
2、要求合并公司执行价值流图。
3、将所有价值流整合到组织组合中。
4、集体讨论可能的治理策略。
1. Define Key Performance Indicators (KPIs) for the merged organization
2. Ask the merging company to do a Value Stream Mapping.
3. Incorporate all value streams in the organizational portfolio.
4. Brainstorm about possible governance strategies.
- B)** 1、识别两家公司和合并后组织在战略上的差异。
2、绘制合并前后的价值流图。
3、识别支持新策略和价值流所需的资源和能力。
4、定义跟踪过渡和合并后组织策略整合的KPI。
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、整合两个组织组合。
2、集体讨论合并后可能的服务。
3、合并期间，监控关于新服务的想法。
4、合并完成后，定期评价新想法。
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、监控两个组织的现有KPI。
2、集体讨论合并后的新价值流。
3、使合并公司能够设置自己的价值流。
4、确定合并后组织的策略。
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

某新的网上商城允许消费者网上买卖商品。价值流图显示了当前可用的服务，这是一项允许消费者创建广告的简单服务。网上商城正在开发让消费者广告脱颖而出的方法，但是管理层不确定哪种方法对消费者有用。

其中一名团队成员要求分配时间来开发一项功能，可使消费者在一天内其广告显得比别人的广告大。

这一服务是否符合组织的价值主张？

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) 不是，因为新功能不会直接提升当前可用的服务。**
No, because the new feature does not directly improve the currently available service.
- B) 不是，因为管理层尚不清楚扩展服务的方式。**
No, because the ways in which the services will be expanded are not yet clear for management.
- C) 是的，因为团队成员的所有倡议都应该支持，以保证士气。**
Yes, because all initiatives by team members should be supported to keep morale high.
- D) 是的，因为该功能恰好契合拟定的组织组合扩展。**
Yes, because the feature fits well with the proposed expansion of the organizational portfolio.

15 / 30

某市政当局的打印服务已过时，无法正常运行。针对服务改进，提出了几项建议，从技术更新到创新的信息传递方法。

在VeriSM™模型中应如何处理改进？

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?

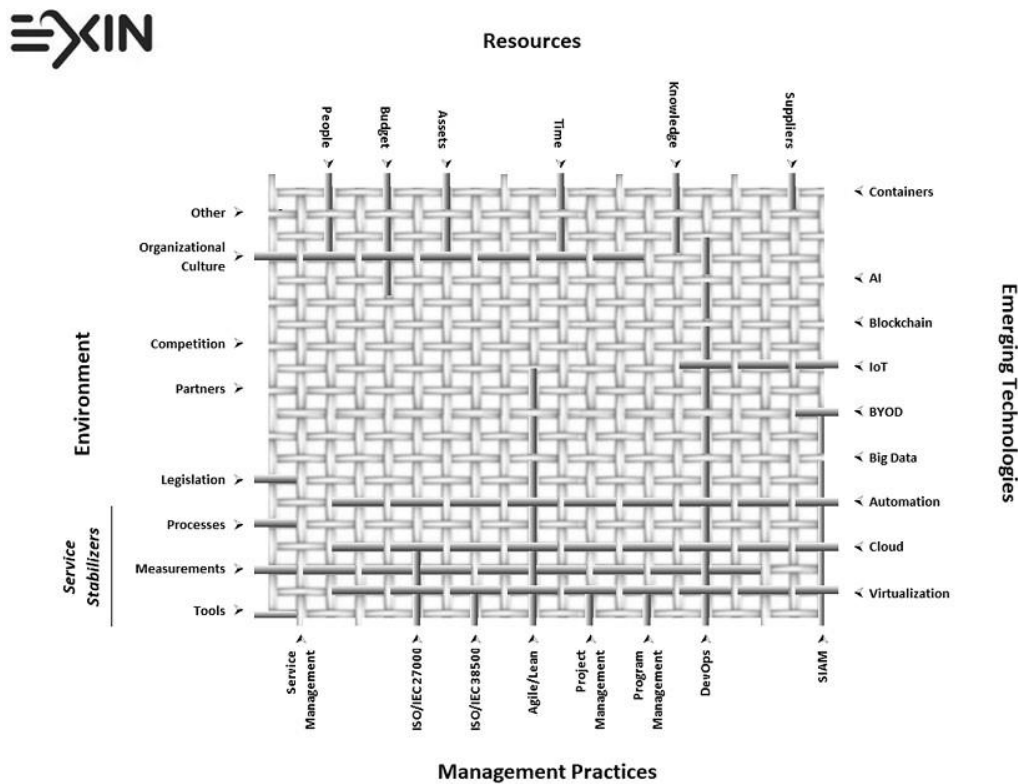
- A)** 所有改进建议应评估对服务的影响。此后，或通过返回批准活动，或者根据组织组合进行评估。
All suggestions for improvement should be assessed for impact to the service. After this, they should either be cycled back through approval activities or be evaluated in relation to the organizational portfolio.
- B)** 所有建议都需要确认是否符合当地法律法规。获得批准后，创建服务的团队负责实施改进内容。
All suggestions need to 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)** 应完成一项评估，考虑所建议改进的影响，并找出打印服务未按预期运行的原因。应建立一个项目解决这个问题并提供改进。
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)** 任何小幅改进都可以由IT能力通过变更管理流程直接处理。但是，重大改进需要有商业案例并得到消费者和组织领导的认可。
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

某铁路公司想要推出一项新服务，以预测延误并通知乘客。

一旦服务实施，铁路公司希望评估服务的使用情况以及其他一些未用到的关键绩效指标 (KPI)，确认新服务的影响。此外，他们希望通过这个新项目进一步完善其DevOps工作方式，从单个试点发展到标准工作方式。

管理网格如下所示：



以上是什么类型的视图？

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 (see picture):

What type of view is this?

题目未完，下一页

- A) 组织网格
Organizational mesh
- B) 理想状态网格
Desired state mesh
- C) 差距分析
Gap analysis
- D) 当前状态网格
Current state mesh

17 / 30

某高校批准了一项交互式招生计划的开发。一旦学生加入该计划，即可访问一款在线软件应用程序，该软件可以监控学生的学习情况和课程。该应用程序支持笔记本电脑、平板电脑、智能手机。

评估下列关于开发管理网格组织视图以支持此新举措的各项计划。

哪项计划遵循VeriSM™指南？

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?

题目未完，下一页

- A)** - 首先, 收集资产、供应商和预算信息, 因为计划所需的一切可能已经可用。
- 接着, 评估此活动的法规或立法控制机制以及适当的运营流程和工作。
- 然后, 掌握当前的管理实践。
- 最后, 关注可用的数字技术。
- 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)** - 首先, 确定现有技术和架构, 确保此项目中生成的大量数据可以处理并用于分析用途。
- 接着, 转向当前的管理实践。
- 然后, 确定相关的法规控制机制。
- 最后, 确定此计划每个阶段的预算。
- 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)** - 首先, 采访采购人员和具有IT能力的人员, 以了解资源和可用技术。
- 接着, IT人员应确定企业管理实践。
- 然后, 询问人力资源部和法律部以发现现行法规要求。
- 最后, 人力资源部应确认组织文化是否需要改变。
- 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)** - 首先, 记录高校的技术能力, 因为应用程序将成为与消费者交互的界面, 所以必须兼具功能性和创新性。
- 接着, 掌握人员 (特别是应用程序开发人员) 能力信息。
- 然后, 在图中绘制当前的管理实践。
- 最后, 确认立法要求。
- 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

某画廊过去一年非常成功。他们拥有在私人服务器上运行的网站，开销非常大。为了满足消费者的需求，他们需要在任何时间容纳更多的访客，这超出了当前网站的IT架构。IT经理建议将网站托管交给云提供商。

在这种情况下提建议之前应做什么？

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 need to 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)** 1、向管理层寻求流程外包指导。
2、编写云服务提供商招标书进行竞价。
3、雇用新员工支持新技术。
1. Ask management for guidelines on outsourcing aspects of the process.
2. Write a tender for cloud service providers to compete on price.
3. Hire new staff to support the new technology.
- B)** 1、询问其他同行专业人士会提供什么建议。
2、在转变为云端之前，寻找升级当前服务器的方法。
3、进行云供应和升级服务器之间的成本分析。
1. Ask other professionals in peer groups what they would advise.
2. Look for ways to upgrade the current server, before changing to cloud.
3. Make a cost-analysis between cloud provisioning and upgrading the server.
- C)** 1、查看价值流图和组织组合。
2、评估画廊工作人员是否能够使用基于云的内容管理系统。
3、查看管理网格，以确定将服务迁移到云端是否合适。
1. Look at the value stream map and the organizational portfolio.
2. Assess whether the art gallery staff is able to work with a cloud-based Content Management System.
3. Look at the Management Mesh to decide if moving services to the cloud fits.
- D)** 1、研究云技术，直到对这一议题充分熟悉。
2、研究云服务提供商的报价方案。
3、创建一个包含云服务的新价值流图。
1. Study cloud technologies until the topic is sufficiently familiar.
2. Look into the offers of cloud service providers for pricing options.
3. Create a new value stream map that incorporates cloud services.

19 / 30

某外部顾问受邀助力多学科团队的会议。该团队的目标是在考虑和选择构建管理网格的实践和技术时就首选方法达成一致意见。

财务部门表示，只要所选实践或技术有可靠的商业案例，就可以提供足够的投资预算。开发部门表示，他们希望改变工作方式，加强自我指导。运营部门表示，该团队在风险最小化方面做得很好，让所有技术选择保有回旋余地。管理层表示，与新的管理方法相比，他们更喜欢技术解决方案。

在创建管理网格时，哪一项是选择适当管理实践和技术的**最佳**方法？

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)** 采用以技术为本的方法，因为这种方法可以很好地应对业务挑战并推动支持数字化转型工作所需的技术。
Adopt a technology-based approach, because this approach responds well to business challenges and drives the technology required to support digital transformation efforts.
- B)** 选择最新的管理实践，因为其他组织已验证其成功，最终最新管理实践将影响团队的协作和行为。
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)** 进行要求分析，因为此分析考虑了能力和预期结果，在选择管理实践时提供了多种选择。
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)** 选择最先进的技术，因为财务管理可以确保成本控制在投资预算之内，并且采用该技术可以最大程度地降低相关风险。
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

某银行希望客户在未来几个月内从打印的银行对账单改用可下载的对账单。新服务要成功需满足以下高要求：

- 必须更新IT架构以支持数字化转型。
- 客户需要可以随时查阅对账单。
- 必须确保隐私。
- 必须开发一个移动应用程序以支持数字化转型。

哪一项**最有效**支持这项新服务？

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 app must be developed to support the digital transformation.

What supports this new service **best**?

- A)** 这种数字化转型需要改变IT架构。银行应研究公共云服务，确保不超时。
This digital transformation requires changes in the IT architecture. The bank should look into public cloud services to ensure the timeline is not exceeded.
- B)** 这种数字化转型需要评估当前的可能性。之后，要实现成功所缺失的元素可以被确定并给予支持。
This digital transformation requires an evaluation of the current possibilities. After that, the missing elements for success can be determined and supported.
- C)** 这种数字化转型需要提高数据安全性。银行应聘请一家安全专业公司研究安全措施。
This digital transformation requires increased security of the data. The bank should hire a company specialized in security to look into security measures.
- D)** 这种数字化转型需要对IT开发进行彻底的改变。因此，银行应从目前的工作方式转向DevOps工作方式。
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

旅行社TravAg想要扩大自己的业务。他们有能力预留大量投资资本。他们的宗旨是成为顶尖的旅行社。为了实现这一目标，他们确定了四项战略计划：

- 1、创建一个移动应用程序以方便消费者预订。
- 2、通过包括青少年团体旅游，使目标人群多样化。
- 3、与规模更小的竞争对手合并以获取市场份额。
- 4、允许消费者进行自助预订。

在创建当前状态管理网格时，TravAg必须评估当前可用资源。

哪个问题有助于识别当前可用资源？

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 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) 这四项战略计划是否符合组织需求？
Do these four strategic initiatives fit the organizational need?
- B) 我们员工的技术水平怎么样？
What is the level of technological skills of our staff?
- C) 市场中有哪些竞争产品和服务？
What products and services in the market space compete with us?
- D) 哪项战略计划将为消费者带来最大价值？
Which strategic initiative will yield the most value for the consumers?

