



**考试样卷**

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## 考试说明

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

本试卷由 40 道单项选择题组成。每道选择题有多个选项，但这些选项中只有一个是正确答案。

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

考试时间为 90 分钟。在该考试过程中您可以参考[案例研究](#)。

祝您好运!

# 考试样卷

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ZYX决定聘请外部服务集成商并使用其提供的工具。

ZYX集团各公司中，哪家公司的整体治理模式可能会发生**最大**变化？

ZYX has decided to use an external service integrator, and to use the tool provided by that integrator.

Of all the constituent companies in the ZYX organization, which is likely to see the **greatest** change to their overall governance model?

- A) 澳洲公司  
ZYXA
- B) 数据公司  
ZYXD
- C) 英国公司  
ZYXUK
- D) 服务公司  
ZYXS

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ZYX希望聘请外部服务集成商。CIO请咨询机构SIAMRUS提供一些初步建议，说明未来SIAM生态系统应如何治理，需要哪些角色，以及应在何处设立这些角色。

SIAMRUS正准备提出对拟任SIAM治理负责人这一角色的建议。

谁最可能担任这一角色？

ZYX would like to use an external service integrator. The CIO has asked the consultancy organization, SIAMRUS, to provide some initial recommendations on how the future SIAM ecosystem should be governed, the roles that will be required, and where those roles should be established.

SIAMRUS is currently documenting the proposed role of SIAM Governance Lead.

Who is the **most** likely person to take this role?

- A) ZYX CEO  
ZYX CEO
- B) ZYX CIO  
ZYX CIO
- C) 服务公司IT总监  
ZYXS IT director
- D) 服务公司的服务管理与服务台主管  
ZYXS Service Management and Service Desk Lead

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作为NEWGEN转换项目的一部分，控股公司的合同经理被借调到项目团队工作。他们正在研究新合同的结构和措辞，包括如何评价服务绩效。

在参加过SIAM培训并了解相关要求后，合同经理现在正在征集业务代表和IT工具专家的意见，以确定每项签约服务拟监测的绩效指标。

合同经理应该采取哪一种做法？

As part of the NEWGEN transition project, the contract manager for ZYXH has been seconded to work with the project team. They are looking at how new contracts will need to be structured and worded, including how service performance will be measured.

Having attended SIAM training to understand what is required, the contract manager is now getting input from business representatives and IT tooling experts to identify proposed performance metrics to be monitored for each contracted service.

What approach should the contract manager take?

- A)** 设计标准化绩效指标，设定标准化目标，并以此对ZYX各部门每项签约服务进行监测，从而形成标准化方法。  
Produce standardized sets of performance measures and standardized targets, which will be monitored for each contracted service across all ZYX divisions, which will provide a standardized approach.
- B)** 设计标准化绩效指标，并以此对ZYX每项签约服务进行监测。然后，根据实际服务和要求的 service 级别设定不同的目标。  
Produce standardized sets of performance measures, which will be monitored for each service contracted by ZYX. Then identify different targets depending on the actual service and the required service level.
- C)** 为每一类服务设计不同的标准化绩效指标。针对每一类服务的每一项签约服务，设定其具体目标，无需考虑ZYX的哪个部门正在使用该服务。  
Produce different sets of performance measures, standardized for each category of service. Set specific targets that will be used for each contracted service of that category, no matter which ZYX division is using the service.
- D)** 为每一类服务设计不同的标准化绩效指标。然后，根据实际服务和ZYX要求的 service 级别设定不同的目标。  
Produce different sets of performance measures, standardized for each category of service. Then identify different targets depending on the actual service and the service level required by ZYX.

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为了建立SIAM模型，英国公司建议对ZYX现有服务提供商的能力进行评估。

应如何启动评估？

ZYXUK has proposed that ZYX's current service providers capability to deliver a SIAM model should be assessed.

How should the assessment be initially approached?

- A)** 服务公司于一年前进行了能力评估，这可以作为确定ZYX现有能力的基础，再补充评估中未包含的当前服务信息，这将有助于快速评估现状。  
A capability assessment produced by ZYXS one year ago should be used as a starting point to determine the current capabilities within ZYX. Information on services not currently included should be added. This will enable a swift assessment of the current situation.
- B)** 聘请SIAMRUS对外部服务提供商的现有能力进行分析，还应对现用流程进行成熟度评估，从而为确定是否需要额外资源提供合理依据。  
Employ SIAMRUS to supply an analysis of the current capabilities within the external providers. A maturity assessment of the processes used should also be undertaken. This will provide a good basis to determine whether additional resources would be required.
- C)** ZYX应委托其他机构对现有服务提供商的能力水平进行独立调研，形成一份能力组合方案。SIAMRUS提案应与其他可行方案一并考虑。  
ZYX should commission an independent investigation into the level of capability within the current service providers. A capability portfolio should be created. The SIAMRUS proposition should be considered together with other viable options found.
- D)** 由控股公司与服务公司、数据公司、OUT\$CO、NET\$CO和SIAMRUS进行访谈，重点关注他们支持SIAM模型的能力。利用他们提供的信息形成一份精准的能力组合方案，用作计划的初始基准。  
ZYXH should interview ZYXS, ZYXD, OUT\$CO, NET\$CO, and SIAMRUS concentrating on their capability to support a SIAM model. Use the information provided to set up an accurate capability portfolio to be used as an initial benchmark for the program.



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向SIAM模式转换预计将在12个月后完成。ZYX的CIO官担心，对于新SIAM模型所要求的合同变更，部分现有服务提供商可能不同意执行。

转换期间不会买断遗留合同。

哪家服务提供商可能**不**打算同意所要求的变更？

The transition to the SIAM model is anticipated to complete in 12 months' time. The CIO of ZYX is concerned that some of the current service providers might not agree to the contract changes required for the new SIAM model.

Legacy contracts will not be bought out during the transition time.

Which service provider will probably **not** want to agree to the changes required?

- A) BANK\$CO  
BANK\$CO
- B) CAD\$CO  
CAD\$CO
- C) FIELD\$CO  
FIELD\$CO
- D) OUT\$CO  
OUT\$CO

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ZYX的资源分布多地，实施新SIAM模型时，这些资源也应被保留组织所用。SIAMRUS已审查了现有文档。

ZYX需要什么来深入了解现有能力？

ZYX has resources in different locations that should also be used within the retained organization when the new SIAM model is implemented. SIAMRUS has reviewed the available documentation.

What does ZYX need to gain insight in the current capabilities?

- A) 人力资源（HR）培训记录  
Human Resources (HR) training records
- B) RACI矩阵  
RACI matrices
- C) 资源改进  
Resource improvements
- D) 培训和发展计划  
Training and development plans

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ZYX正在考虑SIAMRUS提议的SIAM模型。

出于对合规性要求和标准的考虑，CEO想要了解，ZYX向其他国家拓展业务会对SIAM模型产生何种影响。她希望将ZYX的盈利风险降至最低。

哪一项是业务拓展对SIAM模型造成的最可能影响？

ZYX is considering the SIAM model proposed by SIAMRUS.

The CEO wants to understand what impact any expansion of ZYX into other countries will have on this SIAM model as a result of considerations for compliance and standards. She wants to minimize any risks to the profitability of ZYX.

What would be the **most** likely effect to the SIAM model arising from the expansion?

- A)** 业务拓展对模型的影响将非常显著，有可能扰乱商定的服务提供。应该对每个受影响的合同完成续签后，再进行对模型的更改。  
The impact of the expansion will be significant. This will have the potential to disrupt the agreed provision of services. Any changes to the model should be delayed until the renewal of any affected contracts.
- B)** 影响将因所涉国家而异。在可能的情况下，只有在审慎评估能力、风险和变更的潜在价值后，才对SIAM模型进行更改。  
The impact will be different depending on the country involved. Wherever possible, any changes to the SIAM model should be made only after careful assessment of the capabilities, risks and potential value of the changes.
- C)** 影响将是已知的，因为增长是一项已被纳入SIAMRUS SIAM模型的明确要求。因此，业务地点增加造成的风险极小。  
The impact will be known, as growth is an identified requirement that has been incorporated into the SIAMRUS SIAM model. Therefore, additional locations should be accommodated with minimum risk.
- D)** 影响将很小，因为合规性要求和标准是国际概念。造成的任何风险都会被识别。无论风险程度如何，对模型的变更都可以接受。  
The impact will be minimal since compliance and standards are international concepts. Any risks generated would be identified. Changes to the model would be accommodated irrespective of the level of risk.

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SIAM模式转换成功，ZYG企业战略的哪一部分最可能得以实现？

Which part of the corporate strategy of ZYG will a successful transition to SIAM **most** likely address?

- A) 做好适应变革的准备  
Be ready to adapt to change
- B) 控制员工人数的变化  
Control any change in headcount
- C) 确保按合同交付  
Ensure delivery against contracts
- D) 消除对遗留系统的依赖  
Remove reliance on legacy systems

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ZYG的CIO正在编制SIAM模式转换的商业论证大纲。

商业论证大纲中的哪一项内容对应NEWGEN的关键成功因素？

The CIO of ZYG is creating the outline business case for the SIAM transition.

What should be included in the outline business case as a critical success factor for NEWGEN?

- A) 构建、实施和支持ZYG IT服务的成本显著降低  
A measurable reduction in the cost of building, implementing and supporting ZYG IT services
- B) 考虑解决当前数据中心容量问题的服务分组策略  
A strategy for the service groups that considers and resolves the current data center capacity issue
- C) 在企业和服务商之间建立积极和富有成效的关系  
Establishment of positive and productive relationships between the business and the providers
- D) 在ZYG各公司成功部署NEWBNK应用系统  
Successful deployment of the NEWBNK application across all ZYG organizations

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NEWGEN项目正处于探索与战略阶段。

- SIAMRUS仅作为咨询公司。
- OUT\$CO被选为服务集成商，但尚未签署合同。

ZYX征求意见，以确定新SIAM模型下的角色。SIAMRUS的咨询顾问与ZYX的CIO进行了一些讨论。

SIAMRUS建议首先对ZYX员工现有技能进行一个基准梳理，然后再根据SIAM模型调整标准框架，形成角色清单。

CIO认为这样做成本太高，而且没有必要。CIO想要直接选择一个标准框架，从中完全照搬角色清单，并表示没有必要进行基准技能梳理。

谁是正确的，为什么？

Project NEWGEN is in the Discovery and Strategy stage.

- SIAMRUS is selected in a consulting capacity only.
- OUT\$CO is selected as the service integrator, but the contract is not yet signed.

ZYX has asked for input on defining the role profiles in the new SIAM model. There has been some discussion between the SIAMRUS consultant and the ZYX CIO.

The SIAMRUS consultant recommends that ZYX starts with a baseline inventory of the skills that the ZYX staff already have before moving on to creating role profiles by adapting a standard framework to the SIAM model.

The CIO thinks this is too costly and unnecessary. The CIO wants to move ahead with choosing a standard framework from which to copy the role profiles without change and states that the baseline inventory is unnecessary.

Who is correct and why?

- A)** CIO，因为他更适合监督成本风险，更清楚基准技能梳理是否真的有必要。  
The CIO, because he is better placed to oversee consequences of costs and knows better if the baseline inventory is really necessary.
- B)** CIO，因为最好先直接采用标准技能框架中的角色清单，一段时间后再进行基准技能梳理。  
The CIO, because it is better to start with role profiles taken directly from a standard skills framework and do a baseline inventory after a while.
- C)** SIAMRUS，因为进行基准技能梳理可以确保现有技能得到利用，员工得到正确安置。  
The SIAMRUS consultant, because doing the baseline inventory ensures that available skills are used, and staff are correctly placed.
- D)** SIAMRUS，因为选择他们就是担任顾问的，所以他们在这件事上有行政管理权。  
The SIAMRUS consultant, because they have been selected in the role of consultant, which gives them executive power over this matter.

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ZYX董事会希望确认ZYX的SIAM战略。他们要求提供更多关于SIAMRUS的标准化SIAM模型的信息。

SIAMRUS建议ZYX使用以下服务提供商：

- 主机托管：SIAMRUS
- 网络：NET\$CO
- 应用开发：OUT\$CO
- 应用支持：OUT\$CO
- 终端用户计算：MOB\$CO
- 服务集成商：SIAMRUS
- 服务台：SIAMRUS

ZYX董事会担心其中忽略了服务公司。SIAM模型应支持ZYX的企业战略和ZYX的变革任务。

哪一项是针对服务公司的**最佳**做法？

The ZYX Board of Directors wants to confirm the SIAM strategy for ZYX. They have asked SIAMRUS to provide more information on their standardized SIAM model.

SIAMRUS has proposed that ZYX uses the following service providers:

- Hosting: SIAMRUS
- Networks: NET\$CO
- Application development: OUT\$CO
- Application support: OUT\$CO
- End user compute: MOB\$CO
- Service Integrator: SIAMRUS
- Service desk: SIAMRUS

The ZYX Board of Directors is concerned that this omits ZYXS. The SIAM model should support the ZYX corporate strategy and the ZYX mandate for change.

What is the **best** approach with ZYXS?

- A) 增加服务公司为内部服务提供商  
Add ZYXS as an internal service provider
- B) 将服务公司的服务排除在SIAM模型之外  
Exclude ZYXS' services from the SIAM model
- C) 将服务公司纳入保留职能  
Put ZYXS into the retained capabilities
- D) 将服务公司的服务转移到OUT\$CO  
Transfer the services from ZYXS to OUT\$CO

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ZYX集团由5家不同的公司组成，包括澳洲公司、德国公司、控股公司、英国公司和服务公司。

NEWGEN项目已经立项，SIAM战略治理委员会已经成立，ZYX SIAM战略的制定工作即将开始。

6个月前，英国公司高管聘请了咨询机构SIAMRUS，对英国公司的IT服务提供战略进行审查，并为未来谋划新的战略。4周前，收到了SIAMRUS的报告，报告中包含了一份SIAM战略大纲，SIAMRUS建议英国公司向基于SIAM的模式转换。

英国公司的高管和高级员工不希望控股公司和服务公司干预他们的战略和运营，而且对任何强制推行的、不符合他们自身意愿的工作方式，历来也是一直反对。英国公司未参加ZYX IT指导小组最近的两次会议。

CEO希望确保ZYX的SIAM战略适用于各公司，她也希望英国公司能够接受这项战略并积极支持实施工作。

哪种做法能够**最**成功地实现这些目标？

ZYX Corporation is a group of 5 different companies: ZYXA, ZYXG, ZYXH, ZYXUK, and ZYXS.

Project NEWGEN has now been established. A SIAM strategic governance board has been created. Work is about to start on creating the ZYX SIAM strategy.

6 months ago, the directors of ZYXUK asked a consultancy organization, SIAMRUS, to review ZYXUK's IT service provision strategy and suggest a new strategy for the future. The report from SIAMRUS was received 4 weeks ago. SIAMRUS suggests that ZYXUK moves to a SIAM-based model and includes an outline SIAM strategy.

The senior staff and directors of ZYXUK do not like any interference in their strategy and operations from ZYXH and ZYXS, and historically have always objected to any imposed changes in working practices that do not align with their own aspirations. ZYXUK have not attended the last two meetings of the ZYX IT steering group.

The CEO wants to ensure that the SIAM strategy for ZYX is appropriate for all ZYX companies. She also wants ZYXUK to embrace it and actively support its implementation.

Which approach will be the **most** successful in achieving these aims?

- A) 采用SIAMRUS提交给英国公司报告中的SIAM战略作为ZYX的SIAM战略  
Adopt the SIAM strategy from the report created for ZYXUK by SIAMRUS as the ZYX SIAM strategy
- B) 任命英国公司运营总监为SIAM治理负责人，负责ZYX SIAM战略  
Appoint the ZYXUK Operations Director as the SIAM Governance Lead who owns the ZYX SIAM strategy
- C) 要求英国公司的IT人员加入IT指导小组，因为他们未参加最近两次会议  
Make ZYXUK IT staff take part in the IT steering group, as they have not attended the last two meetings
- D) 向英国公司管理委员会发送一份SIAM战略的副本文件，并要求其转发给员工  
Send the ZYXUK Management Board a copy of the SIAM strategy and ask them to send it to their staff

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ZYX希望尽快构建SIAM环境，因为CEO计划加速在美国扩展业务。

哪一项是启动NEWGEN项目**最**适当的方式？

ZYX wants to establish the SIAM environment as quickly as possible, because the CEO wants to accelerate the expansion into the USA.

What is the **most** appropriate way to initiate project NEWGEN?

- A) 制定SIAM战略，编制商业论证和SIAM模型实施大纲  
Create the SIAM strategy and business case, along with the outline SIAM model for the implementation
- B) 确定关键成功因素以及项目持续绩效沟通计划  
Define the critical success factors and the plan to communicate the ongoing performance of the project
- C) 建立瀑布项目群，确定一系列具有最小可行产品的敏捷项目  
Establish a Waterfall program, which defines a series of Agile projects with minimum viable products
- D) 引入敏捷团队，负责快速、优先实施所需的服务组件  
Onboard an Agile team with a mandate to provide rapid, prioritized implementation of required components

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SIAM项目委员会决定，选择首要供应商作为服务集成商的SIAM结构。

- OUT\$CO已获授服务集成合同。目前正在设计局域网的服务分组。
- SIAM生态系统的中央服务台将由服务公司提供。

哪一家公司将会是为澳洲公司提供局域网支持的**最佳**服务提供商？

The SIAM project board has decided that the chosen SIAM structure will be the lead supplier as service integrator.

- OUT\$CO has been awarded the service integration contract. They are designing the service grouping for local area networks.
- ZYXS will provide a central service desk for the SIAM ecosystem.

Who would be the **best** provider of the local area network support for ZYXA?

- A) DESK\$CO  
DESK\$CO
- B) DLAN\$CO  
DLAN\$CO
- C) NET\$CO  
NET\$CO
- D) OUT\$CO  
OUT\$CO



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由控股公司委托建设SIAM生态系统。SIAMRUS是推荐的服务集成商。已选择下列服务分组和服务提供商：

- 应用系统服务：服务公司
- 桌面支持：DESK\$CO
- 主机托管：数据公司
- 局域网：OUT\$CO
- 广域网：NET\$CO

广域网将局域网与主机托管服务连接起来，以便ZYX的用户能够访问应用系统服务。

NET\$CO还会与哪些公司存在运营和职能关系？

ZYXH has commissioned the SIAM ecosystem. SIAMRUS is the proposed service integrator. The following service groups and service providers have been selected:

- Application services: ZYXS
- Desktop support: DESK\$CO
- Hosting: ZYXD
- LAN: OUT\$CO
- WAN: NET\$CO

The WAN (wide area network) connects the LAN (local area networks) to the hosting service, so that users across ZYX can access the application services.

Who else will NET\$CO have operational and functional relationships with?

- A)** 选定的所有其他服务提供商和SIAMRUS  
All other selected service providers and SIAMRUS
- B)** 选定的所有其他服务提供商、SIAMRUS和控股公司  
All other selected service providers, SIAMRUS, and ZYXH
- C)** OUT\$CO、数据公司、服务公司和SIAMRUS  
OUT\$CO, ZYXD, ZYXS, and SIAMRUS
- D)** OUT\$CO、服务公司、DESK\$CO和SIAMRUS  
OUT\$CO, ZYXS, DESK\$CO, and SIAMRUS



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ZYX董事会制定了SIAM战略。他们想要借鉴SIAMRUS的专业经验，但ZYX保留对架构、战略和业务关系管理的控制权。

ZYX应选择哪一种SIAM结构？

The ZYX Board of Directors has decided on a SIAM strategy. They want to use the expertise from SIAMRUS, but with ZYX retaining control of architecture, strategy and business relationship management.

What SIAM structure should ZYX choose?

- A) 控股公司与SIAMRUS作为混合服务集成商，二者分担具体职责  
Hybrid service integrator between ZYXH and SIAMRUS, splitting specific responsibilities
- B) SIAMRUS作为外部服务集成商，控股公司提供保留职能  
SIAMRUS as external service integrator, with ZYXH providing the retained capabilities
- C) SIAMRUS作为首要供应商服务集成商，承担更多的应用支持职责  
SIAMRUS as lead supplier service integrator, giving them additional application support roles
- D) 控股公司作为内部服务集成商，利用SIAMRUS扩充资源  
ZYXH as internal service integrator, using SIAMRUS for resource augmentation

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SIAM模式转换已完成。

- SIAMRUS被确定为外部服务集成商。
- 控股公司为ZYXH提供了保留职能。

过去三个月，OUT\$CO未能达到SLA目标，SIAMRUS打算执行服务信用制度。

应如何执行服务信用制度？

The SIAM transition is complete.

- SIAMRUS is appointed as an external service integrator.
- ZYXH provides the retained capabilities for ZYX.

For the past three months OUT\$CO has not met their SLA targets and SIAMRUS wants to apply service credits.

How should these credits be applied?

- A) 由SIAMRUS根据服务信用制度计算出应付款项，将数据提交给控股公司，然后由控股公司负责收款。  
SIAMRUS calculates the service credits due and passes the data onto ZYXH who then processes the collection.
- B) SIAMRUS通知OUT\$CO因信用应支付的款项，并告知OUT\$CO去联系控股公司采购部门。  
SIAMRUS informs OUT\$CO that credits are due and tells OUT\$CO to contact the ZYXH purchasing department.
- C) 由SIAMRUS向控股公司通报服务不达标情况。然后，控股公司进行核实、计算并收取应收款项。  
SIAMRUS informs ZYXH of the service failure. ZYXH then verifies, calculates and collects the amounts due.
- D) SIAMRUS根据委托授权提高服务信用，收取应收款项，再转给控股公司。  
SIAMRUS raises the service credits using delegated authority, collects the sums due, and passes them on to ZYXH.

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ZYX已确定了服务集成商。

- OUT\$CO成为服务集成商。
- 服务公司成为内部服务提供商，负责提供开发、支持和服务台服务。
- 所有其他现有服务提供商继续提供服务。

服务公司服务管理人员询问OUT\$CO，服务公司是否可以继续报告其当前指标和目标：

- 服务台接收并解决的故障数量
- 每月批准的变更数量
- 服务可用性

控股公司和德国公司询问OUT\$CO，是否可以每月收到报告，其中包含每个服务提供商上述三个目标的达成情况。

OUT\$CO**第一步**应做什么？

ZYX has appointed a service integrator.

- OUT\$CO is the service integrator.
- ZYXS will be an internal service provider, providing development, support, and service desk services.
- All other current service providers will continue to provide their services.

ZYXS service management has asked OUT\$CO if ZYXS can continue to report on the current ZYXS measures and targets:

- Number of incidents received and resolved by the service desk
- Number of changes approved each month
- Service availability

ZYXH and ZYXG have asked OUT\$CO if they could receive a report each month from OUT\$CO, showing achievement of these three targets by every service provider.

What is the **first** step that OUT\$CO should take?

- A) 制定绩效评价计划，收集和分析每个服务提供商的相关数据  
Develop a performance measurement plan to collect and analyze this data from all providers
- B) 为这些指标和目标确定一套通用的计算方法，供所有服务提供商使用  
Identify a common set of calculations for these measures and targets for use by all service providers
- C) 指导所有服务提供商调整其内部模型，汇报所述指标和目标  
Instruct all service providers to adjust their internal models to report on these measures and targets
- D) 组织所有服务提供商讨论采用所述指标和目标的影响  
Lead a discussion with all service providers on the impact of adopting these measures and targets

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ZYX的SIAM模式已经运营了两个月。

- OUT\$CO是服务集成商。
- 服务公司使用不同的团队提供服务台和应用开发与支持服务。
- 数据公司托管着服务公司的应用系统。

服务公司和数据公司各自的服务级别均已达标。但是，OUT\$CO发现，服务公司和数据公司的不同团队之间经常出现矛盾和冲突。

哪一项是确保这些团队更有效协作的**最佳**方法？

The ZYX SIAM model has been operational for two months.

- OUT\$CO is the service integrator.
- ZYXS provides the service desk and application development and support services, using different teams.
- ZYXD is hosting the ZYXS applications.

ZYXS and ZYXD are both meeting their individual service levels. However, OUT\$CO has identified that there is often tension and conflict between the different teams of ZYXS and ZYXD.

What is the **best** approach to ensure that these teams work together more effectively?