22 / 30

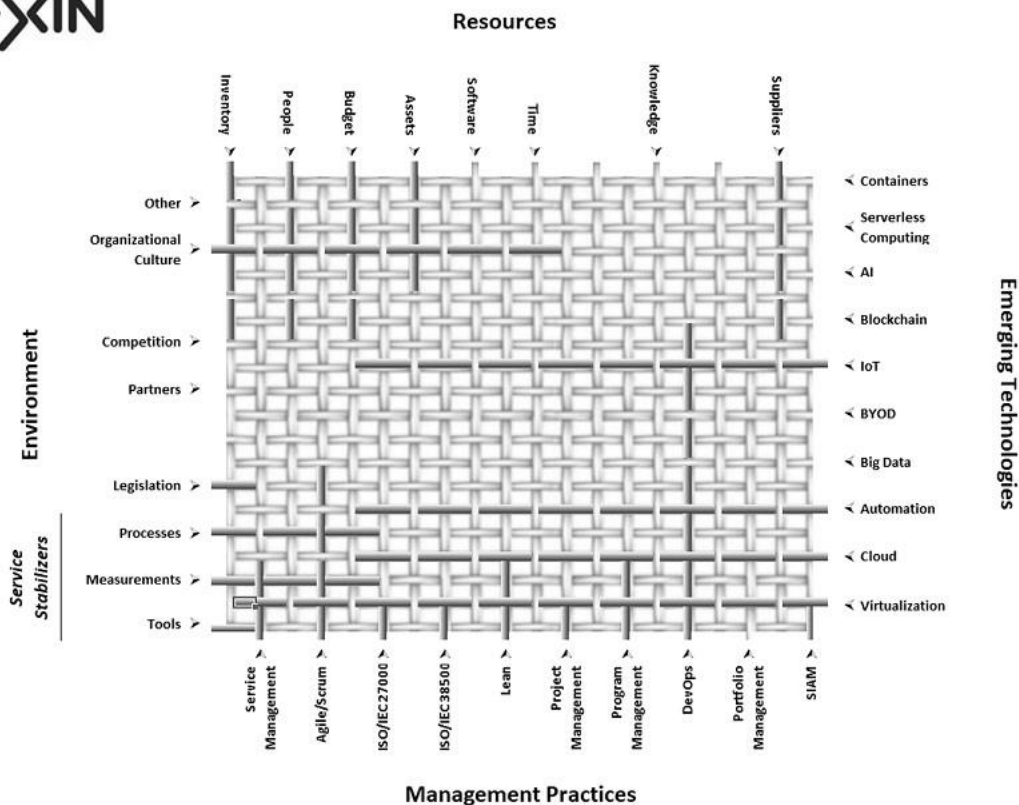
某网游公司想要转型，开发可在所有设备（包括所有移动设备）上运行的游戏。他们想转变成 DevOps 工作方式，这需要同时转变组织文化。为了获得成功，他们需要扩大利用云技术和虚拟化技术。为此，他们需要做好新技术预算，并聘请专人确保在数字化转型期间的平稳过渡。

哪个管理网格显示了该公司的理想状态？

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.

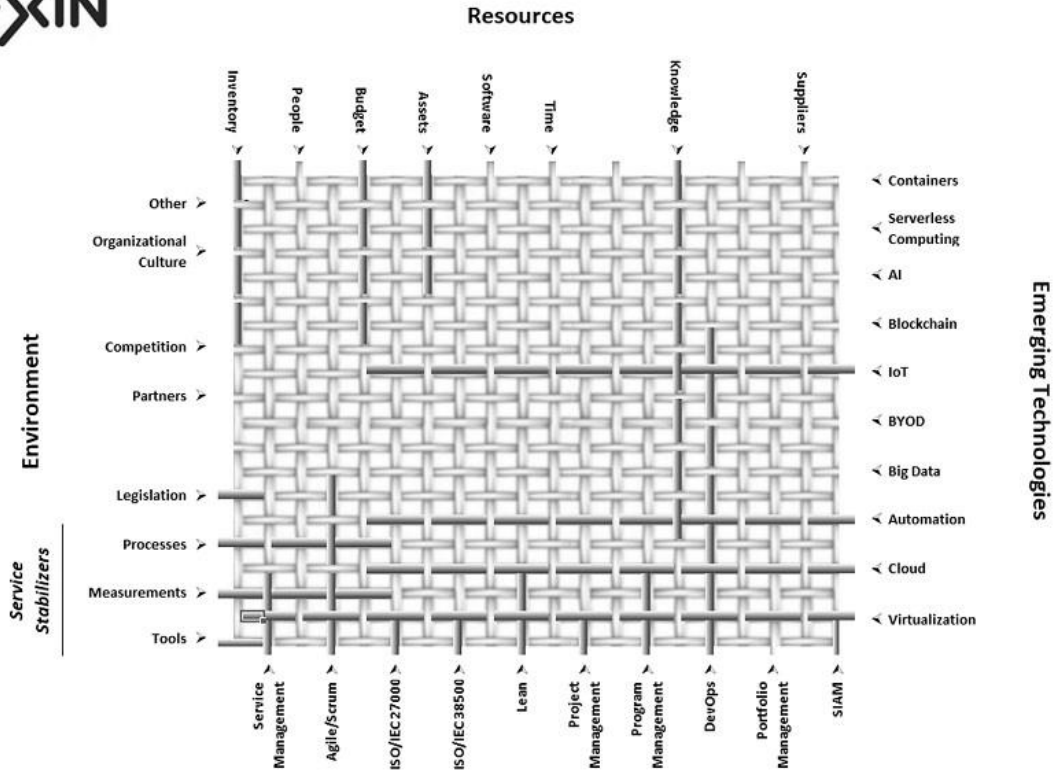
Which Management Mesh shows the desired state for this company?

A)

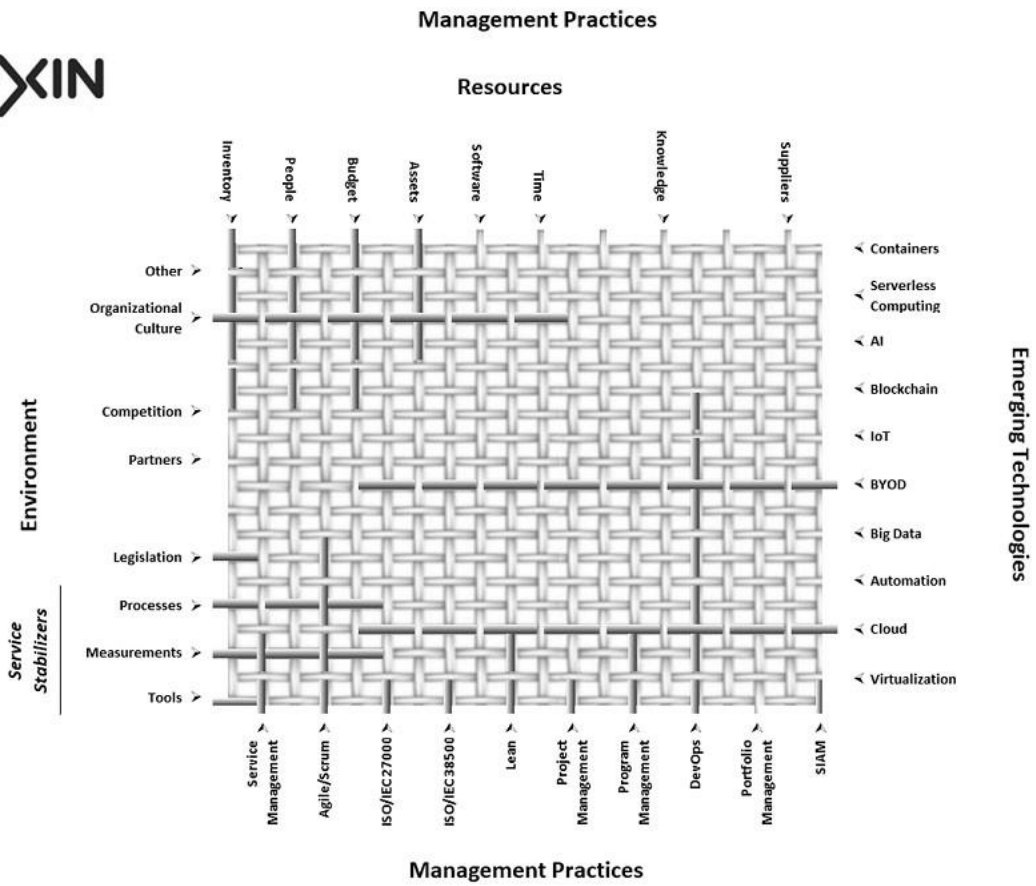


题目未完， 接下一页

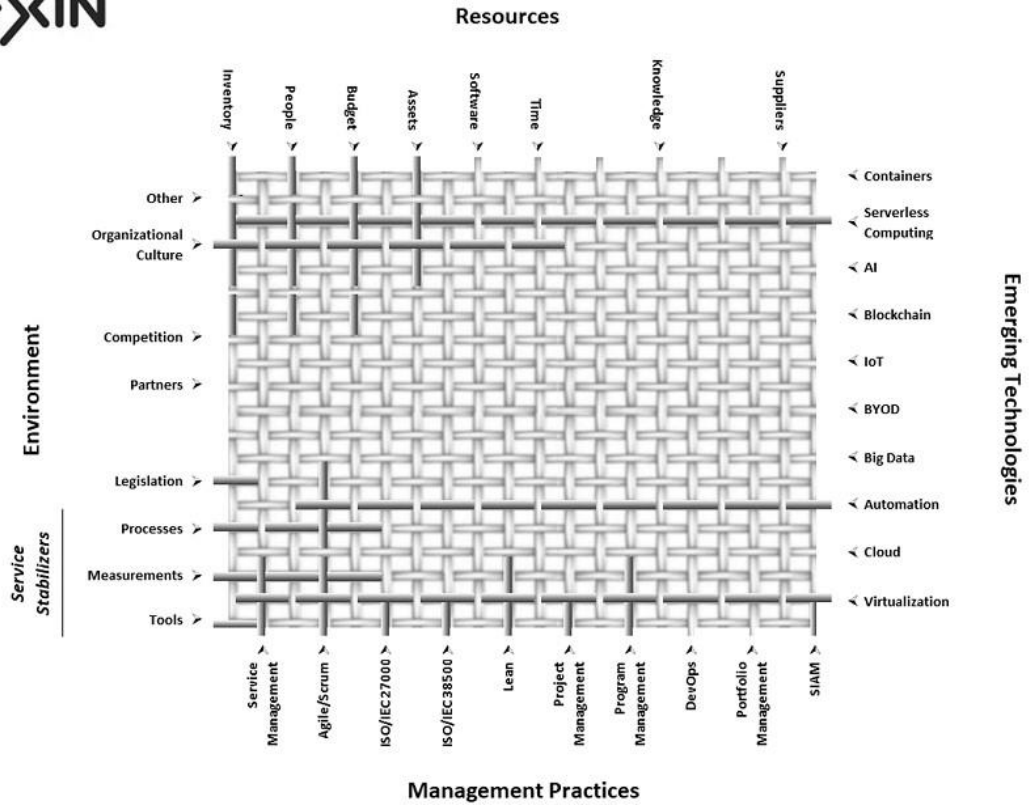
B)



C)