- A) 召集服务公司和数据公司的团队讨论问题，商定合适的解决之法  
Bring the teams of ZYXS and ZYXD together to discuss the issues and agree a suitable way forward
- B) 上报给SIAM运营负责人，并要求向服务公司和数据公司发出正式警告  
Escalate to the SIAM Operational Lead and ask for a formal warning to be given to ZYXS and ZYXD
- C) 与ZYX所有服务提供商建立协作论坛，在第一次会议上提出这个案例  
Establish a collaboration forum with all providers to ZYX and raise this example at the first meeting
- D) 在关键绩效指标体系中引入一项特定目标，评价所有服务提供商的协作表现  
Introduce a specific target in the overall set of KPIs measuring how all providers work together

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ZYX决定沿用除OUT\$CO外的其他现有服务提供商。

目前已与所有提供商签订了新的合同，内容包括对服务集成的要求和对服务级别的修订。SIAMRUS对新合同的内容提出了建议。

但是，由于SIAMRUS报价太高，于是决定选择OUT\$CO作为服务集成商。ZYX目前正在与OUT\$CO进行合同谈判。

哪一项是在合同中激励OUT\$CO履行服务集成商职责的**最佳**做法？

ZYX decided to continue to use all existing service providers apart from OUT\$CO.

New contracts, including service integration requirements and revised service levels, have now been signed with all providers. SIAMRUS provided advice on the contents of these contracts.

However, it has been decided to appoint OUT\$CO as the service integrator, as the costs received from SIAMRUS were too high. ZYX is now negotiating the contract with OUT\$CO.

What is the **best** way to incentivize the performance of OUT\$CO as the service integrator in the contract?

- A) 只要服务提供商未能达到服务级别目标，就对OUT\$CO执行服务信用制度，OUT\$CO再向相关服务提供商追索赔偿。  
If any service provider fails to achieve any service level target, service credits will be applied to OUT\$CO, who can then seek recourse against the service provider.
- B) 只要服务提供商未能达到服务级别目标，就对OUT\$CO和相关服务提供商同时执行服务信用制度。  
If any service provider fails to achieve any service level target, service credits will be equally applied to both the service provider and OUT\$CO.
- C) OUT\$CO将因实现端到端服务绩效、协作和改进目标而获得奖励。  
OUT\$CO will be rewarded for the achievement of targets for end-to-end service performance, collaboration, and improvement.
- D) 每个阶段，OUT\$CO将在每个服务提供商均达到其服务级别时获得奖金。  
OUT\$CO will receive a bonus for each period where every service provider achieves their individual service levels.

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ZYX决定使用不同的服务提供商分别提供主机托管、应用开发、网络、应用支持、桌面支持和网络服务。尽可能使用云服务和商品化服务。OUT\$CO被选为主机托管服务提供商，同时还作为服务集成商。

在讨论服务提供商和服务集成商的新合同条款时，ZYX的CEO、CFO、CIO和服务公司IT总监之间产生了分歧。

- ZYX CEO希望全体服务提供商使用统一的合同结构，确保他们遵守共同的规则和治理要求。
- ZYX CFO也希望全体服务提供商使用统一的合同结构，因为这样可以尽可能降低复杂性以及伴随的成本。
- ZYX CIO希望OUT\$CO使用一种合同结构，而其他提供商使用另一种合同结构，因为这样可以确保尽可能低的服务提供成本。
- 服务公司IT总监希望有几种不同的合同和结构，因为这样可以获得最大的灵活性。

谁是**最**正确的？

ZYX has decided to use different service providers for hosting, application development, networks, application support, desktop support, and networks. Cloud and commodity services will be used wherever possible. OUT\$CO have been selected as the hosting provider, they will also be the service integrator.

When discussing the design of the new contracts for the service providers and the service integrator, the ZYX CEO, ZYX CFO, ZYX CIO, and the ZYXS IT director have a disagreement.

- The ZYX CEO wants to use a single contract structure for all service providers, in order to ensure adherence to a common set of rules and governance.
- The ZYX CFO wants to use a single contract structure for all service providers, because this will keep the complexity, and with it the costs, as low as possible.
- The ZYX CIO wants to use one contact structure for OUT\$CO and another for all other providers, as this will ensure the lowest possible costs of service provision.
- The ZYXS IT director wants several different contracts and structures, because this will allow the most flexibility.

Who is **most** correct?

- A) ZYX CEO  
ZYXH CEO
- B) ZYX CFO  
ZYX CFO
- C) ZYZ CIO  
ZYZ CIO
- D) 服务公司IT总监  
ZYXS IT director

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SIAM模式转换已经开始。

- SIAMRUS被选为服务集成商。
- 与OUT\$CO的合同已经续签。

参与SIAM模式转换的ZYX项目团队认识到，成功的转换取决于组织变革管理（OCM）的实施方式。他们决定聘请一名OCM专家。作为遴选流程的一环，ZYX项目团队要求每位候选人思考OCM对控股公司、SIAMRUS、OUT\$CO和服务公司这四家公司的影响。

如何在SIAM模式转换期间战胜挑战，哪个回答对此理解的最为到位？

The SIAM transition has been started.

- SIAMRUS has been selected as the service integrator.
- The contract with OUT\$CO has been renewed.

The ZYX project team involved with the transition to SIAM realizes that successful transition will rely on the way that organizational change management (OCM) is done. They decide to recruit an OCM expert. As part of the selection process, the ZYX project team asks each candidate to consider the impact of OCM on four specific areas namely ZYXH, SIAMRUS, OUT\$CO and ZYXS.

Which response **best** demonstrates an understanding of how to overcome challenges during the SIAM transition?

题目未完，下一页

- A)** 在SIAM模式实施期间，重点是获得项目参与人员的承诺，这非常有必要。必须保持和展现控股公司的积极性，减少组织抵触情绪。SIAMRUS应通过同一渠道与服务公司和OUT\$CO的所有员工进行沟通。During implementation of the SIAM model it is necessary to get commitment mainly from the project people involved. The enthusiasm of ZYXH must be maintained and demonstrated to reduce organizational resistance. Communication with all staff from ZYXS and OUT\$CO should be undertaken by SIAMRUS using the same channels.
- B)** OCM非常重要。项目开始时就应该确定实施方法。让控股公司、SIAMRUS、OUT\$CO和服务公司的员工认识到变革的必要性非常关键。分析在职员工对变革的接受度，将能够为每家公司定制全面的沟通计划和实施方法。OCM is very important. The approach should be established at the beginning of the project. Making staff in ZYXH, SIAMRUS, OUT\$CO and ZYXS aware of the need for change is key. Analysis of the current employees' appetite for change will enable comprehensive communications plans and approaches to be tailored for each area.
- C)** 人们的态度会影响组织是否能实现SIAM模式转换。因此，OCM应在项目早期规划，且必须得到OUT\$CO所有员工的支持。SIAMRUS应每周向服务公司和控股公司发邮件通报项目进展情况，以保持项目的势头。The attitude of people will influence the ability of any organization to transition to SIAM. Therefore, OCM should be planned early in the program. It is essential that all staff from OUT\$CO supports the initiative. SIAMRUS should maintain the momentum of the project by circulating weekly e-mails to ZYXS and ZYXH reporting progress.
- D)** 在规划与构建阶段，SIAM模式转换项目应考虑其对新员工结构的影响。SIAMRUS必须通过建立服务公司和控股公司员工的信心来全力支持即将到来的变革。应通过每周视频会议和电子邮件与所有公司的高级员工进行沟通。The SIAM transition program should consider its impact on the new staff structure during the Plan and Build stage. SIAMRUS must champion the proposed changes by building the confidence of staff from ZYXS and ZYXH. Communication should be via a weekly video and e-mails to senior staff in all organizations.

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服务集成商在模式转换期间组织了一系列加盟研讨会。ZYX被要求主持一次会议。

在会议期间，ZYX如何**最好**地协助加盟事宜？

The service integrator is organizing a series of onboarding workshops during the transition. ZYX has been asked to host a session.

How can ZYX **best** assist with onboarding during these workshops?

- A)** 为新方法和工作模式做出贡献  
Contribute to new approaches and working models
- B)** 定义每项服务的低级运营接口  
Define the low-level operational interfaces for each of the services
- C)** 指导解决实施中的运营细节问题  
Guide the resolution of operational details of the implementation
- D)** 强调他们的业务目标，确保目标的一致性  
Highlight their business goals to ensure alignment



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一家大型银行决定停用BNK系统和银行柜台终端（BCT）。这将严重影响ZYX的收入。

CEO要求CIO考虑将当前由服务公司和数据公司提供的所有服务转移给OUT\$CO。

采用这一策略的**最大**风险是什么？

A major bank has decided to stop using BNK and the bank counter terminals (BCTs). This will severely affect the profitability of ZYX.

The CEO has asked the CIO to consider transferring all services currently provided by ZYXS and ZYXD to OUT\$CO.

What would be the **greatest** risk with adopting this strategy?

- A) 修改与BANK\$CO的托管合同条款  
Amending the terms of the hosting contract with BANK\$CO
- B) 改变服务公司和数据公司团队的员工文化  
Changing the culture of the staff in the ZYXS and ZYXD teams
- C) 维持服务公司和数据公司现有员工提供的支持服务  
Maintaining the support of the current staff in ZYXS and ZYXD
- D) OUT\$CO获得运营该项服务所需的知识  
OUT\$CO acquiring the knowledge needed to operate the services

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ZYX正在考虑采用SIAMRUS提出的服务隔离方式，包括确定SIAMRUS为服务集成商。ZYX希望现有服务提供商与新服务提供商共同提供服务。

ZYX正在了解什么工具策略和集成方法能更好地支持新的服务模型。解决方案应无缝、经济、高效，并尽可能降低复杂性。

哪种工具策略和集成方法最符合ZYX的要求？

ZYX is considering using the service segregation proposed by SIAMRUS, including appointing SIAMRUS as the service integrator. ZYX would like a mix of current and new service providers.

ZYX wants to understand what tooling strategy and integration method will best support the new service model. The solution should be seamless and cost effective, with the lowest complexity possible.

Which approach for tooling strategy and integration method will **best** meet the requirements of ZYX?

- A) 在规划与构建阶段，ZYX应强制SIAM生态系统中的所有提供商统一使用SIAMRUS的工具系统。系统将自动批量更新服务提供商的数据，然后根据端到端服务绩效报告的格式要求转换数据，供SIAMRUS汇报使用。  
During the Plan and Build stage ZYX should mandate the use of the SIAMRUS toolset for all providers in the SIAM ecosystem. This tool would take automated bulk updates of data from the service providers, and then convert the data into a format that SIAMRUS could use to report on the end-to-end performance of the services.
- B) ZYX应在实施阶段找到并选定一家提供集成服务的外部提供商。此项集成服务应为SIAM模型中所有服务提供商的数据传输提供便利，无需服务提供商进行任何变更。其工具系统还应提供实时状态跟进和审计跟踪。  
In the Implementation stage ZYX should find and appoint an external provider of an integration service. This integration service should facilitate data transmission from all service providers in the SIAM model without them having to make any changes. The toolset should also provide real time status tracking and audit trails.
- C) 在探索与战略阶段，应了解市场上现有的潜在工具系统。在规划与构建阶段，应分析集成数据需求，将分析结果作为输入，结合可用的工具、服务提供商能力和SIAM模型一并考虑工具策略的制定。  
The market should be searched for potential toolsets during the Discovery and Strategy stage. In Plan and Build the data requirements for integration should be analyzed. The analysis should be used as input to the tooling strategy, considering the tools available, service provider capabilities, and the SIAM model.
- D) ZYX应在规划与构建阶段之前选择统一的工具系统并进行实施。策略是强制要求所有服务提供商必须与该工具系统对接。必须将涉及与该工具系统进行数据集成的任务减到最少，并以最小的开销实现无缝报告。  
ZYX should select and implement a single toolset before the Plan and Build stage. The tooling strategy should mandate the requirement for all service providers to interface with this toolset. The toolset must reduce the tasks associated with data integration and achieve seamless reporting with minimal overheads.

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ZYX各公司与服务提供商之间有各种各样的合同安排，包括内部运营协议。有些合同会在相对较短的时间内终止，有些合同在明年内终止，但有些合同的期限比较长。OUT\$CO为英国公司提供所有IT服务的合同将在12个月后到期，不会再延长。

SIAMRUS刚刚被确定为外部服务集成商。除OUT\$CO外，现有服务提供商都表示愿意加入新的SIAM生态系统，但现有合同至今尚未变更。

ZYX董事会要求CIO推荐适用于整个ZYX集团的SIAM实施方法，要求该方法既能最有效地实现SIAM任务，又能确保ZYX及各公司的风险和成本最小。

哪一项是**最**适当的实施方法？

There is a wide variety of contract arrangements with service providers to the ZYX companies, including internal operating agreements. Some contracts can be terminated with relatively short notice, with some contracts ending within the next year, but with others having longer to run. The contract under which OUT\$CO provides ZYXUK with all of its IT services ends in 12 months' time and will not be extended.

SIAMRUS has just been appointed as the external service integrator. All existing service providers apart from OUT\$CO have expressed their willingness to be part of the new SIAM model, but so far there have been no changes to current contracts.

The ZYX Board of Directors has asked the CIO to recommend an implementation approach for SIAM across ZYX that best achieves the mandate for SIAM with the least risk and cost to ZYX and its individual companies.

Which is the **most** appropriate implementation approach?

- A) 与OUT\$CO的合同到期后，ZYX各公司的所有服务和服务提供商同时向SIAM模式转换。  
Transition all services and service providers for all ZYX companies to the SIAM model at the same time, when the contract with OUT\$CO ends
- B) 在6个月内，ZYX各公司的所有服务和服务提供商完成SIAM模式转换，从而解决当前的集成问题。  
Transition all services and service providers for all ZYX companies to the SIAM model within 6 months, addressing current integration issues
- C) 首先由英国公司的新服务提供商转换到新的SIAM模式，试点3个月，然后ZYX的所有其他服务提供商进行模式转换。  
Transition new service providers for ZYXUK to the new SIAM model first, pilot for 3 months, then transition all other service providers for ZYX
- D) 先要求数据公司转换到新SIAM模式，试点3个月，再要求服务公司进行转换，试点3个月，然后所有其他服务提供商进行转换。  
Transition ZYXD to the new SIAM model, pilot for 3 months, then transition ZYXS, pilot for 3 months, then transition all other service providers

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ZYX的IT指导委员与CIO一起讨论“分次”实施方法。

针对这种实施方法，业务部门会提出什么**关键**问题？

The CIO of ZYX has been asked to go to the IT Steering Committee to discuss a phased implementation.

What is the **key** concern raised by business units for this type of approach?

- A) ZYX不确定会对业务部门预算产生什么影响。  
ZYX is unsure about the impact on business unit budgets.
- B) ZYX不确定会涉及多少业务部门。  
ZYX is unsure about the number of business units involved.
- C) ZYX需要整合新旧工作实践。  
ZYX needs to integrate both old and new working practices.
- D) ZYX采用分次方法会提高风险水平。  
ZYX will introduce a higher level of risk by using phases.

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ZYX目前正在进行NEWGEN项目，旨在实现ZYX集团向SIAM模式转换。

针对引入新服务集成商和服务提供商的模式转换，ZYX管理团队正在考虑一些建议的备选方法。

对于ZYX，哪一项是**最佳**的转换方法？

ZYX is currently undertaking project NEWGEN, aimed at transitioning the ZYX organizations to a SIAM model.

The ZYX management team is considering a number of alternative approaches that have been suggested for transitioning to the new service integrator and service providers.

What would be the **best** transition approach for ZYX?

- A)** - 确定并引入服务集成商，与其共同设计详细的SIAM模型。  
- 分次引入ZYX各公司特定的服务提供商。  
- 在明确所有服务提供商之前，允许每一个服务提供商使用自己的流程而无需变更，之后再对所有流程进行集成。  
- Appoint and onboard the service integrator and work with them to define the detailed SIAM model.  
- Onboard service providers in phases related to a specific ZYX organization.  
- Initially allow each service provider to use their own processes with no changes, integrate them once all providers have been onboarded.
- B)** - 定义详细的SIAM模型并获得批准。  
- 让服务集成商参与进来，由其负责在不同服务提供商加盟过程中对转换活动提供支持。  
- 与各相关方进行用户场景测试，以验证新SIAM生态系统中服务提供商的流程集成情况。  
- Define and agree the detailed SIAM model.  
- Engage the service integrator so that they can support the transition activities during the onboarding of the different service providers.  
- Undertake user scenario testing with all parties to validate the integration of the service provider processes across the new SIAM ecosystem.
- C)** - 根据ZYX所需服务确定并引入合适的服务提供商。  
- 密切监测他们的绩效，然后选择绩效最佳的提供商作为服务集成商。  
- 要求其他服务提供商进行模式转换，以便与新服务集成商定义的流程保持一致。  
- Identify and onboard appropriate service providers based on the services ZYX requires.  
- Closely monitor their performance, and then select the best performing provider to be the service integrator.  
- Transition the other service providers to align to processes defined by the new service integrator.
- D)** - 对不纳入新SIAM生态系统的现有服务提供商，确定他们退出的逻辑顺序。  
- 让服务集成商参与进来，按照约定的顺序，管理现有提供商服务到新提供商服务的转移。  
- 确保新服务提供商的加盟遵循SIAM模型的具体要求。  
- Identify the logical order for disengaging existing service providers that will not be part of the new SIAM ecosystem.  
- Engage the service integrator to manage the transition of services from the old to the new providers in the agreed order.  
- Ensure that the onboarding of new service providers includes their alignment with the detailed SIAM model.

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MOB\$CO为德国公司和英国公司的现场和居家办公用户提供桌面支持。

ZYX决定，在新的SIAM模式下，不再由MOB\$CO继续提供服务。OUT\$CO将作为ZYX各公司桌面支持的新服务提供商。

MOB\$CO知悉后反应强烈，不配合OUT\$CO的工作。

为了确保桌面支持服务成功实现SIAM模式转换，OUT\$CO应如何做？

MOB\$CO delivers desktop support for field- and home-based users to ZYXG and ZYXUK.

ZYX has decided that MOB\$CO will not continue to provide services under the new SIAM model. OUT\$CO will be the new service provider for desktop support for all ZYX organizations.

MOB\$CO has reacted badly after receiving this news and is not being cooperative with OUT\$CO.

What can OUT\$CO do to ensure a successful transition of desktop support services into the SIAM model?

- A) 建立一个流程模型，展现MOB\$CO现用流程之间的所有交互  
Develop a process model showing all interactions between the current processes used by MOB\$CO
- B) 了解ZYX各公司用户对桌面支持的期望和要求  
Discover what expectations and demands users in the ZYX organizations have for desktop support
- C) 通过服务公司获取MOB\$CO的所有已关闭故障、问题、变更和发布的完整历史记录  
Get ZYXS to obtain MOB\$CO's full history of all closed incidents, problems, changes, and releases
- D) 利用流程论坛机构小组，鼓励MOB\$CO多配合  
Use the process forum structural elements to encourage more cooperation from MOB\$CO

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ZYX的SIAM模型中将纳入一家负责应用开发的内部服务提供商。该服务提供商的员工将来自服务公司和英国公司的现有开发团队。

一家外部咨询公司受邀向服务公司和英国公司宣贯新的SIAM模型，以启发那些受到影响的员工，使他们在工作实践和文化方面做出必要改变。该活动将采用电子邮件沟通和研讨会相结合的方式进行。

哪一项是使宣传活动达到**最佳**效果的做法？

The SIAM model for ZYX includes an internal service provider for application development. The staff for this service provider will come from the current development teams in ZYXS and ZYXUK.

An external consultancy company has been asked to create an awareness campaign about the new SIAM model for the affected staff in ZYXS and ZYXUK. The campaign must influence the staff to make the required changes in working practices and culture. A combination of e-mail communications and workshops will be used to deliver the campaign.

What approach is **best** to determine the effectiveness of the awareness campaign?

- A) 对员工态度的变化和结果达成情况进行持续评测  
Carry out ongoing measurements of changes in staff attitudes and achievement of outcomes
- B) 评价应用开发团队对精益和敏捷方法的采用情况  
Measure the adoption of Lean and Agile approaches by the application development teams
- C) 监测英国公司利益相关者出席IT指导小组会议的情况  
Monitor the attendance of the ZYXUK stakeholders at the IT Steering Group meetings
- D) 查看统计信息，了解收到的响应沟通的电子邮件数量  
Review the statistics for the number of e-mail replies received in response to the communications



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NEWGEN项目已经启动。

- ZYX董事会决定英国公司应终止与OUT\$CO的合同。
- 新SIAM模型中纳入的外部服务提供商和服务集成商必须招标筛选。

在与英国公司的现有合同结束之前，为了激励OUT\$CO确保其提供优质服务，哪一项是**最佳**做法？

Project NEWGEN has started.

- The ZYX Board of Directors has decided that ZYXUK should terminate the contract with OUT\$CO.
- The external service providers and service integrator for the new SIAM model must be chosen after bidding.

What is the **best** approach to ensure that OUT\$CO is motivated to provide good quality services until the end of their current contract with ZYXUK?

- A) 由SIAM模式转换执行指导委员会安排OUT\$CO成为首要供应商  
Arrange for OUT\$CO to be the lead supplier on the Executive Steering Board for the SIAM transition
- B) 确保与OUT\$CO和所有其他现有服务提供商进行定期沟通  
Ensure that regular communications are provided to OUT\$CO and all other current service providers
- C) 指导英国公司服务交付经理每月与OUT\$CO召开服务审查会议  
Instruct the ZYXUK service delivery managers to have monthly service review meetings with OUT\$CO
- D) 尽可能晚的向OUT\$CO宣布合同将被终止  
Leave making the announcement to OUT\$CO that the contract will be terminated until as late as possible



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到新SIAM模式的转换已完成。

- SIAMRUS是服务集成商。
- 控股公司为ZYS提供保留职能。
- 服务公司提供应用、支持和服务台服务。
- 网络、应用开发和应用支持服务仍由模式转换前的服务提供商提供。

上周，BNK和NEWBNK的所有用户都收到了“关于发布NEWBNK新移动应用”的电子邮件。昨天，新应用的访问量过大，导致网上银行系统中断了四个小时。原因被认为是网络服务过载。

在中断期间，服务公司牵头组织了服务恢复工作，未让服务集成商参与。服务公司记录并评估了用户反馈的故障情况，为了诊断故障原因和恢复服务，让网络服务提供商参与进来。

**接下来应该采取什么做法？**

The transition to the new SIAM model is complete.

- SIAMRUS is the service integrator.
- ZYXH provides the retained capabilities for ZYX.
- ZYXS provides application, support, and service desk services.
- Services for network provision, application development, and application support remain with the same service providers as before the transition.

Last week an e-mail about the launch of a new mobile application created as part of NEWBNK was circulated to all users of BNK and NEWBNK. Yesterday, this created excessive demand, causing a four-hour outage of the online banking system. The cause is believed to be an overload of the network services.

During the outage ZYXS led the activities for service restoration, without involving the service integrator. ZYXS logged and assessed the incidents reported by users, and involved the network service providers in order to diagnose the cause and restore the services.

What approach should be taken **next**?

题目未完，接下一页

- A)** - 由于SIAMRUS负责端到端服务的交付，因此SIAMRUS应全面主导系统中断的调查工作。
- 服务公司和NET\$CO的战术治理委员会应独立调查系统中断的原因，并向SIAMRUS报告。
  - SIAMRUS应据此形成报告并提交给战略治理委员会。
  - Because they are accountable for the delivery of the end to end service, SIAMRUS should take overall control of the investigation into the outage.
  - The tactical governance boards of ZYXS and NET\$CO should independently investigate the cause of the outage and report back to SIAMRUS.
  - SIAMRUS will use these to form the basis of a report that they present to the strategic governance board.
- B)** - 故障的进一步调查应由故障管理流程论坛牵头进行。
- 论坛应发挥服务公司Scrum团队和其他服务提供商的专业技能，审查哪些方面进展顺利，哪些方面需要改进。
  - 若实施改进措施需要额外资金，则首先向运营治理委员会提出申请。
  - Further investigation into what happened should be led by the incident management process forum.
  - The forum should review what went well and what requires improvement, utilizing the expertise of the ZYXS scrum team and other providers.
  - Requests for any additional funding required to implement improvements would be initially made to the operational governance board.
- C)** - 应将故障上报给临时问题管理工作组进行调查。
- SIAMRUS应担任工作组组长，其余成员来自NET\$CO、DLAN\$CO、BANK\$CO和服务公司。
  - 如果需要进一步上报，将上报给相应的运营、战术或战略委员会。控股公司将在所有治理委员会中担当重要角色。
  - The incident should be escalated to an ad hoc problem management working group for investigation.
  - SIAMRUS should chair the group, with representatives from NET\$CO, DLAN\$CO, BANK\$CO and ZYXS.
  - If further escalation is required this would go to the appropriate operational, tactical or strategic board. ZYXH would play a major role in in all the governance boards.
- D)** - 这是一次重大中断故障，因此服务公司应立即通知ZYX高管。
- 控股公司应派代表与相关服务提供商进行调查。
  - 找到解决方案时，服务公司应留意细节并通报给相关流程论坛和运营委员会。
  - SIAMRUS可以据此编制报告并提交给战略治理委员会。
  - This was a major outage, therefore ZYXS should immediately inform ZYX senior management.
  - A representative from ZYXH should investigate with the relevant service providers.
  - When a solution is found the details should be captured and used by ZYXS to inform the relevant process forums and operational boards.
  - This should enable SIAMRUS to prepare a report for the strategic governance board.