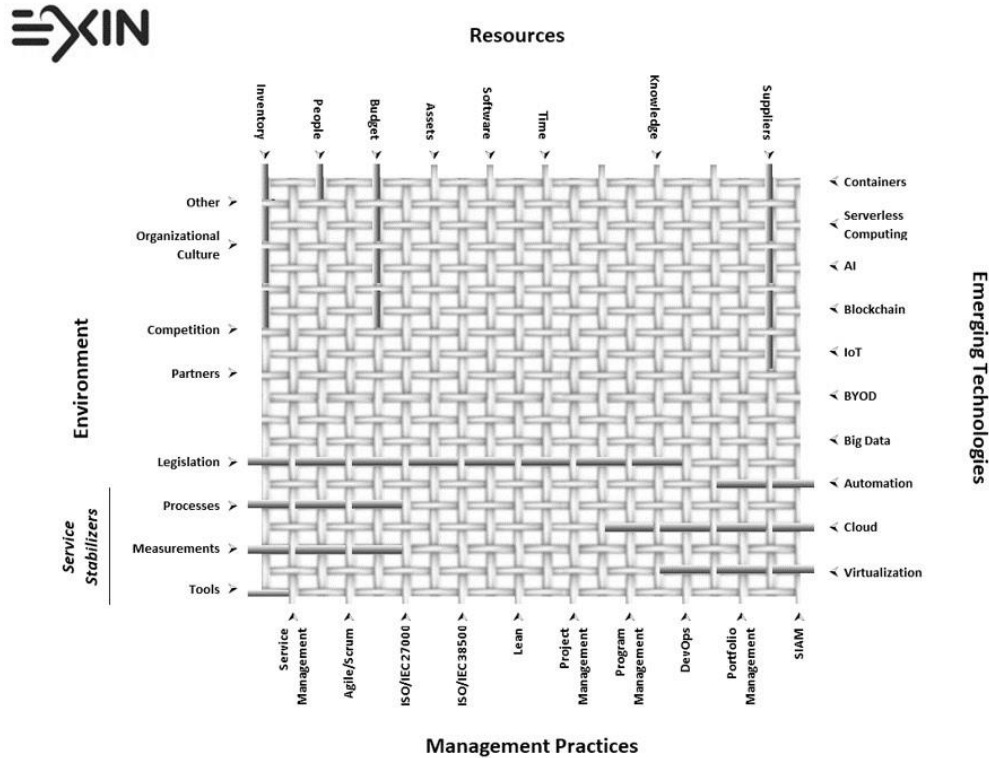
题目未完, 接下一页



23 / 30

某顾问有自己的网上育儿咨询服务。家长可以通过网站上的表格咨询任何问题。她给家长提供电子邮件发送的课程或一系列个性化视频聊天。

她创建了以下理想状态管理网格。



哪个数字化转型故事与该管理网格最契合？

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 (see picture).

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

题目未完， 下一页

- A)** 顾问采用DevOps工作方式，想要进行网站开发和云技术方面的自我培训。她希望借此实现新的工作方式，不必雇人为其业务增加价值。她自己独立完成所有工作。
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)** 顾问转变为网上培训环境，从而轻松地个性化和扩展网上培训业务。为此，她将开始处理数据。因此，她必须遵守《通用数据保护条例》（GDPR）。她想请一个网站开发人员帮忙创建。
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)** 顾问雇用了另一名顾问以扩大业务。该顾问将采取网上办公，所以她必须要有培训投入。新顾问想用自己的笔记本电脑和手机办公。此外，顾问正在从另一家咨询服务公司购买新的培训内容。
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)** 顾问与另一家公司合并，所以公司文化也必须改变。这家新公司位于国外，采取精益工作方式。顾问将不得不接受一些培训以适应新公司的需要，她还为此预留了一些预算和时间。
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公司允许人们购买简单的网站模板，构建自己的网站。他们不托管网站，只提供网站的html或php模板。客户可以选择现有的模板，也可以请求定制模板。

一位客户对新的定制提出了明确的要求。模板应适配移动设备以及所有操作系统。模板的构建应与客户现有网站的风格一致，从而实现无缝改造。预定义数量的角色应可以访问网站的内容管理系统。

1-2-Web收到了关于开发新网站模板的完整要求列表。

以上属于哪种类型的要求收集？

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) 定制要求收集
Customized requirement gathering
- B) 迭代需求收集
Iterative requirement gathering
- C) 模板要求收集
Template requirement gathering
- D) 传统要求收集
Traditional requirement gathering

25 / 30

某重型机械制造商想通过实施技术监控和预测所制造机械的维护需求，特别是物联网（IoT）和大数据。这对于他们是一个重大的战略变化。

为了分析当前状态和理想状态之间的差距，他们想先着眼于外部环境的影响。

哪种模型最适合进行差距分析？

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) 麦肯锡7S框架
McKinsey 7S framework
- B) Burke-Litwin模型
Burke-Litwin model
- C) Nadler-Tushman模型
Nadler-Tushman model
- D) SWOT分析
SWOT analysis

26 / 30

一家向小企业提供贷款的国际银行很早就开始采用数字化服务。如今他们想要扩展市场，需要理顺一系列IT产品。分析中包括冗余的IT组织和数据中心。整合或合并冗余的工作成败参半。

高层得出结论，有必要采用不同的方法。目的是使包括数据中心在内的未来IT供应与银行的战略发展相匹配。通过采用Burke-Litwin模型，高层希望他们能够更好地应对变化。

针对上述场景采用Burke-Litwin模型时，银行下一步应怎么做？

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) 更好地了解银行倡导的信仰、行为和价值观
Get a better understanding of the beliefs, behaviors and values which are prevalent at the bank
- B) 更好地了解在银行内部IT团队中有效的个人绩效标准
Get a better understanding of the individual performance criteria which operate in IT teams within the bank
- C) 更好地了解银行IT团队内部的关系和职责
Get a better understanding of the relationships and responsibilities within the IT teams of the bank
- D) 更好地了解银行倡导的组织系统和程序
Get a better understanding of the organizational systems and procedures which are prevalent at the bank

27 / 30

一家提供数字钱包的公司允许消费者通过应用程序相互付款。在创业阶段，公司部署了重复的应用程序和技术解决方案。这种做法现已停止，但是遗留了一些问题。

首席执行官希望制定一项确定采购决策实践的采购政策，以合理安排服务和管理非受控增长。

怎么做才能使采购政策与组织策略相一致？

A company that offers a digital wallet allows consumers to pay each other through the 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?

-) - 制定将在签订协议时指导员工行为和行动的采购政策。
 - 基于战略目标和 Service Management Principles 确定采购预期。
 - 概述挑选和决策流程。
 - 必要时确保合规标准、法律和治理要求。
 - 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.
- B) - 创建一份涵盖采购方法的正式文档，包括规范制定和价值分析。
 - 包括法律和治理要求。
 - 实施合同管理流程，以确保合同满足企业需求。
 - 根据 Service Management Principles 制作关于采购的规则手册。
 - 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.

题目未完，接下一页

- C) - 制定定义运营政策和实践的采购计划。
- 概述规范制定、价值分析和谈判的职责和活动。
 - 每次考虑新服务或更改服务时，创建重新制定计划的流程。
 - 每次更改服务时重新制定政策，以契合业务需求。
 - 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.
- D) - 制定详细说明采购方针程序的采购政策。
- 根据战略目标制定采购期望。
 - 概述挑选和决策流程。
 - 在每次更改时，允许首席执行官自行决定重新制定政策，以契合业务需求。
 - 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.

28 / 30

某公司制定了以下采购政策：

只要达到或超过消费者的需求，就以最低的成本取得所有物资、设备和服务。选择的公司必须具有更强的可持续性或社会责任感，以履行本公司的企业社会责任承诺。

决策过程基于供应商的能力、产能和历史业绩。

他们正在寻找新的云服务提供商，以快速支持对服务的自定义更改。

根据采购政策，公司应选择哪份投标？

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?

题目未完，下一页

A) 供应商A:

- 价格最高
- 提供过去10年的业绩数据
- 拥有卓越的业绩记录
- 支持全球多个小型低机会社区

Vendor A:

- pricing is highest
- provides performance data for the last 10 years
- has excellent performance record
- supports several small low-opportunity communities across the globe

B) 供应商B:

- 价格第二高
- 支持评价最高
- 过去10年的市场领导者，尽管最近几个月的业绩存在问题
- 正在接受投资兵器工业与奴役的调查

Vendor B:

- pricing is second highest
- highest rating for support
- market leader for the past 10 years, although performance of the last few months is questionable
- is under investigation for investing in weapons industry and slavery

C) 供应商C:

- 价格第二低
- 经营5年
- 没有业绩数据，客户评论看起来像是买的评论
- 通过了ISO 9001认证，但已过期

Vendor C:

- pricing is second lowest
- has been in business for 5 years
- performance data are not available and customer reviews look like bought reviews
- ISO 9001 certification was achieved, but has since expired

D) 供应商D:

- 价格最低
- 新供应商，但第一个客户非常满意
- 请求的订购时间和交付时间最长
- 拥有可持续发展绿色环保标志

Vendor D:

- 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

29 / 30

一家提供新拼车应用程序的公司制定了以下组织策略：

在3年内，我们希望拼车市场份额至少达到50%，消费者服务平均评价至少达到四星。

当前，消费者不断投诉计费流程。此外，竞争对手在各自的网站上创建新服务，使消费者能够在网上分享拼车体验的评论。

开发团队想先着手网站工作，认为这个项目比较小。

这是一个明智的选择吗？

A company that offers a new ride-sharing app has the following organizational strategy:

Within 3 years, we want at least 50% of the market share in ride-sharing, with at least a 4-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)** 是的。必须紧跟竞争对手的行动以保持市场份额。
Yes. The competitors' actions must be followed closely to keep market share.
- B)** 是的。团队认为网站是一个小项目，所以将附加最大价值。
Yes. The team feels the website is a small project, so it will add most value.
- C)** 不是。首先计费流程应符合消费者的期望。
No. The billing process should be brought in line with the consumers' expectations first.
- D)** 不是。团队应一分为二，以便他们可以同时解决两个问题。
No. The team should be split into two teams, so that they can work on both problems.

30 / 30

某市场调研公司希望在15年内成为市场调研领域的国际领导者。公司的战略将重点放在增长上。管理层正在准备与某个国外竞争对手有望达成的合并。

同时，总部发现了以下影响“生产”阶段的问题：

- 在遵守新的数据保护法规方面出现差距
- 数据采集系统需要重大升级保持竞争力。由于企业全面开展测试，最近一次巨额竞标失败了。
- 管理层不清楚明年的预算
- 许多研究人员接受了新软件的培训，结果错过最后期限

令人高兴的是，公司获得了一家大型政府机构的5星好评，他们还答应下一次大规模调研继续与公司合作。客户满意度达到历史新高。

当前的生产环境是否支持组织战略？

A market research company wants to be an international leader in research within 15 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:

- 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 5-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) 不是，因为测试升级和使用新系统会严重影响生产能力。**
No, because testing the upgrades and working with new systems are seriously impacting productivity.
- B) 不是，因为没有及时遵守新数据保护法规。**
No, because compliance with the new data protection regulation was not completed on time.
- C) 是的，因为客户满意度较高，政府将再次与他们合作。**
Yes, because customer satisfaction is high and the government will do business with them again.
- D) 是的，因为合并准备工作可以确保“生产”阶段与战略相符。**
Yes, because the merge preparation ensures that the Produce stage is in line with the strategy.

答案解析

1 / 30

数字时代代表着根本性的社会经济和行为转变。每个组织对“数字时代”的看法各有不同。

关于数字化转型，**所有**组织都需要考虑什么？

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

Concerning digital transformation, what do **all** organizations need to consider?