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ZYX的SIAM执行指导委员会正在制定第一次会议的议程。

听取项目实施的最新进展已经列入了议程。

议程中还应包括什么？

The ZYX SIAM executive steering board is compiling the agenda for their first meeting.

Receiving updates on the progress of the implementation project is already on the agenda.

What else should be included?

- A) 若澳洲公司与日本竞争对手合并可能带来的影响  
The effect of the potential merger of ZYXA with the Japanese competitor
- B) 关于数据公司数据中心扩容问题的介绍  
The introduction of additional capacity issue at the ZYXD data center
- C) 服务公司变更论坛参与度不足  
The lack of engagement with the ZYXS change forum
- D) 英国公司IT团队内部开发的应用系统的处理情况  
The treatment of the applications developed in house by ZYXUK' s IT team

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BNK系统现已被NEWBNK系统取代。

- OUT\$CO是服务集成商。
- 服务公司提供应用支持
- 数据公司提供主机托管
- NET\$CO提供广域网。

服务公司设定NEWBNK的服务级别目标为可用性99.9%。

四周前，所有用户均有六小时无法访问NEWBNK。服务公司经过调查，未发现应用系统存在任何问题，而且系统在未采取任何措施的情况下就得到了恢复。

服务公司从NET\$CO的服务报告中发现，由于NET\$CO的设备出现故障，与数据公司的广域网连接中断了六个小时。这与NEWBNK用户遭遇服务中断的时间相吻合。数据公司的服务报告表明，NEWBNK托管的可用性达到100%。

OUT\$CO要求服务公司提交他们在这段时间的服务报告。

服务公司应该怎么做？

BNK has now been replaced by NEWBNK.

- OUT\$CO is the service integrator.
- ZYXS provides application support
- ZYXD provides hosting
- NET\$CO provides the wide area network.

ZYXS has an availability service level target of 99.9% for NEWBNK.

Four weeks ago, all users of NEWBNK lost access to it for six hours. ZYXS investigated but could find no fault with the application, and service was restored without taking any action by ZYXS.

ZYXS has noticed that the service report from NET\$CO shows that the wide area network connection to ZYXD was lost for six hours due to a fault with NET\$CO's equipment. This was at the same time that NEWBNK users experienced the outage. The service report from ZYXD shows 100% availability for hosting NEWBNK.

OUT\$CO is asking ZYXS to submit their service report for the period.

What should ZYXS do?

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- A)** 与NET\$CO和数据公司成立工作组，调查服务中断的原因  
Convene a working group with NET\$CO and ZYXD to investigate why service was lost
- B)** 向NET\$CO提出正式投诉，要求其赔偿用户的损失  
Make a formal complaint to NET\$CO and ask them to compensate users for loss of service
- C)** 向OUT\$CO提供关于服务中断的全部信息，并延迟提交服务报告  
Provide OUT\$CO with the full information about the outage and delay sending the service report
- D)** 报告NEWBNK的可用性为100%，并对六小时的服务中断发表评论  
Report the availability of NEWBNK as 100%, with a comment about the six-hour loss of service

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新SIAM模式已运行了6个月。

- SIAMRUS被选为服务集成商。
- OUT\$CO现在向ZYSX的所有公司提供服务。
- 数据公司托管OUT\$CO的服务。
- 服务公司是应用开发和支持的内部服务提供商。
- 数据公司是服务公司的全资子公司。
- 数据公司的所有员工都向服务公司运营与支持经理汇报工作。

最近，OUT\$CO一直未能达到99.5%的可用性服务级别。他们将服务中断原因归咎于数据公司，但数据公司拒绝配合调查过错在哪一方。数据公司表示，他们已达到自己的服务级别，即90%的正常运行时间。上周，数据公司和OUT\$CO的两名员工会面，但发生了激烈的争执，包括指控对方不称职。

SIAMRUS被要求进行调查，并得出结论：OUT\$CO与数据公司之间彼此不信任，合作不愉快。

SIAMRUS解决配合不足的**最佳**做法是什么？

The new SIAM model has been in use for 6 months.

- SIAMRUS has been chosen as the service integrator.
- OUT\$CO now provides services to all ZYX companies.
- ZYXD is hosting the OUT\$CO services.
- ZYXS are an internal provider for application development and support
- ZYXD is a wholly owned subsidiary of ZYXS
- All ZYXD staff report to the ZYXS Operations and Support manager

Recently, OUT\$CO has not been achieving their service levels of 99.5% availability. They blame ZYXD for being the cause of the outages, but ZYXD refuses to cooperate in investigating who is at fault. ZYXD say that they are meeting their own service levels of 90% uptime. Last week two staff from ZYD and OUT\$CO met, but had a violent disagreement including allegations of incompetence.

SIAMRUS is asked to investigate and concludes that OUT\$CO and ZYXD do not trust each other and do not work well together.

What is the **best** way for SIAMRUS to address the lack of cooperation?

- A) 组织召开OUT\$CO CEO与服务公司运营与支持经理之间的会议  
Organize a meeting between the OUT\$CO CEO and the ZYXS Operations and Support Manager
- B) 确保OUT\$CO和数据公司的员工不再会面，防止进一步的争吵  
Make sure that staff from OUT\$CO and ZYXD do not meet anymore to prevent further arguments
- C) 提供OUT\$CO和数据公司的合同责任要点，以明确预期  
Provide a summary of contractual responsibilities for OUT\$CO and ZYXD to clear up expectations
- D) 成立由OUT\$CO和数据公司的员工参与的工作组，确定端到端评价指标  
Set up a working party involving staff from OUT\$CO and ZYXD to develop end-to-end measurements

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SIAMRUS被确定为服务集成商。

他们最近询问了BANK\$CO、NET\$CO、OUT\$CO和服务公司的代表，确认他们对必要的审计和合规流程有所了解。正如预期的那样，回答各不相同，这与每个服务提供商的经验有关。SIAMRUS编写了对每个服务提供商所用审计方法的要点。

哪一个要点**最适宜**作为SIAMRUS开发SIAM生态系统审计方法的起点？

SIAMRUS has been appointed as the service integrator.

They recently consulted with representatives from BANK\$CO, NET\$CO, OUT\$CO and ZYXS in order to confirm their understanding of the required audit and compliance processes. As expected, the responses were varied and related to the experience of each service provider. SIAMRUS created a summary of the approach taken for each service provider.

Which summary provides the **best** starting point for developing the SIAMRUS approach for SIAM ecosystem audits?

题目未完，接下一页

- A)** 对BANK\$CO的审计工作由具有资质的专人负责。针对任何重大问题都会进行审计，明确待改进之处。重点针对不符合监管标准并可能导致ZYX受到处罚的领域。服务公司向审计员提供流程和程序可疑问题的详细信息和证据。BANK\$CO必须在两个月内纠正所有已通报的问题。  
In BANK\$CO the audit is undertaken by a qualified person. An audit takes place after any major issue to determine where improvements could be made. The focus is only on areas of non-compliance to regulatory standards where fines may be imposed on ZYX. ZYXS provides the auditor with details and evidence of suspected issues with processes and procedures. BANK\$CO must rectify all notified findings within two months.
- B)** 对NET\$CO每年进行一次审计，或在发生重大问题后进行审计。审计内容包括与其他服务提供商的协作、端到端交付以及合规性等事项。审计结果将正式报告给服务公司。报告的细节包括对每个不符合项的描述，以及支撑证据和改进建议。服务公司制定行动计划并监测计划的执行情况，确保所有不符合项都得到纠正。  
NET\$CO audits are carried out annually or after major issues. The audit considers evidence of collaboration with other service providers, end-to-end delivery, and compliance. The findings are formally reported to ZYXS. The details include a description of each non-conformance, with supporting evidence and recommendations for improvement. An action plan is created and monitored by ZYXS until all items have been addressed.
- C)** 根据合同中约定的时间表对OUT\$CO进行合规性审计。由独立评估员以ISO/IEC 20000作为评估基准开展工作。所有不符合项都做好书面记录，并正式汇报给英国公司的质量经理。OUT\$CO负责制定和管理所有的行动计划，并在明确需求后提供额外的培训。  
The audits for compliance are carried out according to an agreed schedule in OUT\$CO's contract. This uses ISO/IEC 20000 as a basis for assessment which is carried out by an independent assessor. All non-conformances are documented and formally reported to the ZYXUK quality manager. OUT\$CO owns the creation and management of any action plan, and provides additional training where any requirement has been identified.
- D)** 由服务公司对服务公司和数据公司进行年度内部审计。审计内容包括对书面流程、程序和岗位说明书的遵守情况。有时还需审查是否符合特定的内部或外部监管要求。审计员只有在发现不符合项时才会出具审计报告。由控股公司审查审计报告。  
ZYXS performs an annual internal audit of both ZYXS and ZYXD. The audit considers adherence to documented processes, procedures, and job descriptions. Sometimes there is also an additional objective to review if a specific internal or external regulatory compliance requirement is being met. The auditor will only produce an audit report if any non-conformances have been found. ZYXH reviews the audit reports.



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SIAMRUS咨询公司已编制了一份SIAM战略报告，以帮助形成SIAM商业论证大纲。

报告详细考虑了业务、流程和技术实践。

商业论证大纲中必须包含与ZYX相关的哪些人力方面的内容？

The SIAMRUS consultancy has produced a SIAM strategy report to help form the outline business case for SIAM.

It has considered the business, process and technological practices in detail.

What people aspects must be included for staff employed by ZYX?

- A) ZYX各公司所有员工确切的岗位说明书  
Accurate job descriptions for all staff in every ZYX company
- B) IT人员的雇佣法及其工作地点  
The employment laws of IT staff and their location
- C) ZYX集团各公司IT人员的性别分布情况  
The gender split of IT staff in ZYX group companies
- D) 激励绩效的风险与奖励方法  
The risk and reward approaches used to incentivize performance

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在NEWGEN项目的规划与构建阶段，ZYX已确定NEWBNK系统的部署将延迟。

NEWBNK的模式转换将在SIAM进入运行与改进阶段后进行。这意味着在新SIAM模式下，服务公司在相当长的一段时间内需要保留BANK\$CO来支持BNK系统。

哪一项策略有助于**最大程度**的降低NEWBNK转换给其他各方带来的运营风险和成本？

During the Plan and Build stage of project NEWGEN, company ZYX has identified that NEWBNK deployment will run late.

The transition to NEWBNK will occur after SIAM is in the Run and Improve stage. This means that there will be a significant period where ZYXS will need to retain BANK\$CO to support BNK under the new SIAM model.

Which strategy will contribute **most** to reducing the operational risk and cost to other parties from the transition to NEWBNK?

- A) 应用企业流程框架，并确保合同、流程和工具与该框架保持一致  
Apply an enterprise process framework and align contracts, processes and tooling to this framework
- B) 确保所有合同都有退出条款，并针对运营数据进行数据记录治理  
Ensure that all contracts have exit clauses and establish data record governance for operational data
- C) 实施由所有服务提供商共享的通用工具系统，并确保其与端到端流程相一致  
Implement a common toolset to be shared by all service providers and align it to end-to-end processes
- D) 对所有服务提供商内部运行的流程进行标准化，并确保其与端到端流程相一致  
Standardize processes operated internally by all service providers and align them to end-to-end processes

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SIAMRUS是服务集成商。

在准备实施SIAM之前，为了进行“会议室模拟”演练，SIAMRUS创建了一些场景。这些场景围绕服务公司、数据公司、ZYX\$DESK、NET\$CO、OUT\$CO和PAY\$CO提供的服务，以及其他必要的支持服务。为每个单项服务大约创建了20个场景。

但是，没有足够时间逐一测试每个流程的所有场景。

为了在可用时间内最大限度地从测试中获益，哪一项是进行模拟测试的**最佳**做法？

SIAMRUS is the service integrator.

In preparation for their SIAM implementation, service integrator SIAMRUS has created scenarios to support the running of pre-implementation 'conference room pilots'. The scenarios are based around services provided by ZYXS, ZYXD, ZYX\$DESK, NET\$CO, OUT\$CO and PAY\$CO, together with any additional supporting services required. Approximately 20 scenarios have been produced for each discrete service.

However, there is not enough time available to run through all scenarios for every process.

What is the **best** way to tailor the testing approach to maximize the benefits from testing within the time available?