- A) 敏捷和精益实践如何用于应对商业化社会
How Agile and Lean practices can be used to respond to a commercialized society
 - B) 自带设备 (BYOD) 如何可以降低总拥有成本 (TCO)
How Bring Your Own Device (BYOD) can reduce the total cost of ownership (TCO)
 - C) 组织如何需要理解和利用知识和数据
How organizations need to understand and utilize knowledge and data
 - D) 互联网的发展如何影响存储数据的安全性
How the advancement of the internet impacts the security of data stored
- A) 错误。组织不应该只考虑特定的实践（例如敏捷或精益），因为还有很多其他实践可供选择（而且实践总是在不断变化）。选项更多的是关于“如何”的考虑，而这需要在管理网格中涉及。
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) 错误。技术不断在变化，与一个组织有关系的（例如BYOD）可能与其他组织毫无关系。同时，只关注TCO会缩小数字时代的普遍考虑因素和关注范围。
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) 正确。这是数字化转型的考虑因素之一（适用于所有组织，不论采用何种技术或实践）。（文献：A，第2.2章）
Correct. This is one of the considerations for digital transformation (for all organizations, regardless of technology or practice). (Literature: A, Chapter 2.2)
- D) 错误。技术（如互联网）不断在变化，与一个组织有关系的可能与其他组织毫无关系。同时，只关注安全性会缩小数字时代的普遍考虑因素和关注范围。
Incorrect. Technologies (like the internet) change all the time and what is relevant for one organization may not be relevant for all. Also focusing on security only is narrowing the generic considerations and concerns of the digital age.

2 / 30

某保险公司想要更清楚地确定他们的消费者结果。他们想了解消费者的期望并确定如何才能做得更好。

价值流图 (VSM) 如何帮助他们?

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比较当前状态与理想状态，确定两者之间的差距，并识别提供理想结果所需的可交付成果和服务。
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无视组织和部门界限，而是呈现跨部门活动，显示各流程步骤的信息流和物流。
VSM disregards organizational and divisional boundaries, and instead presents cross-functional activities which show the flow of information and material between process steps.
 - C)** 通过研究消费者如何确定价值并审核各项能力，VSM输出帮助定义实现组织目标所需的角色和责任。
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提供了一种严格的数据驱动方法，消除会破坏消费者价值的变异、缺陷和浪费。
VSM provides a disciplined, data-driven approach for eliminating variability, defects and Waste that undermine consumer value.
-
- A)** 错误。VSM展示了如何创造价值，而不是如何确定差距和可交付成果。
Incorrect. VSM shows how value is created, not how gaps and deliverables are identified.
 - B)** 正确。VSM方法最重要的价值在于，通过评估从消费者需求到实现的价值创造方式，完全无视组织和部门界限。(文献：A，第8.3.1章)
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)** 错误。VSM显示了如何创造价值，而不是如何确定角色和责任。
Incorrect. VSM shows how value is created, not how roles and responsibilities are defined.
 - D)** 错误。这是六西格玛 (Six Sigma) 和利益相关者分析图的定义。
Incorrect. This is a definition of Six Sigma and stakeholder mapping.

3 / 30

某汽车制造厂在与供应商打交道时严重依赖其打印服务：

- 当一批零部件到货后，将打印供应商发票并贴到货物上。
- 在仓库检查货物，零部件会贴上条形码，并录入库存系统。

但是，打印服务已经过时，时不时出现故障。通过允许供应商访问员工使用的在线资源，从而自行生成条形码，仓库经理想要以此减少浪费。

以上描述的是哪种数字化转型方法？

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 bar code 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 bar codes themselves.

Which digital transformation approach is described here?

- A) 以客户为导向和着眼于未来相结合的方法**
A combined customer focused and future focused approach
 - B) 运营和以客户为导向相结合的方法**
A combined operational and customer focused approach
 - C) 运营方法**
An operational approach
 - D) 着眼于未来的方法**
A future focused approach
-
- A) 错误。数字化以供应商为导向，而不是以客户为导向，因此不需要根本性创新或中断业务。**
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) 错误。数字化以供应商为导向，而不是以客户为导向。**
Incorrect. The digitalization is focused on the supplier, not on the customer.
 - C) 正确。这种情况需要采用运营方法，目的是将供应商的流程数字化。（文献：A，第3章）**
Correct. This requires an operational approach. The aim is to digitalize the process with the suppliers. (Literature: A, Chapter 3)
 - D) 错误。不需要根本性创新或中断业务（着眼于未来的方法）。**
Incorrect. There is no need for radical innovation or disruption of the business (future focused approach).

4 / 30

真正的数字化转型涉及关键能力的培养和成熟，否则，就不可能通过持续转型取得持续的竞争优势。

某大型零售银行正在编制数字化转型的变革计划。该银行的战略推动因素包括人员、批判性思维、创新、敏捷性、信息技术和资金。其中缺少一项重要能力：以消费者为中心。

缺少这项战略能力将给银行带来什么直接风险？

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) 创建的服务价值降低
Creating services that have less value
 - B) 销售额和市场份额下降
Declining sales and market share
 - C) 提供质量差的服务
Delivering services with poor quality
 - D) 缺少消费者和员工的信任
Lacking consumer and employee trust
-
- A) 正确。不以消费者为中心，就无法在考虑消费者价值观念的情况下设计和交付服务。这是缺少以消费者为中心的能力的结果。（文献：A，第3.7章，图14）
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) 错误。这是缺少战略创新能力的结果。当然，销售额和市场份额下降可能是不以消费者为中心的（间接）最终后果，但这不是直接后果。
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) 错误。这是缺少卓越运营能力的结果。
Incorrect. This is the consequence of missing the operational excellence capability.
 - D) 错误。这是缺少领导力和治理能力的结果。
Incorrect. This is the consequence of missing leadership and governance capability.

5 / 30

某经理具备出众的技术知识和对新发展的见解。他领导着一支提供内部服务的团队，由于他的技术经验最高深，经常由他接手解决团队的问题。他领导的团队表现不及预期。

该经理需要提高什么才能帮助团队提升绩效？

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) 沟通技巧和与团队成员建立牢固关系的能力**
Communication skills and the ability to build strong relationships with team members
 - B) 数字感知和理解所涉及技术详情的能力**
Digital awareness and the ability to understand the details of the technology involved
 - C) 按优先顺序安排内部服务数字化项目的的能力**
The ability to prioritize digitalization initiatives for the internal services
 - D) 为各级员工提供自主权和自我管理空间的能力**
The ability to provide autonomy and room for self-management to staff at all levels
- A) 错误。这种场景并不表示经理特别需要发展这些技能。**
Incorrect. The scenario does not indicate any special need for the manager to develop these skills.
- B) 错误。经理已经具备了这些技能，不需要提升。**
Incorrect. The manager already possesses these skills and does not need to develop them.
- C) 错误。内部服务数字化很重要，按优先顺序安排项目的的能力同样如此。但是，这不能解决团队中缺乏自主权的情况，这个才是场景中问题之所在。**
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) 正确。这是一项重要技能，特别适用于组织结构不再过于层级分明的数字时代。经理未给予团队充分自主权。（文献：A，第4.3章）**
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

某团队存在协作困难，但个人表现出色。团队成员并不总是在同一时间和同一地点工作，他们抱怨其他团队成员发送了太多电子邮件。为了使战略计划成功，他们需要开始更有效地协作。

哪一项是增强这个团队协作的**最佳**方式？

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 emails. 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) 创造更积极的工作环境，并强制采取面对面会议
Create a more positive work environment and force face-to-face meetings
 - B) 安装协作工具以支持团队的互动
Have a collaboration tool installed to support the team's interactions
 - C) 通过规定团队如何协作提高协作行为
Increase collaboration behavior by prescribing how the team collaborates
 - D) 邀请团队提供反馈意见，并要求他们改变其日常惯例
Invite the team to give feedback and ask them to change their routines
- A) 错误。创造积极的工作环境是必要条件，但不是充分条件。强迫团队进入办公室并不会创造更积极的环境。另外，还需要比电子邮件更有效、高效的协作工具。
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 email is necessary as well.
- B) 正确。协作工具提供或便于文档协作，增进情感交流，简化所有信息和对话，切实帮助该团队开始合作。在这一场景中，远程的良好沟通尤为重要。团队面对面无法顺畅协作。（文献：A，第6.6章）
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) 错误。只是告诉团队开始协作或规定他们应该做什么，是不可能增强协作的。
Incorrect. It is not possible to increase collaboration by just telling a team to start collaborating or by prescribing what they should do.
- D) 错误。在这个场景中不需要改变日常惯例。尽管邀请团队提供反馈意见可能会有所帮助，但协作工具更有可能让团队受益。
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

某小型付费社交媒体应用程序公司的董事会表示，希望加强以消费者为中心方针，从而实现长期增长。他们的主要商业模式是允许个人应用内付费去除广告。

即使消费者购买了无广告版本的应用程序，通过迎合广告主的需求，为微妙的广告创造机会，销售部看到了不错的增长机会。这样将创造整体的额外收入来源，据销售部称，由于广告非常微妙，不会对用户体验产生负面影响。

实施微妙的广告是否符合董事会所确定的方针？

The board of a small, paid social media 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.

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 as the ads are very subtle.

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

- A) 是的，因为广告主也是有价值的客户，可以使公司扩大客户群。**
Yes, because the advertisers are valuable customers too and they will enable the company to expand their customer base.
- B) 是的，因为微妙的广告将增加利润，实现增长是董事会的重要优先事项。**
Yes, because the subtle ads will increase profits and achieving growth is an important priority for the board.
- C) 不是，因为以消费者为中心的公司应只提供非营利性服务。**
No, because consumer centric companies should only offer services which are not-for-profit.
- D) 不是，因为这欺骗了购买应用程序无广告版本的消费者。**
No, because this is cheating the consumer that purchased the ads-free version of the app.

题目未完，下一页

- A) 错误。** 尽管广告主的确也是客户，但应用程序的最主要业务来自于应用内付费去除广告。欺骗最重要的客户必定造成公司声誉败坏，最终无法生存。
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) 错误。** 以客户为中心的企业永远不会为了短期利益增长而承担流失客户的长期风险。
Incorrect. Consumer centric businesses will never increase short-term profits at the risk of losing customers in the long run.
- C) 错误。** 一些非营利性公司可能是以消费者为中心的企业。但是，以消费者为中心的企业不一定非营利。
Incorrect. Some non-for-profit companies may be consumer centric businesses. However, consumer centric businesses are not necessarily not-for-profit.
- D) 正确。** 以消费者为中心的企业应重点关注长期。主要收入来源是购买无广告版本的消费者。欺骗他们会最终适得其反。（文献：A，第3.9章）
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

某电影院正处于数字化转型之中。他们不再拥有自己的投影仪，而是转而租赁基于LED的投影服务并按小时付费。一些员工已经熟悉新系统。首席执行官建议仅让熟悉新系统的员工操作新型投影仪。

这是个好主意吗？

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) 是的，因为这样员工有机会以各自角色成长，同时更快、更省钱地达到业务目标。**
Yes, because this allows the employees the opportunity to grow in their role and reach business targets faster and cheaper.
 - B) 是的，因为这样将为企业创造最大的价值，并可以通过减少劳动力最大程度地降低成本。**
Yes, because this will create the most value for the business and costs can be minimalized by reducing the workforce.
 - C) 不是，因为所有员工都需要能够使用新系统，并应该允许他们单独尝试（边干边学）。**
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) 不是，因为知识只有在共享并促使别人做好工作时才能帮助数字化转型。**
No, because knowledge can only help digital transformation when it is shared and enables others to do their work well.
-
- A) 错误。政策不应基于员工个人如何在业务中成长。**
Incorrect. Policies should not be based on how individual employees can grow in the business.
 - B) 错误。减少劳动力不是目标，可能不可行。这种场景没有迹象表明这是更可取的主意。**
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) 错误。尽管确保所有员工都会用新系统可能是明智的，但没有必要让他们自学。他们可以向其他员工学习，而其他员工应分享自己的知识。**
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) 正确。为促成数字化转型，必须实施一项知识管理政策，使所有员工都可以获得学会新系统所需的信息，并在需要时可以寻求帮助。（文献：A，第7章）**
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

某国际咨询机构进行了PESTEL（政治、经济、社会、科技、环境和法律）分析，以了解影响其业务的外部因素。识别了几种新兴的和流行的技术实践，有益于他们的服务管理能力和成熟度。

这种情况发生在哪个EDM活动？

An international consultancy agency has conducted a PESTEL (Political, Economic, Social, Technological, Environmental and Legal) 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) 评估
Evaluate
- B) 指导
Direct
- C) 管理
Manage
- D) 监督
Monitor

- A) 正确。PESTEL分析是对影响企业的外部因素的评估。在评估阶段，可以确定新兴的实施以使企业受益。（文献：A，第10.5章和第10.6章）
Correct. A PESTEL analysis is an evaluation of external factors affecting a business. And in the Evaluation stage emerging practices can be identified to benefit the business. (Literature: A, Chapter 10.5 and 10.6)
- B) 错误。指导阶段将定义策略和政策。同样，服务管理原则也是在此阶段形成。
Incorrect. In the Direct stage strategies and policies are defined. Also, the Service Management Principles are shaped in this stage.
- C) 错误。管理不是EDM模型中的元素。所有EDM活动中都有进行管理。
Incorrect. Manage is not an element in the EDM model. Management is done in all EDM activities.
- D) 错误。监督可确保始终与目的、目标、政策和计划保持一致。
Incorrect. Monitor ensures continual alignment to goals, objectives, policies and plans.