- A) 从计划中排除OUT\$CO的场景，因为他们服务过其他客户，有运用SIAM的经验。同时忽略PAY\$CO，因为他们的服务并不直接支持核心银行业务。  
Exclude the OUT\$CO scenarios from the plan, because they have experience using SIAM in other contracts they support. Also omit PAY\$CO, as their services do not directly support the core banking operation.
- B) 优先考虑服务公司、数据公司、ZYX\$DESK、NET\$CO、OUT\$CO和PAY\$CO的场景，确保所有已明确的服务集成场景至少完成一次测试。按业务影响重新确定剩余测试的优先次序。  
Prioritize the scenarios for ZYXS, ZYXD, ZYX\$DESK, NET\$CO, OUT\$CO and PAY\$CO to ensure coverage of all identified service integrations at least once. Re-prioritize the remaining tests by business impact.
- C) 将每个场景简化为单独的服务组件，连接起来形成服务。单独测试这些组件，确保测试充分覆盖所有主要服务。  
Reduce each scenario down into the separate service components that are linked to form the services. Test each of these components in isolation to ensure that the testing will adequately cover all major services.
- D) 重新设计场景，重点关注端到端服务，移除ZYX\$DESK从故障记录到服务恢复的所有活动。同时独立测试ZYX\$DESK。  
Redesign the scenarios to concentrate on the end-to-end services by removing all the ZYX\$DESK activities from incident recording through to service restoration. Test ZYX\$DESK independently at the same time.

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在ZYX成功实施SIAM一年后，服务集成商的问题经理确信问题管理流程没有达到预期的效果。

哪一项是改进问题管理流程的**最佳**做法？

A year after the SIAM implementation at ZYX has been completed, the problem manager of the service integrator is sure that the problem management process is not working as well as expected.

What would be the **best** approach to improve the problem management process?

- A) 确定所需的变更，并以备忘录的形式将其递交给服务提供商  
Decide on the changes needed and communicate them to the service providers in a memo
- B) 聘请精益顾问审查流程并提出改进建议  
Engage a Lean consultant to review the process and make recommendations for improvement
- C) 聘请ITSM顾问，根据行业最佳实践彻底重写流程  
Engage an ITSM consultant to rewrite the process from scratch based on industry best practice
- D) 召开跨服务提供商的研讨会，排查流程确定改进措施  
Set up a cross-service provider workshop to walk through the process to identify improvements

## 答案解析

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ZYX决定聘请外部服务集成商并使用其提供的工具。

ZYX集团各公司中，哪家公司的整体治理模式可能会发生**最大**变化？

ZYX has decided to use an external service integrator, and to use the tool provided by that integrator.

Of all the constituent companies in the ZYX organization, which is likely to see the **greatest** change to their overall governance model?

- A) 澳洲公司  
ZYXA
- B) 数据公司  
ZYXD
- C) 英国公司  
ZYXUK
- D) 服务公司  
ZYXS

A) 错误。他们是服务消费者，不是服务提供商。因此，SIAM治理对其影响极小，引入SIAM不太可能改变治理模式。  
Incorrect. They are a consumer of services, not a provider. Therefore, they will see little impact from SIAM governance and the introduction of SIAM is unlikely to change the governance model.

B) 错误。他们已经是服务公司治理下的服务提供商。因此，他们习惯于接受外部运营治理。  
Incorrect. They are already a service provider under the governance of ZYXS. Therefore, they are used to being under external operational governance.

C) 错误。他们主要是服务使用者，因此SIAM治理对其影响较小。他们具有部分服务提供能力，这需要对运营治理进行一些改变。  
Incorrect. They are mostly a consumer of services, and hence will see little impact from SIAM governance. They have some service provision capability, which would require some changes to operational governance.

D) 正确。他们目前负责管理外部服务提供商，这部分职责转移给服务集成商，将影响他们的战略治理模式。他们还必须遵守新服务集成商的治理要求，因为他们将成为IT开发、支持和服务台服务的内部服务提供商。因此，他们将发生战略、战术和运营层面的治理变革。（文献：A，第2.3.3节）  
Correct. They currently manage external providers. Those responsibilities will transfer to the service integrator, affecting their strategic governance model. They will also have to comply with the governance requirements of the new service integrator, as they will be an internal service provider of both IT development, support, and service desk services. Therefore, they will see changes at the strategic, tactical, and operational levels of governance. (Literature: A, Chapter 2.3.3)

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ZYX希望聘请外部服务集成商。CIO请咨询机构SIAMRUS提供一些初步建议，说明未来SIAM生态系统应如何治理，需要哪些角色，以及应在何处设立这些角色。

SIAMRUS正准备提出对拟任SIAM治理负责人这一角色的建议。

谁最可能担任这一角色？

ZYX would like to use an external service integrator. The CIO has asked the consultancy organization, SIAMRUS, to provide some initial recommendations on how the future SIAM ecosystem should be governed, the roles that will be required, and where those roles should be established.

SIAMRUS is currently documenting the proposed role of SIAM Governance Lead.

Who is the **most** likely person to take this role?

- A) ZYX CEO  
ZYX CEO
- B) ZYX CIO  
ZYX CIO
- C) 服务公司IT总监  
ZYXS IT director
- D) 服务公司的服务管理与服务台主管  
ZYXS Service Management and Service Desk Lead

题目未完，下一页

- A) 错误。**CEO在ZYX的级别太高，她在客户组织内，但不在保留职能内。此外，CEO不太可能有时间履行这一职责，也不太可能具备IT治理、服务管理和IT运营方面的必要技能和经验。  
Incorrect. The CEO is at too high a level in ZYX. She is part of the customer organization, but not of the retained capabilities. In addition, the CEO is unlikely to have the time available to fulfill this role, and the CEO is unlikely to have the required skills and experience in IT governance, service management and IT operations.
- B) 正确。**CIO是客户组织中保留职能的高级职位，也会在IT治理和风险管理、服务提供商关系建立、IT运营、大型项目群管理和服务管理方面具备必要的技能和经验。（文献：A，第2.3.7.1节）  
Correct. The CIO is a senior role residing in the customer organization's retained capabilities. The CIO will have the required skills and experience in IT governance and risk management, engaging service providers, IT operations, large program management, and service management. (Literature: A, Chapter 2.3.7.1)
- C) 错误。**虽然这是一个高级职位，且任职者具有为服务集成商工作的经验，但服务公司将成为新SIAM生态系统中的一个新服务提供商，并不是客户保留职能的一部分，而SIAM治理领导角色最应该来自于客户保留职能。此外，人选出自控股公司是最有可能的，因为控股公司已经设立了采购、合同治理、公司治理和企业战略等保留能力的部门或职能。  
Incorrect. Whilst this is a senior role and the post holder has experience working for a service integrator, ZYXS will be a new service provider in the new SIAM ecosystem, and not part of the customers retained capabilities, which is where the SIAM Governance Lead role should reside. Besides that, ZYXH is the most likely because they already have capabilities in retained capabilities of purchasing, contract governance, corporate governance, and corporate strategy.
- D) 错误。**虽然服务公司的服务管理与服务台主管具有服务管理方面的经验，但服务公司将成为新SIAM生态系统中的一个新服务提供商，并不是客户保留职能的一部分，而SIAM治理领导角色最应该来自于客户保留职能。此外，人选出自控股公司是最有可能的，因为控股公司已经设立了采购、合同治理、公司治理和企业战略等保留能力的部门或职能。  
Incorrect. Whilst the ZYXS Service Management and Service Desk Lead will have experience in service management, ZYXS will be a new service provider in the new SIAM ecosystem, and not part of the customers' retained capabilities, which is where the SIAM Governance Lead role should reside. Besides that, ZYXH is the most likely because they already have capabilities in retained capabilities of purchasing, contract governance, corporate governance, and corporate strategy.

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作为NEWGEN转换项目的一部分，控股公司的合同经理被借调到项目团队工作。他们正在研究新合同的结构和措辞，包括如何评价服务绩效。

在参加过SIAM培训并了解相关要求后，合同经理现在正在征集业务代表和IT工具专家的意见，以确定每项签约服务拟监测的绩效指标。

合同经理应该采取哪一种做法？

As part of the NEWGEN transition project, the contract manager for ZYXH has been seconded to work with the project team. They are looking at how new contracts will need to be structured and worded, including how service performance will be measured.

Having attended SIAM training to understand what is required, the contract manager is now getting input from business representatives and IT tooling experts to identify proposed performance metrics to be monitored for each contracted service.

What approach should the contract manager take?

- A) 设计标准化绩效指标，设定标准化目标，并以此对ZYX各部门每项签约服务进行监测，从而形成标准化方法。  
Produce standardized sets of performance measures and standardized targets, which will be monitored for each contracted service across all ZYX divisions, which will provide a standardized approach.
- B) 设计标准化绩效指标，并以此对ZYX每项签约服务进行监测。然后，根据实际服务和要求的服务级别设定不同的目标。  
Produce standardized sets of performance measures, which will be monitored for each service contracted by ZYX. Then identify different targets depending on the actual service and the required service level.
- C) 为每一类服务设计不同的标准化绩效指标。针对每一类服务的每一项签约服务，设定其具体目标，无需考虑ZYX的哪个部门正在使用该服务。  
Produce different sets of performance measures, standardized for each category of service. Set specific targets that will be used for each contracted service of that category, no matter which ZYX division is using the service.
- D) 为每一类服务设计不同的标准化绩效指标。然后，根据实际服务和ZYX要求的服务级别设定不同的目标。  
Produce different sets of performance measures, standardized for each category of service. Then identify different targets depending on the actual service and the service level required by ZYX.

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- A) 错误。**设计和设定适用于所有服务的标准化绩效指标和目标是不切实际的，由此带来的价值极低。由于服务和服务级别各不相同，用同一套标准衡量和比较未达到的目标是不合适的，必须设计高水平的指标。
- Incorrect. Having standardized sets of performance measures and targets across all services would be impractical and offer minimal value. The measures would have to be very high level and any comparisons made regarding targets breached would be inappropriate, given differing services and service levels.
- B) 错误。**虽然应该根据实际服务和合同规定的服务级别设定不同的目标，但设计适用于所有服务的标准化绩效指标是不切实际的，由此带来的价值极低。
- Incorrect. While different targets should be set depending on the actual service and the contracted service level, having standardized sets of performance measures across all services would be impractical and offer minimal value.
- C) 错误。**虽然对每一类服务的绩效指标进行标准化是有意义的，便于比较类似服务，但目标的设定应取决于实际服务和合同规定的服务级别。
- Incorrect. While it makes sense to standardize performance measures for each category of service, so that comparisons can be drawn between similar services, the targets should be set dependent on the actual service and the service level being contracted for.
- D) 正确。**对每一类服务的绩效指标进行标准化是有意义的，便于比较类似服务。但是，服务目标应根据具体服务而定，因为实际目标可能会因服务（例如，新的高弹性服务与存在已知问题的老旧遗留服务）和所采购的服务提供商的服务级别不同而显著不同。（文献：A，第2.3.14节）
- Correct. It makes sense to standardize performance measures for each category of service, so that comparisons can be drawn between similar services. However, the service targets should be set on an individual service basis as realistic targets may differ dramatically depending on the service (e.g. a new highly resilient service versus old legacy service with known issues) and the level of service being paid for from the service provider. (Literature: A, Chapter 2.3.14)

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为了建立SIAM模型，英国公司建议对ZYX现有服务提供商的能力进行评估。

应如何启动评估？

ZYXUK has proposed that ZYX's current service providers capability to deliver a SIAM model should be assessed.

How should the assessment be initially approached?

- A)** 服务公司于一年前进行了能力评估，这可以作为确定ZYX现有能力的基础，再补充评估中未包含的当前服务信息，这将有助于快速评估现状。  
A capability assessment produced by ZYXS one year ago should be used as a starting point to determine the current capabilities within ZYX. Information on services not currently included should be added. This will enable a swift assessment of the current situation.
  - B)** 聘请SIAMRUS对外部服务提供商的现有能力进行分析，还应对现用流程进行成熟度评估，从而为确定是否需要额外资源提供合理依据。  
Employ SIAMRUS to supply an analysis of the current capabilities within the external providers. A maturity assessment of the processes used should also be undertaken. This will provide a good basis to determine whether additional resources would be required.
  - C)** ZYX应委托其他机构对现有服务提供商的能力水平进行独立调研，形成一份能力组合方案。SIAMRUS提案应与其他可行方案一并考虑。  
ZYX should commission an independent investigation into the level of capability within the current service providers. A capability portfolio should be created. The SIAMRUS proposition should be considered together with other viable options found.
  - D)** 由控股公司与服务公司、数据公司、OUT\$CO、NET\$CO和SIAMRUS进行访谈，重点关注他们支持SIAM模型的能力。利用他们提供的信息形成一份精准的能力组合方案，用作计划的初始基准。  
ZYXH should interview ZYXS, ZYXD, OUT\$CO, NET\$CO, and SIAMRUS concentrating on their capability to support a SIAM model. Use the information provided to set up an accurate capability portfolio to be used as an initial benchmark for the program.
- 
- A)** 错误。一年前编制的能力组合方案可能已经过时。  
Incorrect. The capability portfolio was created one year ago and may be out of date.
  - B)** 错误。这忽略了对内部提供商的能力评估。交由SIAMRUS可能无法满足如此重要活动所要求的独立性。  
Incorrect. This omits assessing capabilities of internal providers. SIAMRUS might not supply the independence required for such an important activity.
  - C)** 正确。在确定服务替代范围和服务提供商结构修改需求之前，需要对现状有清晰的了解。应了解内部和外部服务提供商，以及不同服务分组的状况。（文献：A，第2.5.6节）  
Correct. There needs to be a clear understanding of the current situation before any decisions can be made regarding the scope of the replacement services and the requirements in terms of the revised service provider structure. This understanding needs to consider both internal and external service providers, and the options for different service groupings. (Literature: A, Chapter 2.5.6)
  - D)** 错误。评估必须包括所有服务提供商，这种做法遗漏了其中几个，尤其是BANK\$CO。  
Incorrect. The assessment must include all service providers, this answer omits several of them especially BANK\$CO.

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向SIAM模式转换预计将在12个月后完成。ZYX的CIO官担心，对于新SIAM模型所要求的合同变更，部分现有服务提供商可能不同意执行。

转换期间不会买断遗留合同。

哪家服务提供商可能**不**打算同意所要求的变更？

The transition to the SIAM model is anticipated to complete in 12 months' time. The CIO of ZYX is concerned that some of the current service providers might not agree to the contract changes required for the new SIAM model.

Legacy contracts will not be bought out during the transition time.

Which service provider will probably **not** want to agree to the changes required?

- A) BANK\$CO  
BANK\$CO
- B) CAD\$CO  
CAD\$CO
- C) FIELD\$CO  
FIELD\$CO
- D) OUT\$CO  
OUT\$CO

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- A) 正确。**不久前与BANK\$CO签订了遗留系统的服务合同。在未来18个月内，随着服务被NEWBNK和Windows终端取代，BANK\$CO的收入将持续下降，如果部署按计划进行，与BANK\$CO的合同将在SIAM模型实施6个月后终止。因此，BANK\$CO不太可能只为改变这短时间内的运营方式而同意进行投资。所以，BANK\$CO将带来最大的挑战。重要的是，在探索与战略阶段，需要了解现有合同状况（包括义务和期限），并考虑每个提供商为什么要同意拟定的变更。（文献：A，第2.5.1、2.5.5和2.5.6节）

Correct. These are legacy contracts agreed some time ago. BANK\$CO will see steadily declining revenues over the next 18 months as their services are replaced by NEWBNK and the windows terminals, and if the deployment goes to plan, the contracts with BANK\$CO will be terminated 6 months after implementation of the SIAM model. Therefore, BANK\$CO is unlikely to agree to making the investment to change how they operate for this short period. For this reason, BANK\$CO will present the greatest challenge. It is important to understand in the Discovery and Strategy stage existing contractual positions, including obligations and tenure, and to consider why each provider would want to agree to the proposed change. (Literature: A, Chapters 2.5.1, 2.5.5 and 2.5.6)

- B) 错误。**CAD\$CO提供成品软件。这类服务提供商对SIAM模型的参与度非常有限，仅限于故障信息传递，这不太可能需要对现有合同做大幅变更。因此，他们不会带来最大的挑战。
- C) 错误。**与FIELD\$CO签订的是滚动合同，可提前1个月发出终止通知。与他们签订包含服务集成需求的新合同应该比较简单。如果是因为FIELD\$CO员工少而难以做到这一点，那么应该可以在12个月内用另一家服务提供商提供的服务取代这项商品化服务。OUT\$CO已经为英国公司的现场工程师提供了这样的服务。

Incorrect. CAD\$CO provides 'shrink wrapped' software. This type of service provider will have very limited involvement in the SIAM model, restricted to passing incidents to them. This is unlikely to require much change to the current contracts. Therefore, they will not present the greatest challenge.

Incorrect. The contract with FIELD\$CO is a rolling contract with 1 months' notice. It should be straightforward to agree a new contract with them containing the service integration requirements. If this proves difficult because of the low number of staff in FIELD\$CO, it should be possible to replace this service, which is a commodity service, with one from a different service provider within the 12-month period. OUT\$CO already provides such a service to the ZYXUK field engineers.

- D) 错误。**与OUT\$CO的合同将终止，服务也将在SIAM模型生效的同时被取代，因此OUT\$CO不会加入SIAM生态系统，不需要做任何变更。如果决定续签或延长合同，服务集成要求将被纳入修订后的合同中。与任何替代提供商签订的合同都将包括服务集成要求。

Incorrect. The OUT\$CO contract will terminate, and the services replaced at the same time as the SIAM model goes live, therefore OUT\$CO will not be required to make any changes as they will not be part of the SIAM model. If it is decided to renew or extend the contract, then the service integration requirements will be included in the amended contract. Contracts with any replacement provider would include the service integration requirements.

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ZYX的资源分布多地，实施新SIAM模型时，这些资源也应被保留组织所用。SIAMRUS已审查了现有文档。

ZYX需要什么来深入了解现有能力？

ZYX has resources in different locations that should also be used within the retained organization when the new SIAM model is implemented. SIAMRUS has reviewed the available documentation.

What does ZYX need to gain insight in the current capabilities?

- A) 人力资源 (HR) 培训记录**  
Human Resources (HR) training records
  - B) RACI矩阵**  
RACI matrices
  - C) 资源改进**  
Resource improvements
  - D) 培训和发展计划**  
Training and development plans
- A) 错误。培训记录会显示进行了哪些培训，但不会显示实际存在哪些能力。**  
Incorrect. Training records would show what training has happened but not what capabilities actually exist.
- B) 正确。ZYX团队或职能中现有的每一项能力都应被识别，然后对应到现有的运营模型中。（文献：A，第2.5.4节）**  
Correct. Each capability that currently exists within a ZYX team or function should be identified and then mapped to the existing operating model. (Literature: A, Chapter 2.5.4)
- C) 错误。资源改进并不直接展现ZYX目前需要的能力。**  
Incorrect. These improvements do not show the current capabilities that ZYX needs directly.
- D) 错误。保留组织的发展和培训计划将在评估结果公布后制定。**  
Incorrect. Retained organization development and training plans will be created after the assessment findings have been published.

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ZYX正在考虑SIAMRUS提议的SIAM模型。

出于对合规性要求和标准的考虑，CEO想要了解，ZYX向其他国家拓展业务会对SIAM模型产生何种影响。她希望将ZYX的盈利风险降至最低。

哪一项是业务拓展对SIAM模型造成的最可能影响？

ZYX is considering the SIAM model proposed by SIAMRUS.

The CEO wants to understand what impact any expansion of ZYX into other countries will have on this SIAM model as a result of considerations for compliance and standards. She wants to minimize any risks to the profitability of ZYX.

What would be the **most** likely effect to the SIAM model arising from the expansion?

- A)** 业务拓展对模型的影响将非常显著，有可能扰乱商定的服务提供。应该对每个受影响的合同完成续签后，再进行对模型的更改。  
The impact of the expansion will be significant. This will have the potential to disrupt the agreed provision of services. Any changes to the model should be delayed until the renewal of any affected contracts.
- B)** 影响将因所涉国家而异。在可能的情况下，只有在审慎评估能力、风险和变更的潜在价值后，才对SIAM模型进行更改。  
The impact will be different depending on the country involved. Wherever possible, any changes to the SIAM model should be made only after careful assessment of the capabilities, risks and potential value of the changes.
- C)** 影响将是已知的，因为增长是一项已被纳入SIAMRUS SIAM模型的明确要求。因此，业务地点增加造成的风险极小。  
The impact will be known, as growth is an identified requirement that has been incorporated into the SIAMRUS SIAM model. Therefore, additional locations should be accommodated with minimum risk.
- D)** 影响将很小，因为合规性要求和标准是国际概念。造成的任何风险都会被识别。无论风险程度如何，对模型的变更都可以接受。  
The impact will be minimal since compliance and standards are international concepts. Any risks generated would be identified. Changes to the model would be accommodated irrespective of the level of risk.

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- A)** 错误。在合同续签之前不考虑其他国家的情况，将严重限制ZYX的业务拓展计划，而这是ZYX战略中的关键因素。  
Incorrect. Ignoring additional countries until contract renewals, would severely limit ZYX's plans for expansion which is a key element in their strategy.
- B)** 正确。随着业务拓展到新的地区，将需要SIAM模型符合所在国标准。基于这种现实，需要对扩展到的每个国家给模型带来的变更需求进行评估。（文献：A，第2.5.8节）  
Correct. The addition of new locations will bring with them the need for the SIAM model to be compliant with country standards. Due to this feasibility, the changes required would need to be assessed for each additional country. (Literature: A, Chapter 2.5.8)
- C)** 错误。由于合规性要求和标准极可能因地而异，因此造成的影响也会不同。业务每拓展到一个国家都需要评估影响，然后进行风险和价值决策。  
Incorrect. The influence will change as compliance and standards are most likely to differ for each geographic location. The influence will need to be assessed for each new country and then a decision can be made relating to risk and value.
- D)** 错误。影响并不稳定，风险可能非常严重。忽视风险可能会给ZYX带来非常不利的后果。  
Incorrect. The influence is not stable, and the risks are potentially very serious. Ignoring them could have detrimental consequences for ZYX.



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SIAM模式转换成功，ZYX企业战略的哪一部分最可能得以实现？

Which part of the corporate strategy of ZYX will a successful transition to SIAM **most** likely address?

- A) 做好适应变革的准备  
Be ready to adapt to change
  - B) 控制员工人数的变化  
Control any change in headcount
  - C) 确保按合同交付  
Ensure delivery against contracts
  - D) 消除对遗留系统的依赖  
Remove reliance on legacy systems
- A) 错误。为了确保SIAM模式的灵活性，变革能力作为SIAM战略的一项内容，但组织做好变革准备不是SIAM模式转换带来的直接结果。  
Incorrect. The ability for change should be in the SIAM strategy to ensure that the SIAM model is flexible, but readiness for the organization to change will not be a direct result of a transition to SIAM.
- B) 错误。SIAM模式转换将无助于控制员工人数。  
Incorrect. A transition to SIAM will not assist in controlling headcount.
- C) 正确。ZYX与多方签订了合同，从“案例研究”中可以看出存在服务不达标现象。SIAM设立了一个服务集成商，负责代表客户管理合同交付，而不是由客户单独管理和评价各个服务提供商。通过集中管理合同来提高效率是SIAM战略力量的一个例子。（文献：A，第2.6.2节）  
Correct. For ZYX, there are multiple parties owning the contracts, and from the case study there are indications of substandard delivery. SIAM puts in place a service integrator that will manage delivery against contracts on behalf of the customer, instead of the customer managing and measuring each service provider individually. Centralizing contracts to gain efficiencies is an example of a strategic force for SIAM. (Literature: A, Chapter 2.6.2)
- D) 错误。虽然向SIAM模式转换能够引入新的服务提供商，但转换本身不会消除对遗留系统的依赖，尤其是在继续沿用同一提供商的情况下。  
Incorrect. Whilst the transition to SIAM enables the introduction of new service providers, the transition itself will not remove reliance on legacy systems, especially if the same providers are selected to continue to provide services.



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ZYX的CIO正在编制SIAM模式转换的商业论证大纲。

商业论证大纲中的哪一项内容对应NEWGEN的关键成功因素？

The CIO of ZYX is creating the outline business case for the SIAM transition.

What should be included in the outline business case as a critical success factor for NEWGEN?