10 / 30

一家销售海报和相框的大型公司认识到自己需要跟上竞争的步伐。他们正在研究附加服务如何增强其现有产品。他们决定利用内部利益相关者的意见进行SWOT分析，以证实自己的选择。

哪一项是SWOT分析结果的**主要**风险？

A large company selling posters and frames understands that they need to 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) 无法获得有关其市场和竞争对手的基准信息
Benchmark information about their market and their competition is unavailable
 - B) 有关其市场的基准信息已过时，因此具有误导性
Benchmark information about their market is outdated and therefore misleading
 - C) 参与分析的利益相关者受偏见和主观意见影响
Stakeholders who participate in the analysis are subject to bias and subjectivity
 - D) 参与分析的利益相关者不代表整个组织
Stakeholders who participate in the analysis do not represent the whole organization
-
- A) 错误。这在进行SWOT分析时可能会是一个问题，但是可以通过邀请具有相应知识的参与者解决该问题。
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) 错误。这在进行SWOT分析时可能会是一个问题，但是可以通过邀请具有相应知识的参与者解决该问题。
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) 正确。参与者可能会按自己的意愿看待组织，因此存在结论错误的风险。（文献：A，第10.6.2章）
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) 错误。参与者不必代表组织，但他们必须了解组织及其产品和服务、市场和竞争对手。
Incorrect. Participants do not have to represent the organization, they have to know the organization, its products and services, market and competition.

11 / 30

烘焙厂EatNow为面包师生产冷冻产品。面包师可以在烘焙厂的商店内完成产品。烘焙厂正在寻求扩张。他们想与一家竞争对手合并。现有消费者提供了稳定的收入来源，并预留了大量资金。

在有兴趣合并的竞争对手中，有一家同样是烘焙厂WeBake。由于位置偏僻，WeBake的业绩不佳。因此，他们不得不选择与竞争对手合并或者卖掉工厂。WeBake拥有一家大型面包厂，可以帮助EatNow提高产量，从而在未来10年紧跟需求增长。

但是，如果EatNow现在增加产量，不确定是否可以吸引新顾客购买冷冻产品。此外，如果EatNow完全转移到WeBake工厂，可能增加冷冻产品的运输成本。不过，尽管存在以上潜在问题，但EatNow管理层还是决定合并，并与WeBake进行谈判。

EatNow与WeBake合并表明什么？

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 10 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) 风险承受能力高
A high appetite for risk
- B) 风险承受能力低
A low appetite for risk
- C) 缺少风险分析
A lack of risk analyses
- D) 缺少风险策略
A lack of risk strategy

题目未完，下一页

- A) 正确。** 已有确定的风险，例如增加了运输成本和新消费者的不安全感。目前，没有适当的风险缓解措施。赞成合并表明了风险承受能力高。（文献：A，第10.6.1章）
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) 错误。** EatMe面临一些严重的风险，但在这个场景中未得到缓解，因此风险承受能力较高。
Incorrect. EatMe faces some serious risks, which are not mitigated in the scenario, so the appetite for risk is high.
- C) 错误。** 已经进行了一些风险分析，因为在此场景中已经确定了增加运输成本和新消费者不安全感的风险。
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.
- D) 错误。** 这指的是风险管理策略，而不是风险策略。合并并不表明缺少任何类型的策略，只表明风险承受能力。根据风险承受能力的高低，承担风险可以是堪比避免或减轻风险的稳健策略。
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.

12 / 30

某小型云服务提供商想要发展自己的业务。该公司有较好机会吸引一个新的大客户。但是，该客户要求系统中具有自助服务功能，方便他们每月调整服务需求。这个机会在两个星期后到期。

云服务提供商已制定变更管理程序。这些程序是根据组织的 Service Management Principles 而制定。Service Management Principles 基于组织的高稳定性要求，风险承受能力偏低。

如果变更引起问题，部署将自动还原到服务的最后稳定状态。团队难以将高度期望的功能引入到服务。引入新功能时，服务不断恢复到最后稳定状态。一个团队成员建议绕过此变更管理程序，并手动调整生产环境以将功能强制引入系统，以便可以及时搭上新客户。

在这种情况下应该提出什么建议？

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)** 永久性绕过程序，以支持这些机会并作为一个组织存续。
Bypass the procedure permanently, to support these kinds of opportunities and survive as an organization.
- B)** 暂时性绕过程序，但将其记录在已知错误数据库中，这样大家都可以知道此异常。
Bypass the procedure temporarily, but log it in a known-error database, so everyone is aware of this exception.
- C)** 不绕过程序，但确认 Service Management Principles 是否允许该功能是启用的状态。
Do not bypass the procedure, but check whether the Service Management Principles allow a way to get the feature live.
- D)** 不绕过程序，并告知客户无法按照要求实现功能。
Do not bypass the procedure and inform the customer of the inability to implement the feature as requested.

题目未完，下一页

- A) 错误。**该解决方案将永久绕过基于服务管理原则建立的变更管理程序。
Incorrect. The change management procedure that has been established, based on the Service Management Principles, will be permanently bypassed by this solution.
- B) 错误。**该解决方案将绕过基于服务管理原则建立的变更管理程序。如果稳定性是关键且公司不愿意冒险，那么这不算是建议。
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) 正确。**在不绕过服务管理原则的情况下，给解决方案保有余地是明智的。（文献：A，第10.3章）
Correct. It is wise to leave some room for a solution, without bypassing the Service Management Principles. (Literature: A, Chapter 10.3)
- D) 错误。**这样就无法得到把握此次机会的解决方案。
Incorrect. This leaves no room for a solution that allows this opportunity.

13 / 30

某大型组织成立了一个工作组，绘制组织中最重要价值流图。这些价值流将用于创建组织组合，从而帮助组织专注于即将进行的合并中的重要事项。

为确保组织组合在合并后成功实施，必须采取什么措施？

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?

题目未完，下一页

- A)** 1、定义被合并组织的关键绩效指标 (KPI) 。
2、要求合并公司执行价值流图。
3、将所有价值流整合到组织组合中。
4、集体讨论可能的治理策略。
1. Define Key Performance Indicators (KPIs) for the merged organization
2. Ask the merging company to do a Value Stream Mapping.
3. Incorporate all value streams in the organizational portfolio.
4. Brainstorm about possible governance strategies.
- B)** 1、识别两家公司和合并后组织在战略上的差异。
2、绘制合并前后的价值流图。
3、识别支持新策略和价值流所需的资源和能力。
4、定义跟踪过渡和合并后组织策略整合的KPI。
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、整合两个组织组合。
2、集体讨论合并后可能的服务。
3、合并期间，监控关于新服务的想法。
4、合并完成后，定期评价新想法。
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、监控两个组织的现有KPI。
2、集体讨论合并后的新价值流。
3、使合并公司能够设置自己的价值流。
4、确定合并后组织的策略。
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.

题目未完，下一页

- A)** 错误。在不清楚价值流的情况下确定KPI并非好的开端。尽管要求合并公司执行价值流图可能有助于合并，但信息不足以让管理层制定治理策略。仅集体讨论可能的治理策略是不够的。需要有数据和分析。
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 Value Stream Mapping 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)** 正确。这种方法可确保对当前状态做到适当评估，为即将进行的合并提供意见。该方法还可以确定适当的治理程序，从而为组织组合奠定坚实的基础。（文献：A，第10.2章和第10.3章）
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 and 10.3)
- C)** 错误。这两个组合可能不适合新策略。尽管这种方法可以支持创造力，但不能确保组织组合得到健康发展。此外，这不能确保合并成功。
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)** 错误。仅监督现有KPI可能不适用于组织组合。设定适当的KPI进行监督非常重要。集体讨论新价值流可能会有用，但并不能直接帮助合并后实施组织组合。策略应已经制定。
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

某新的网上商城允许消费者网上买卖商品。价值流图显示了当前可用的服务，这是一项允许消费者创建广告的简单服务。网上商城正在开发让消费者广告脱颖而出的方法，但是管理层不确定哪种方法对消费者有用。

其中一名团队成员要求分配时间来开发一项功能，可使消费者在一天内其广告显得比别人的广告大。

这一服务是否符合组织的价值主张？

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) 不是，因为新功能不会直接提升当前可用的服务。**
No, because the new feature does not directly improve the currently available service.
 - B) 不是，因为管理层尚不清楚扩展服务的方式。**
No, because the ways in which the services will be expanded are not yet clear for management.
 - C) 是的，因为团队成员的所有倡议都应该支持，以保证士气。**
Yes, because all initiatives by team members should be supported to keep morale high.
 - D) 是的，因为该功能恰好契合拟定的组织组合扩展。**
Yes, because the feature fits well with the proposed expansion of the organizational portfolio.
-
- A) 错误。尽管新功能不能提升当前可用的服务，但非常契合组织组合。新功能可以直接弹出广告，将有助于消费者销售商品。**
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.
 - B) 错误。尽管尚不清楚新服务，但这是一个契合组织组合的好主意。**
Incorrect. Even though the exact new services are not yet clear, this is a good idea that fits well within the organizational portfolio.
 - C) 错误。不应通过实施功能保证士气。新功能应适合组织组合。**
Incorrect. Features should not be implemented to keep morale high. New features should fit the organizational portfolio.
 - D) 正确。开发时应考虑符合价值主张的功能。（文献：A，第10.2章和第10.3章）**
Correct. Features that fit the value proposition should be considered for development.
(Literature: A, Chapter 10.2 and 10.3)

15 / 30

某市政当局的打印服务已过时，无法正常运行。针对服务改进，提出了几项建议，从技术更新到创新的信息传递方法。

在VeriSM™模型中应如何处理改进？

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)** 所有改进建议应评估对服务的影响。此后，或通过返回批准活动，或者根据组织组合进行评估。
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)** 所有建议都需要确认是否符合当地法律法规。获得批准后，创建服务的团队负责实施改进内容。
All suggestions need to 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)** 应完成一项评估，考虑所建议改进的影响，并找出打印服务未按预期运行的原因。应建立一个项目解决这个问题并提供改进。
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)** 任何小幅改进都可以由IT能力通过变更管理流程直接处理。但是，重大改进需要有商业案例并得到消费者和组织领导的认可。
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.

题目未完，下一页

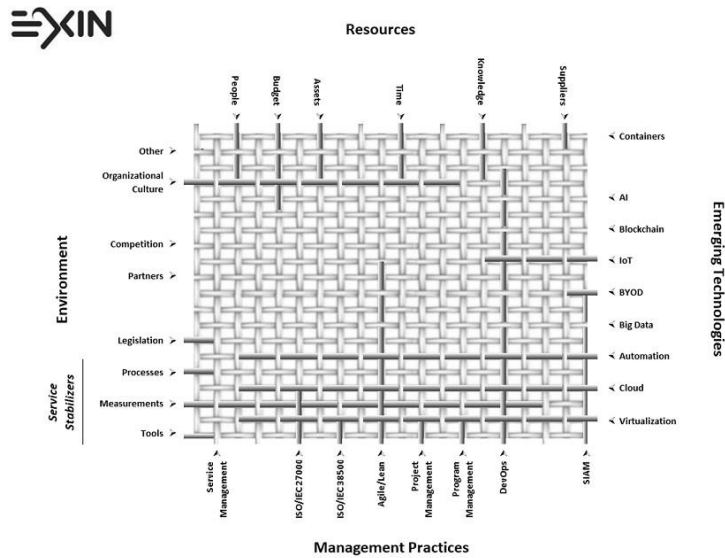
- A) 正确。**改进应按组织分类，然后按照文档化的流程进行处理。VeriSM™指出，小幅改进可在批准阶段重新进入系统，而重大改进必须从组织组合开始。在考虑企业治理、服务管理原则和已交付的服务时，应该这样做。（文献：A，第11章，图52）
Correct. The improvement should be classified in an organizational-specific manner and then handled as per the documented process. VeriSM™ states that minor improvements re-enter the 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) 错误。**合规只是评估改进时必须涉及的一个考虑因素。在VeriSM™中，合规是批准活动的一部分。需要从组织组合的角度考虑重大改进，确保行动在企业治理和服务管理原则所设定的界限内。
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 need to 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) 错误。**并非所有的改进都需要采取所述的强有力的发现与评估行动，因为这样将会浪费资源。对改进进行分类（小幅、重大……），然后遵循组织定义的改进路径：小幅改进可在批准阶段重新进入系统，而重大改进必须从组织组合开始。在考虑企业治理、服务管理原则和已交付的服务时进行这一步。
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) 错误。**这个观点太狭隘。必须考虑组织组合，确保任何改进都在企业治理和服务管理原则的范围之内。
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

某铁路公司想要推出一项新服务，以预测延误并通知乘客。

一旦服务实施，铁路公司希望评估服务的使用情况以及其他一些未用到的关键绩效指标（KPI），确认新服务的影响。此外，他们希望通过这个新项目进一步完善其DevOps工作方式，从单个试点发展到标准工作方式。

管理网格如下所示：



以上是什么类型的视图？

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 (see picture):

What type of view is this?

- A) 组织网格
Organizational mesh
- B) 理想状态网格
Desired state mesh
- C) 差距分析
Gap analysis
- D) 当前状态网格
Current state mesh

题目未完，接下一页

- A) 错误。**组织网格将反映当前情况。从场景中可以明显看出，此场景试用了DevOps。所示网格中DevOps和Measurements的长条线清楚表明这是理想状态网格。由于仅显示单条线，因此不可能是差距分析。
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.
- B) 正确。**这是理想状态网格。DevOps和Measurements中的长条线与场景相符。由于仅显示一条单色线，因此不可能是差距分析。（文献：A，第12.2章）
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) 错误。**由于仅显示单色线，因此不可能是差距分析。
Incorrect. It cannot be a gap analysis, since only single-color lines are shown.
- D) 错误。**从场景中可以明显看出，此场景试用了DevOps。所示网格中DevOps和Measurements的长条线清楚表明这是理想状态网格，因为不反映当前情况。由于仅显示单色线，因此不可能是差距分析。
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 make 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.

17 / 30

某高校批准了一项交互式招生计划的开发。一旦学生加入该计划，即可访问一款在线软件应用程序，该软件可以监控学生的学习情况和课程。该应用程序支持笔记本电脑、平板电脑、智能手机。

评估下列关于开发管理网格组织视图以支持此新举措的各项计划。

哪项计划遵循VeriSM™指南？

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?

题目未完，下一页

- A)** - 首先, 收集资产、供应商和预算信息, 因为计划所需的一切可能已经可用。
- 接着, 评估此活动的法规或立法控制机制以及适当的运营流程和工作。
- 然后, 掌握当前的管理实践。
- 最后, 关注可用的数字技术。
- 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)** - 首先, 确定现有技术和架构, 确保此项目中生成的大量数据可以处理并用于分析用途。
- 接着, 转向当前的管理实践。
- 然后, 确定相关的法规控制机制。
- 最后, 确定此计划每个阶段的预算。
- 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)** - 首先, 采访采购人员和具有IT能力的人员, 以了解资源和可用技术。
- 接着, IT人员应确定企业管理实践。
- 然后, 询问人力资源部和法律部以发现现行法规要求。
- 最后, 人力资源部应确认组织文化是否需要改变。
- 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)** - 首先, 记录高校的技术能力, 因为应用程序将成为与消费者交互的界面, 所以必须兼具功能性和创新性。
- 接着, 掌握人员 (特别是应用程序开发人员) 能力信息。
- 然后, 在图中绘制当前的管理实践。
- 最后, 确认立法要求。
- 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.

题目未完, 接下一页

- A)** 正确。此计划按建议逆时针开发管理网格：资源、环境、管理实践和新兴技术。（文献：A，第12章）
Correct. This plan follows the recommended counterclockwise development of the Management Mesh: resources, environment, management practices, and emerging technologies. (Literature: A, Chapter 12)
- B)** 错误。该计划涉及所有网格要素的元素，但未遵循建议的逆时针方向，因此存在方法不平衡的风险。
Incorrect. This plan touches elements across all Mesh elements but does not follow the recommended counterclockwise pattern, therefore risking an unbalanced approach.
- C)** 错误。该计划涉及网格所有四边的元素，但未遵循建议的逆时针方向发现。
Incorrect. This plan touches elements across all four sides of the Mesh but does not follow the recommended counterclockwise discovery.
- D)** 错误。该计划的功能重点不包括网格的所有方面。该计划未遵循建议的逆时针方向发现。
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

某画廊过去一年非常成功。他们拥有在私人服务器上运行的网站，开销非常大。为了满足消费者的需求，他们需要在任何时间容纳更多的访客，这超出了当前网站的IT架构。IT经理建议将网站托管交给云提供商。

在这种情况下提建议之前应做什么？

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 need to 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)** 1、向管理层寻求流程外包指导。
2、编写云服务提供商招标书进行竞价。
3、雇用新员工支持新技术。
1. Ask management for guidelines on outsourcing aspects of the process.
2. Write a tender for cloud service providers to compete on price.
3. Hire new staff to support the new technology.
- B)** 1、询问其他同行专业人士会提供什么建议。
2、在转变为云端之前，寻找升级当前服务器的方法。
3、进行云供应和升级服务器之间的成本分析。
1. Ask other professionals in peer groups what they would advise.
2. Look for ways to upgrade the current server, before changing to cloud.
3. Make a cost-analysis between cloud provisioning and upgrading the server.
- C)** 1、查看价值流图和组织组合。
2、评估画廊工作人员是否能够使用基于云的内容管理系统。
3、查看管理网格，以确定将服务迁移到云端是否合适。
1. Look at the value stream map and the organizational portfolio.
2. Assess whether the art gallery staff is able to work with a cloud-based Content Management System.
3. Look at the Management Mesh to decide if moving services to the cloud fits.
- D)** 1、研究云技术，直到对这一议题充分熟悉。
2、研究云服务提供商的报价方案。
3、创建一个包含云服务的新价值流图。
1. Study cloud technologies until the topic is sufficiently familiar.
2. Look into the offers of cloud service providers for pricing options.
3. Create a new value stream map that incorporates cloud services.

题目未完，下一页

- A)** 错误。向管理层寻求指导可能是明智的。但是，在这个阶段，编写招标书和雇用新员工过于激进。尽管在决定采用云技术进行数字化转型之后会采取以上行动，但首先要确定使用云技术是否适合组织。
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)** 错误。成本分析可能会有所帮助，但是还不足以形成是否转变的合理建议。而且还有可能浪费时间，因为云供应几乎总是可以降低成本。在目前情况下，向其他专业人士寻求帮助可能只会造成困惑。首先必须确定使用云技术是否适合组织。
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)** 正确。查看价值流图和组织组合将提供必要信息，决定将服务迁移到云端是否符合准则。评估公司员工是否能够使用内容管理系统也有助于做出决定。管理网格将帮助大致了解需要更改哪些内容才能达到合并云服务的理想状态，从而更容易提供建议。（文献：A，第12章）
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 CMS 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)** 错误。提供建议之前不必成为云技术专家。此外，画廊将不会提供云服务，因此不应将其纳入价值流图。
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

某外部顾问受邀助力多学科团队的会议。该团队的目标是在考虑和选择构建管理网格的实践和技术时就首选方法达成一致意见。

财务部门表示，只要所选实践或技术有可靠的商业案例，就可以提供足够的投资预算。开发部门表示，他们希望改变工作方式，加强自我指导。运营部门表示，该团队在风险最小化方面做得很好，让所有技术选择保有回旋余地。管理层表示，与新的管理方法相比，他们更喜欢技术解决方案。

在创建管理网格时，哪一项是选择适当管理实践和技术的**最佳**方法？

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) 采用以技术为本的方法，因为这种方法可以很好地应对业务挑战并推动支持数字化转型工作所需的技术。
Adopt a technology-based approach, because this approach responds well to business challenges and drives the technology required to support digital transformation efforts.
- B) 选择最新的管理实践，因为其他组织已验证其成功，最终最新管理实践将影响团队的协作和行为。
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) 进行要求分析，因为此分析考虑了能力和预期结果，在选择管理实践时提供了多种选择。
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) 选择最先进的技术，因为财务管理可以确保成本控制在投资预算之内，并且采用该技术可以最大程度地降低相关风险。
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.

题目未完，接下一页

- A) 错误。**采用技术至上的方法通常会导致目光短浅。另外，很容易选择错误或不合适的技术，这错误的代价对于组织而言可能过于高昂。投资技术从来都不是毫无风险，而且很少（如有）有某项技术完全适合业务需求。
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) 错误。**最新的管理实践不能保证在任何组织中都能取得成功。管理实践的选择取决于各种情况和随时间变化的竞争因素，而是否成功取决于组织如何采用和调整这种管理实践。
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) 正确。**通过要求分析，可以探索管理网格的各个方面，找出在选择有助于产生预期结果的管理实践之前需要解决的差距。（文献：A，第14.5.1章）
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) 错误。**一个追求进步的组织应认识到，新兴技术的使用必须基于对组织经营战略的理解，然后找到促成经营战略的最适合技术，而不仅仅是基于是否有可供支出的预算。
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

某银行希望客户在未来几个月内从打印的银行对账单改用可下载的对账单。新服务要成功需满足以下高要求：

- 必须更新IT架构以支持数字化转型。
- 客户需要可以随时查阅对账单。
- 必须确保隐私。
- 必须开发一个移动应用程序以支持数字化转型。

哪一项**最有效**支持这项新服务？

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 app must be developed to support the digital transformation.

What supports this new service **best**?

- A)** 这种数字化转型需要改变IT架构。银行应研究公共云服务，确保不超时。
This digital transformation requires changes in the IT architecture. The bank should look into public cloud services to ensure the timeline is not exceeded.
- B)** 这种数字化转型需要评估当前的可能性。之后，要实现成功所缺失的元素可以被确定并给予支持。
This digital transformation requires an evaluation of the current possibilities. After that, the missing elements for success can be determined and supported.
- C)** 这种数字化转型需要提高数据安全性。银行应聘请一家安全专业公司研究安全措施。
This digital transformation requires increased security of the data. The bank should hire a company specialized in security to look into security measures.
- D)** 这种数字化转型需要对IT开发进行彻底的改变。因此，银行应从目前的工作方式转向DevOps工作方式。
This digital transformation requires rigorous changes in IT development. Therefore, the bank should switch from what they are doing now to DevOps practices.

题目未完，下一页

- A) 错误。** 尽管云服务可能对银行有用，但不必转向云才能加快转型速度。另外，公共云在确保数据隐私方面带来了许多困难。尽管可能需要更改架构，但没有迹象表明这是银行当时最佳的解决方案。
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.
- B) 正确。** 这满足了评估与要求有关因素的需求。确定差距后，在有益的场合利用支持实践中的元素。此外，银行应意识到新的或更改的实践对行为的影响。（文献：A，第14.5章）
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)
- C) 错误。** 尽管数据确实需要安全，但尚不清楚是否必须提高数据安全性。此外，聘请银行外部的员工不太可能提高数据安全性，反而会使安全性和隐私保护复杂化。
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) 错误。** 严格来说，改用新实践不是解决方案，而是浪费。同时改变所有开发实践并不能帮助改进。场景中未明显表明DevOps实践将最有利于银行。
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

旅行社TravAg想要扩大自己的业务。他们有能力预留大量投资资本。他们的宗旨是成为顶尖的旅行社。为了实现这一目标，他们确定了四项战略计划：

- 1、创建一个移动应用程序以方便消费者预订。
- 2、通过包括青少年团体旅游，使目标人群多样化。
- 3、与规模更小的竞争对手合并以获取市场份额。
- 4、允许消费者进行自助预订。

在创建当前状态管理网格时，TravAg必须评估当前可用资源。

哪个问题有助于识别当前可用资源？

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 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) 这四项战略计划是否符合组织需求？**
Do these four strategic initiatives fit the organizational need?
- B) 我们员工的技术水平怎么样？**
What is the level of technological skills of our staff?
- C) 市场中有哪些竞争产品和服务？**
What products and services in the market space compete with us?
- D) 哪项战略计划将为消费者带来最大价值？**
Which strategic initiative will yield the most value for the consumers?
- A) 错误。这是一个询问现用的管理实践的问题。**
Incorrect. This would be a question to ask of management practices currently used.
- B) 正确。针对当前状态管理网格，必须识别现有员工的技术水平。（文献：A，第12.3章）**
Correct. The skills in technology of current staff has to be identified for the current state Management Mesh. (Literature: A, Chapter 12.3)
- C) 错误。尽管这个问题很重要，但这只是对管理网格环境视角的评估，而不是对资源的评估。**
Incorrect. Although the question is important, it is an assessment of the environmental perspectives of the Management Mesh, not the resources.
- D) 错误。尽管这个问题很重要，但是无法帮助识别资源，而这是创建当前状态管理网格的一环。**
Incorrect. Although the question is important, it does not help to identify the resources as part of creating the current state Management Mesh.

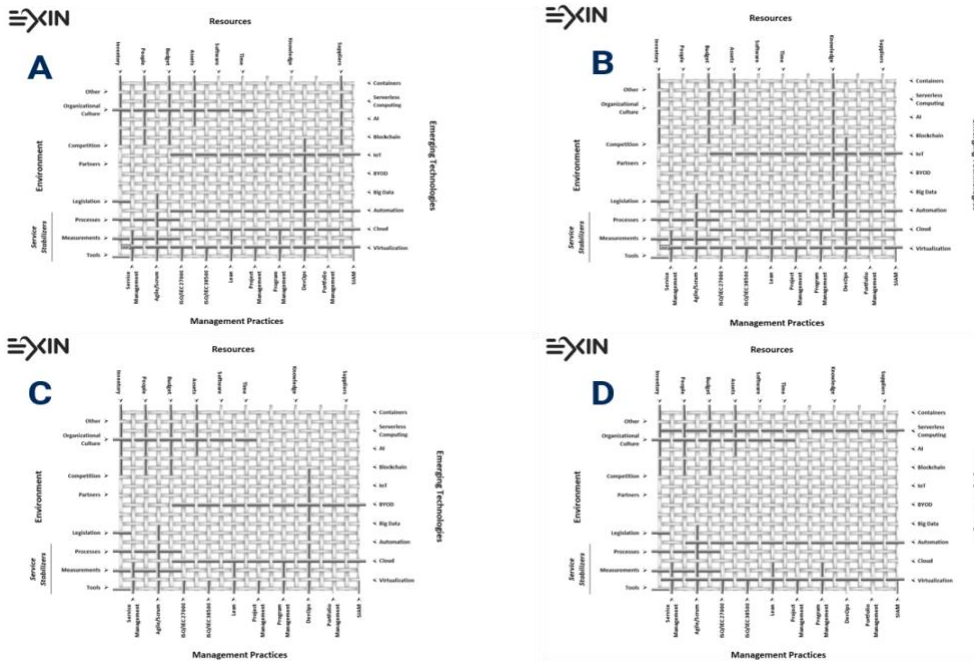
22 / 30

某网游公司想要转型，开发可在所有设备（包括所有移动设备）上运行的游戏。他们想转变成 DevOps 工作方式，这需要同时转变组织文化。为了获得成功，他们需要扩大利用云技术和虚拟化技术。为此，他们需要做好新技术预算，并聘请专人确保在数字化转型期间的平稳过渡。

哪个管理网格显示了该公司的理想状态？

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?

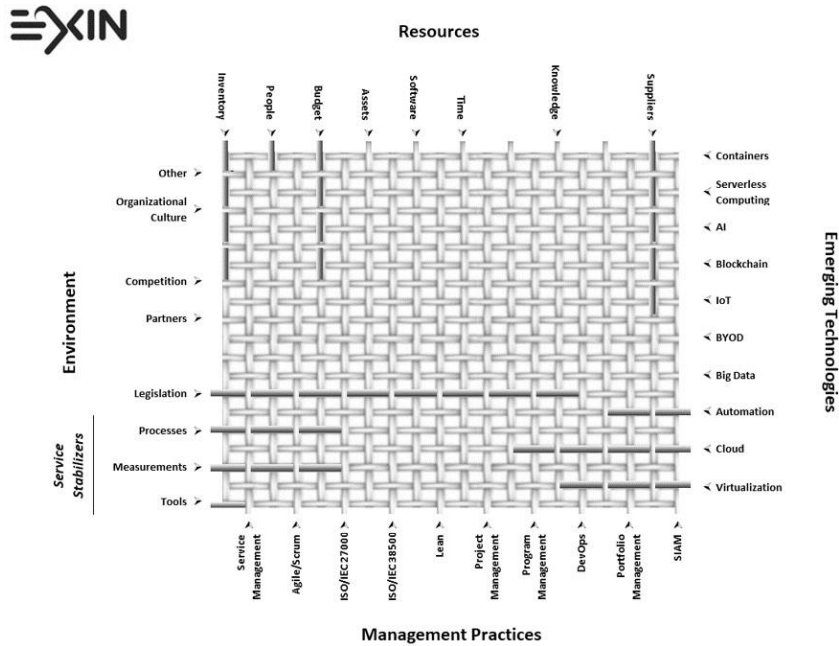


- A) 正确。DevOps 支持自动化，Cloud 支持虚拟化；所有要求都在网格中。供应商使用云技术后会受影响。重点是发展组织文化以及增加人员和预算的短条线。（文献：A，第 12、13、14 章）
Correct. DevOps is supporting Automation, Cloud is supporting Virtualization; all these requirements are in the mesh. Suppliers are affected as a result of using cloud technologies. There is a focus on developing Organizational culture as well as short lines for additional people and budget. (Literature: A, Chapter 12, 13, 14)
- B) 错误。知识可能是网格的组成部分。但是，缺失了一些对此场景重要的项目，例如组织文化、人员和供应商（使用云技术的后果）。
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) 错误。缺失了一些对此场景重要的项目，例如虚拟化和供应商（使用云技术的后果）。
Incorrect. A number of items important to the scenario are missing such as Virtualization and Suppliers (as a result of using Cloud technologies).
- D) 错误。缺失了一些对此场景重要的项目，例如云、供应商（使用云技术的后果）和 DevOps（新的必需管理实践）。
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

某顾问有自己的网上育儿咨询服务。家长可以通过网站上的表格咨询任何问题。她给家长提供电子邮件发送的培训课程或一系列个性化视频聊天。

她创建了以下理想状态管理网格。



哪个数字化转型故事与该管理网格最契合？

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 (see picture).

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

题目未完，下一页

- A)** 顾问采用DevOps工作方式，想要进行网站开发和云技术方面的自我培训。她希望借此实现新的工作方式，不必雇人为其业务增加价值。她自己独立完成所有工作。
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)** 顾问转变为网上培训环境，从而轻松地个性化和扩展网上培训业务。为此，她将开始处理数据。因此，她必须遵守《通用数据保护条例》（GDPR）。她想请一个网站开发人员帮忙创建。
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)** 顾问雇用了另一名顾问以扩大业务。该顾问将采取网上办公，所以她必须要有培训投入。新顾问想用自己的笔记本电脑和手机办公。此外，顾问正在从另一家咨询服务公司购买新的培训内容。
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)** 顾问与另一家公司合并，所以公司文化也必须改变。这家新公司位于国外，采取精益工作方式。顾问将不得不接受一些培训以适应新公司的需要，她还为此预留了一些预算和时间。
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)** 错误。DevOps不在管理网格中，而供应商在管理网格中，因此这个故事不契合。
Incorrect. DevOps is not mentioned in the Management Mesh. In addition, suppliers are in the Management Mesh, so this story does not fit.
- B)** 正确。这个故事契合管理网格的所有元素。（文献：A，第12、13、14章）
Correct. This story fits all elements of the Management Mesh. (Literature: A, Chapter 12, 13, 14)
- C)** 错误。这个故事要契合，必须将自带设备（BYOD）添加到管理网格中。此外，法规长条线没有解释。
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)** 错误。这个故事需要一条精益线，但却缺失了。此外，这个故事没有解释法规长条线。
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公司允许人们购买简单的网站模板，构建自己的网站。他们不托管网站，只提供网站的html或php模板。客户可以选择现有的模板，也可以请求定制模板。

一位客户对新的定制提出了明确的要求。模板应适配移动设备以及所有操作系统。模板的构建应与客户现有网站的风格一致，从而实现无缝改造。预定义数量的角色应可以访问网站的内容管理系统。

1-2-Web收到了关于开发新网站模板的完整要求列表。

以上属于哪种类型的要求收集？

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) 定制要求收集
Customized requirement gathering
- B) 迭代需求收集
Iterative requirement gathering
- C) 模板要求收集
Template requirement gathering
- D) 传统要求收集
Traditional requirement gathering

题目未完，接下一页

- A)** 错误。这是一个正在开发的定制模板，但是所描述的要求收集方法毫无定制可言；这是传统的要求收集，即提前交付预先定义的要求。
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)** 错误。客户只需交出预定义的要求列表即可。并不存在任何迭代。
Incorrect. The customer just hands over a pre-defined list of requirements. This is not an iterative process.
- C)** 错误。正在开发的产品是模板，但是所描述的要求收集方法（即提前交付预先定义的要求）是传统的要求收集方法。
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)** 正确。客户对要求有清晰的认识，他们可以从此着手。（文献：A，第14.3章）
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

某重型机械制造商想通过实施技术监控和预测所制造机械的维护需求，特别是物联网（IoT）和大数据。这对于他们是一个重大的战略变化。

为了分析当前状态和理想状态之间的差距，他们想先着眼于外部环境的影响。

哪种模型最适合进行差距分析？

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) 麦肯锡7S框架
McKinsey 7S framework
 - B) Burke-Litwin模型
Burke-Litwin model
 - C) Nadler-Tushman模型
Nadler-Tushman model
 - D) SWOT分析
SWOT analysis
- A) 错误。评估外部因素时，麦肯锡7S框架并不是最适合的框架。Burke-Litwin模型关注外部因素。
Incorrect. McKinsey 7S framework is not the most appropriate one when assessing external factors. The Burke-Litwin model focuses on external factors.
- B) 正确。Burke-Litwin模型关注外部因素。（文献A：第15.3.2章）
Correct. The Burke-Litwin model focuses on external factors. (Literature A: Chapter 15.3.2)
- C) 错误。作为将输入转化为输出的社会系统，组织的四个要素分别为人员、结构、文化和工作。Nadler-Tushman模型的这四个基本要素是内部的。Burke-Litwin模型关注外部因素。
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) 错误。外部因素只是SWOT分析的一种输入，其还考虑了内部因素。Burke-Litwin模型关注外部因素。
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.

26 / 30

一家向小企业提供贷款的国际银行很早就开始采用数字化服务。如今他们想要扩展市场，需要理顺一系列IT产品。分析中包括冗余的IT组织和数据中心。整合或合并冗余的工作成败参半。

高层得出结论，有必要采用不同的方法。目的是使包括数据中心在内的未来IT供应与银行的战略发展相匹配。通过采用Burke-Litwin模型，高层希望他们能够更好地应对变化。

针对上述场景采用Burke-Litwin模型时，银行下一步应怎么做？

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) 更好地了解银行倡导的信仰、行为和价值观
Get a better understanding of the beliefs, behaviors and values which are prevalent at the bank
- B) 更好地了解在银行内部IT团队中有效的个人绩效标准
Get a better understanding of the individual performance criteria which operate in IT teams within the bank
- C) 更好地了解银行IT团队内部的关系和职责
Get a better understanding of the relationships and responsibilities within the IT teams of the bank
- D) 更好地了解银行倡导的组织系统和程序
Get a better understanding of the organizational systems and procedures which are prevalent at the bank

题目未完，接下一页

- A) 正确。** Burke-Litwin模型提出了一种自上而下的方法，因为变化的驱动力始于外部因素。战略使命是由扩张驱动的，也是对现行法律和法规要求的应对。外部因素与Burke-Litwin模型中的转型元素直接相关。因此，外部因素（驱动变化）很可能直接影响银行倡导的组织文化（信仰、行为和价值观）。这方面需要与领导力、使命和战略一起加深理解。（文献：A，第15.3.2章）
- 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) 错误。** 鉴于先前的理顺、合并和整合举措收效甚微，高管无疑会对银行IT人员的绩效感到担忧。因此，银行实在会很想从此处着手。作为银行整体变革的一环，需要分析个人绩效和个人因素，而这个应稍后进行。Burke-Litwin模型建议首先进行更高级别的分析，尤其是在开展重大转型活动时。
- 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) 错误。** 了解银行的关系和职责很重要，因为这种方法考虑了IT团队中可能失败的交易要素。如果采用组织方法，则这种分析可能会更有效，因为会与各项系统、程序和管理实践一起影响银行的运营效率。因此，只有在首先考虑更广泛的环境因素时，才需要进行分析。
- 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) 错误。** 对系统和程序的运作方式进行分析是必不可少的，可以证明哪些在银行有效，哪些无效。系统和程序连同结构和管理实践一起，共同影响整个组织的运营效率。但是，作为第一步，它不会考虑任何有关银行变革影响的证据。
- 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.

27 / 30

一家提供数字钱包的公司允许消费者通过应用程序相互付款。在创业阶段，公司部署了重复的应用程序和技术解决方案。这种做法现已停止，但是遗留了一些问题。

首席执行官希望制定一项确定采购决策实践的采购政策，以合理安排服务和管理非受控增长。

怎么做才能使采购政策与组织策略相一致？

A company that offers a digital wallet allows consumers to pay each other through the 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?

题目未完，下一页

- A)** - 制定将在签订协议时指导员工行为和行动的采购政策。
- 基于战略目标和服务管理原则确定采购预期。
 - 概述挑选和决策流程。
 - 必要时确保合规标准、法律和治理要求。
 - 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.
- B)** - 创建一份涵盖采购方法的正式文档，包括规范制定和价值分析。
- 包括法律和治理要求。
 - 实施合同管理流程，以确保合同满足企业需求。
 - 根据服务管理原则制作关于采购的规则手册。
 - 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.
- C)** - 制定定义运营政策和实践的采购计划。
- 概述规范制定、价值分析和谈判的职责和活动。
 - 每次考虑新服务或更改服务时，创建重新制定计划的流程。
 - 每次更改服务时重新制定政策，以契合业务需求。
 - 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.
- D)** - 制定详细说明采购方针程序的采购政策。
- 根据战略目标制定采购期望。
 - 概述挑选和决策流程。
 - 在每次更改时，允许首席执行官自行决定重新制定政策，以契合业务需求。
 - 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.

题目未完，下一页

- A) 正确。**与采购政策的范围和目的有关的所有细节都是正确的。此外，还涉及了公司面临的具体采购挑战，以及首席执行官希望重新制定一项确定采购决策原则和实践的采购政策，以合理安排服务和管理非受控增长，同时仍然反映组织策略和消费者需求。（文献：A，第16.3章）

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)

- B) 错误。**采购政策提供了一套相关政策中定义的行为规范，相关政策涵盖了采购服务方法的各项元素和服务提供商，同时，采购政策应基于服务管理原则。但是，采购政策将不会用于指导规范制定、价值分析、供应商研究等活动，因为此详细信息将包含在采购计划而非采购政策中。采购政策还必须由单个人（负责人）所有，因此团队所有的建议不正确。此外，如无必要，最好不要基于每次组织变更不断更改政策。政策提供了高级规则，支持应重新设计以应对变化的流程。这个答案项比较笼统，没有切实反映题干要求，即解决当前面临的挑战以及首席执行官的担忧。

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 very generic and does not reflect details within the scenario which asks to address the current challenges and the CEO's concerns.

- C) 错误。**这些要素与采购政策无关，而与更广泛的采购计划有关。政策中应提供详细的采购活动的建议也是错误的。政策是引导组织方向的一种手段，不需要不断演变。相反，流程和程序应定期检查，以响应不断变化的需求。

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.

- D) 错误。**采购政策确实将制定，以提供引导和总体指导以及采购预期。但是，政策中不适合有详细的程序。在政策中确定低级细节（如挑选和决策流程）也是不可接受的。但政策将涵盖法律和治理原则。另外，不适合让首席执行官级别的人拥有和管理这项政策。

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.

28 / 30

某公司制定了以下采购政策：

只要达到或超过消费者的需求，就以最低的成本取得所有物资、设备和服务。选择的公司必须具有更强的可持续性或社会责任感，以履行本公司的企业社会责任承诺。

决策过程基于供应商的能力、产能和历史业绩。

他们正在寻找新的云服务提供商，以快速支持对服务的自定义更改。

根据采购政策，公司应选择哪份投标？

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) 供应商A:

- 价格最高
- 提供过去10年的业绩数据
- 拥有卓越的业绩记录
- 支持全球多个小型低机会社区

Vendor A:

- pricing is highest
- provides performance data for the last 10 years
- has excellent performance record
- supports several small low-opportunity communities across the globe

B) 供应商B:

- 价格第二高
- 支持评价最高
- 过去10年的市场领导者，尽管最近几个月的业绩存在问题
- 正在接受投资兵器工业与奴役的调查

Vendor B:

- pricing is second highest
- highest rating for support
- market leader for the past 10 years, although performance of the last few months is questionable
- is under investigation for investing in weapons industry and slavery

题目未完，接下一页

C) 供应商C:

- 价格第二低
- 经营5年
- 没有业绩数据，客户评论看起来像是买的评论
- 通过了ISO 9001认证，但已过期

Vendor C:

- pricing is second lowest
- has been in business for 5 years
- performance data are not available and customer reviews look like bought reviews
- ISO 9001 certification was achieved, but has since expired

D) 供应商D:

- 价格最低
- 新供应商，但第一个客户非常满意
- 请求的订购时间和交付时间最长
- 拥有可持续发展绿色环保标志

Vendor D:

- 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

**A) 正确。即使该供应商的价格最高，也与采购政策最相符。选这份将确保业绩并符合企业社会责任准则。
(文献：A，第16章)**

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)

B) 错误。最近的业绩令人担忧，而且该供应商不符合采购政策中所述的企业社会责任准则。

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

C) 错误。这家供应商的业绩尚不清楚。通过ISO认证这项佳绩未能维持，令人担忧。没有令人信服的社会责任或可持续发展故事可以让人选择这家供应商。因此，这家供应商不符合所述的采购政策。

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.

D) 错误。尽管这家供应商价格低，但订购时间长，交货时间长，又缺少业绩数据，以上表明该供应商将无法快速支持自定义更改，而这是满足消费者需求的要求。

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.

29 / 30

一家提供新拼车应用程序的公司制定了以下组织策略：

在3年内，我们希望拼车市场份额至少达到50%，消费者服务平均评价至少达到四星。

当前，消费者不断投诉计费流程。此外，竞争对手在各自的网站上创建新服务，使消费者能够在网上分享拼车体验的评论。

开发团队想先着手网站工作，认为这个项目比较小。

这是一个明智的选择吗？

A company that offers a new ride-sharing app has the following organizational strategy:

Within 3 years, we want at least 50% of the market share in ride-sharing, with at least a 4-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)** 是的。必须紧跟竞争对手的行动以保持市场份额。
Yes. The competitors' actions must be followed closely to keep market share.
- B)** 是的。团队认为网站是一个小项目，所以将附加最大价值。
Yes. The team feels the website is a small project, so it will add most value.
- C)** 不是。首先计费流程应符合消费者的期望。
No. The billing process should be brought in line with the consumers' expectations first.
- D)** 不是。团队应一分为二，以便他们可以同时解决两个问题。
No. The team should be split into two teams, so that they can work on both problems.

题目未完，下一页

- A)** 错误。尽管这一说法是正确的，但不应忽略消费者投诉，而应先予以解决。
Incorrect. Although the statement is true, the complaints of the consumers should not be ignored and they should be addressed first.
- B)** 错误。即使网站是较小的项目，也应先解决最大的问题，为企业创造最大价值。
Incorrect. Even if the website is the smaller project, the largest problem should be addressed first to create most value for the business.
- C)** 正确。用户不断投诉，这种情况很可能导致客户流失（进而导致市场份额流失）和消费者服务评价下跌，说明对投诉的重视程度不高。这符合组织策略。（文献：A，第17章）
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)** 错误。拆分开发团队从来都不明智。最好只专注于一件事，一半时间用于交付。拆分一支运作良好的开发团队也是不明智的。
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.

30 / 30

某市场调研公司希望在15年内成为市场调研领域的国际领导者。公司的战略将重点放在增长上。管理层正在准备与某个国外竞争对手有望达成的合并。

同时，总部发现了以下影响“生产”阶段的问题：

- 在遵守新的数据保护法规方面出现差距
- 数据采集系统需要重大升级保持竞争力。由于企业全面开展测试，最近一次巨额竞标失败了。
- 管理层不清楚明年的预算
- 许多研究人员接受了新软件的培训，结果错过最后期限

令人高兴的是，公司获得了一家大型政府机构的5星好评，他们还答应下一次大规模调研继续与公司合作。客户满意度达到历史新高。

当前的生产环境是否支持组织战略？

A market research company wants to be an international leader in research within 15 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:

- 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 5-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) 不是，因为测试升级和使用新系统会严重影响生产能力。**
No, because testing the upgrades and working with new systems are seriously impacting productivity.
- B) 不是，因为没有及时遵守新数据保护法规。**
No, because compliance with the new data protection regulation was not completed on time.
- C) 是的，因为客户满意度较高，政府将再次与他们合作。**
Yes, because customer satisfaction is high and the government will do business with them again.
- D) 是的，因为合并准备工作可以确保“生产”阶段与战略相符。**
Yes, because the merge preparation ensures that the Produce stage is in line with the strategy.

题目未完，接下一页

- A) 正确。**测试和升级不应像现在这样影响生产能力。主要的弊端是投标失败和错过最后期限。这不支持增长的战略目标。这可能表明变更控制和相关的管理流程或支持工具未按预期水平运行并需要修正。（文献：A，第17.1章）
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)
- B) 错误。**并没有说实现未按时完成，只是还未完成。这是个问题，但更大的问题是投标失败，以及没有按时完成新系统测试和实现。
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.
- C) 错误。**客户满意度较高可能是件好事，但并不能解决投标失败以及未按时完成新系统测试和实现的问题，这意味着无法支持企业的增长策略。
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.
- D) 错误。**尽管合并准备工作确实保证进入“生产”阶段，但不能自动保证，在准备合并时，“生产”阶段始终与战略相符。在本例中，投标失败以及错过最后期限意味着无法支持企业的增长策略。
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.

试题评分

如下表格为本套样题的正确答案，供参考使用。

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



Driving Professional Growth

联系 EXIN

www.exinchina.cn

info.china@exin.com

WeChat ID: EXINCH