- A) 构建、实施和支持ZYX IT服务的成本显著降低  
A measurable reduction in the cost of building, implementing and supporting ZYX IT services
  - B) 考虑解决当前数据中心容量问题的服务分组策略  
A strategy for the service groups that considers and resolves the current data center capacity issue
  - C) 在企业和提供商之间建立积极和富有成效的关系  
Establishment of positive and productive relationships between the business and the providers
  - D) 在ZYX各公司成功部署NEWBNK应用系统  
Successful deployment of the NEWBNK application across all ZYX organizations
- 
- A) 错误。节约成本是ZYX的目标之一，但并非关键成功因素。  
Incorrect. Cost savings are an objective for ZYX, but they are not a critical success factor.
  - B) 错误。在建立SIAM模型期间，应通过选择服务提供商的服务寻求解决这一问题的方法，但这个问题的解决方案并不是关键成功因素。  
Incorrect. The services selected from service providers during the creation of the SIAM model should seek to address this issue, but its resolution is not a critical success factor.
  - C) 正确。有效的SIAM模式转换要求认识到IT部门在利用技术帮助实现业务目标方面所发挥的作用，IT部门应成为战略伙伴。（文献：A，第2.7.2节）  
Correct. An effective SIAM transition requires IT to become a strategic partner, recognized for their role in using technology to help achieve business goals. (Literature: A, Chapter 2.7.2)
  - D) 错误。NEWBNK应用系统的部署不是SIAM模式转换中的一个环节。  
Incorrect. The deployment of the NEWBNK application is not part of the SIAM transition.

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NEWGEN项目正处于探索与战略阶段。

- SIAMRUS仅作为咨询公司。
- OUT\$CO被选为服务集成商，但尚未签署合同。

ZYX征求意见，以确定新SIAM模型下的角色。SIAMRUS的咨询顾问与ZYX的CIO进行了一些讨论。

SIAMRUS建议首先对ZYX员工现有技能进行一个基准梳理，然后再根据SIAM模型调整标准框架，形成角色清单。

CIO认为这样做成本太高，而且没有必要。CIO想要直接选择一个标准框架，从中完全照搬角色清单，并表示没有必要进行基准技能梳理。

谁是正确的，为什么？

Project NEWGEN is in the Discovery and Strategy stage.

- SIAMRUS is selected in a consulting capacity only.
- OUT\$CO is selected as the service integrator, but the contract is not yet signed.

ZYX has asked for input on defining the role profiles in the new SIAM model. There has been some discussion between the SIAMRUS consultant and the ZYX CIO.

The SIAMRUS consultant recommends that ZYX starts with a baseline inventory of the skills that the ZYX staff already have before moving on to creating role profiles by adapting a standard framework to the SIAM model.

The CIO thinks this is too costly and unnecessary. The CIO wants to move ahead with choosing a standard framework from which to copy the role profiles without change and states that the baseline inventory is unnecessary.

Who is correct and why?

- A)** CIO，因为他更适合监督成本风险，更清楚基准技能梳理是否真的有必要。  
The CIO, because he is better placed to oversee consequences of costs and knows better if the baseline inventory is really necessary.
- B)** CIO，因为最好先直接采用标准技能框架中的角色清单，一段时间后再进行基准技能梳理。  
The CIO, because it is better to start with role profiles taken directly from a standard skills framework and do a baseline inventory after a while.
- C)** SIAMRUS，因为进行基准技能梳理可以确保现有技能得到利用，员工得到正确安置。  
The SIAMRUS consultant, because doing the baseline inventory ensures that available skills are used, and staff are correctly placed.
- D)** SIAMRUS，因为选择他们就是担任顾问的，所以他们在这件事上有行政管理权。  
The SIAMRUS consultant, because they have been selected in the role of consultant, which gives them executive power over this matter.

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- A)** 错误。即使CIO更适合监督，SIAMRUS的建议也会更好。没有进行基准技能梳理，无法回答“我们掌握了什么技能”这一问题，有可能会遗漏组织中已经存在但未被使用或维护的技能。从长远来看，这可能比进行基准技能梳理的成本更高。  
Incorrect. Even if they CIO is better placed to oversee these things, the advice of the SIAMRUS consultant is better. Failing to do a baseline inventory that answers the question ‘what skills do we have?’ risks missing skills that already exist in the organization but are not being used or maintained. In the long run, this is likely to cost more than the baseline inventory.
- B)** 错误。角色清单不应直接照搬自任何标准技能框架，相反，它们应该适应SIAM模型。明智的做法是先进进行基准技能梳理，避免浪费资源。  
Incorrect. Role profiles should not be directly copied from any standard skills framework. Instead they should be adapted to the SIAM model. It is wise to do a baseline inventory first to avoid wasting resources.
- C)** 正确。咨询公司正确地指出，基准技能梳理必须在建立角色清单之前进行。这有助于将ZYX内部可用的所有技能纳入新SIAM模型中。咨询公司还正确地指出，应参照标准框架，根据所用的特定SIAM模型对其进行调整，再制作角色清单。（文献：A，第2.4节）  
Correct. The consultant has correctly stated that the baseline inventory must precede the creation of the role profiles. This helps to incorporate all skills available within ZYX to be used in the new SIAM model. The consultant also correctly wishes to consult a standard framework to create role profiles from after adapting them to the specific SIAM model they will be used in. (Literature: A, Chapter 2.4)
- D)** 错误。虽然SIAMRUS是正确的，但不存在授权或行政管理权支持他们必须纠正问题或实施某种行动方案。他们只负责提供咨询服务。  
Incorrect. Although the SIAMRUS consultant is correct, there is no mandate or executive power that they must make them right or to implement a certain course of action. They are merely consulting.

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ZYX董事会希望确认ZYX的SIAM战略。他们要求提供更多关于SIAMRUS的标准化SIAM模型的信息。

SIAMRUS建议ZYX使用以下服务提供商：

- 主机托管：SIAMRUS
- 网络：NET\$CO
- 应用开发：OUT\$CO
- 应用支持：OUT\$CO
- 终端用户计算：MOB\$CO
- 服务集成商：SIAMRUS
- 服务台：SIAMRUS

ZYX董事会担心其中忽略了服务公司。SIAM模型应支持ZYX的企业战略和ZYX的变革任务。

哪一项是针对服务公司的**最佳**做法？

The ZYX Board of Directors wants to confirm the SIAM strategy for ZYX. They have asked SIAMRUS to provide more information on their standardized SIAM model.

SIAMRUS has proposed that ZYX uses the following service providers:

- Hosting: SIAMRUS
- Networks: NET\$CO
- Application development: OUT\$CO
- Application support: OUT\$CO
- End user compute: MOB\$CO
- Service Integrator: SIAMRUS
- Service desk: SIAMRUS

The ZYX Board of Directors is concerned that this omits ZYXS. The SIAM model should support the ZYX corporate strategy and the ZYX mandate for change.

What is the **best** approach with ZYXS?

- A) 增加服务公司为内部服务提供商  
Add ZYXS as an internal service provider
- B) 将服务公司的服务排除在SIAM模型之外  
Exclude ZYXS' services from the SIAM model
- C) 将服务公司纳入保留职能  
Put ZYXS into the retained capabilities
- D) 将服务公司的服务转移到OUT\$CO  
Transfer the services from ZYXS to OUT\$CO

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- A) 正确。**将服务公司作为内部服务提供商，是对投资培养ZYX员工这一战略的支撑。SIAM战略绝不应孤立存在，它必须支撑企业战略。SIAM战略应包括在拟定SIAM模型中所设定的未来状态。这种做法避免了将服务和员工转移到OUT\$CO，否则将会耽误NEWBNK的部署和影响预期的成本节约。因此，SIAMRUS必须修改其标准SIAM模型以适应ZYX的要求。（文献：A，第2.6.3节）  
Correct. Having ZYXS as an internal service provider supports the strategy to invest in and develop ZYX staff. A SIAM strategy should never exist in isolation, it must support the corporate strategy. The SIAM strategy should include the future state as set out in the proposed SIAM model. This approach avoids transferring the services and staff to OUT\$CO, which would delay the deployment of NEWBNK and the expected cost savings. Hence, SIAMRUS must amend their standard SIAM model to adapt to the requirements of ZYX. (Literature: A. Chapter 2.6.3)
- B) 错误。**服务公司负责NEWBNK系统，并为控股公司和德国公司提供服务。将其排除在SIAM模型之外是不可行的，因为他们的服务与其他服务提供商的服务（包括NET\$CO和SIAMRUS服务台）有交互。  
Incorrect. ZYXS is responsible for NEWBNK and provides services to ZYXH and ZYXG. Excluding them from the SIAM model is not viable as these services interact with those from other service providers, including NET\$CO and SIAMRUS service desk.
- C) 错误。**根据SIAM中的定义，保留职能是指负责战略、架构和业务接洽以及公司治理活动的职能。服务公司提供IT服务，因此是服务提供商，不属于保留职能部分。  
Incorrect. As defined in SIAM, retained capabilities are functions responsible for strategic, architectural and business engagement and corporate governance activities. ZYXS provides IT services and hence is a service provider, not part of the retained capabilities.
- D) 错误。**虽然这是一个选择，但它会让服务公司的员工分心，从而可能耽误NEWBNK系统的部署。这也可能导致关键员工离职，从而进一步危及NEWBNK的预期收益。  
Incorrect. Whilst this is an option, this would delay the application deployment of NEWBNK as it would distract the ZYXS staff. It may also result in key staff leaving, further risking the expected benefits from NEWBNK.

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ZYX集团由5家不同的公司组成，包括澳洲公司、德国公司、控股公司、英国公司和服务公司。

NEWGEN项目已经立项，SIAM战略治理委员会已经成立，ZYX SIAM战略的制定工作即将开始。

6个月前，英国公司高管聘请了咨询机构SIAMRUS，对英国公司的IT服务提供战略进行审查，并为未来谋划新的战略。4周前，收到了SIAMRUS的报告，报告中包含了一份SIAM战略大纲，SIAMRUS建议英国公司向基于SIAM的模式转换。

英国公司的高管和高级员工不希望控股公司和服务公司干预他们的战略和运营，而且对任何强制推行的、不符合他们自身意愿的工作方式，历来也是一直反对。英国公司未参加ZYX IT指导小组最近的两次会议。

CEO希望确保ZYX的SIAM战略适用于各公司，她也希望英国公司能够接受这项战略并积极支持实施工作。

哪种做法能够最成功地实现这些目标？

ZYX Corporation is a group of 5 different companies: ZYXA, ZYXG, ZYXH, ZYXUK, and ZYXS.

Project NEWGEN has now been established. A SIAM strategic governance board has been created. Work is about to start on creating the ZYX SIAM strategy.

6 months ago, the directors of ZYXUK asked a consultancy organization, SIAMRUS, to review ZYXUK's IT service provision strategy and suggest a new strategy for the future. The report from SIAMRUS was received 4 weeks ago. SIAMRUS suggests that ZYXUK moves to a SIAM-based model and includes an outline SIAM strategy.

The senior staff and directors of ZYXUK do not like any interference in their strategy and operations from ZYXH and ZYXS, and historically have always objected to any imposed changes in working practices that do not align with their own aspirations. ZYXUK have not attended the last two meetings of the ZYX IT steering group.

The CEO wants to ensure that the SIAM strategy for ZYX is appropriate for all ZYX companies. She also wants ZYXUK to embrace it and actively support its implementation.

Which approach will be the **most** successful in achieving these aims?

- A) 采用SIAMRUS提交给英国公司报告中的SIAM战略作为ZYX的SIAM战略  
Adopt the SIAM strategy from the report created for ZYXUK by SIAMRUS as the ZYX SIAM strategy
- B) 任命英国公司运营总监为SIAM治理负责人，负责ZYX SIAM战略  
Appoint the ZYXUK Operations Director as the SIAM Governance Lead who owns the ZYX SIAM strategy
- C) 要求英国公司的IT人员加入IT指导小组，因为他们未参加最近两次会议  
Make ZYXUK IT staff take part in the IT steering group, as they have not attended the last two meetings
- D) 向英国公司管理委员会发送一份SIAM战略的副本文件，并要求其转发给员工  
Send the ZYXUK Management Board a copy of the SIAM strategy and ask them to send it to their staff

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- A) 错误。**虽然这可能会得到英国公司的认可，但这项只考虑了英国公司的战略不太可能适用于整个集团。  
Incorrect. Whilst this may get buy-in from ZYXUK, this strategy is unlikely to be appropriate for the whole group as it only considered ZYXUK.
- B) 正确。**通过提高意识并获得利益相关者的支持，可以克服对战略的抵制。英国公司的运营总监是关键的高职位的利益相关者，由其担任SIAM治理负责人，英国公司将负责SIAM战略。采用这种做法将确保英国公司的观点在战略中得以考虑，包括他们对所提议方法的可能反应及其对转换计划的影响。然后在整个项目群全周期过程中和路线图的各个阶段，运营总监将在战略中考虑到英国公司，并会在英国公司内部倡导这一战略。在这种情况下，ZYX其他公司将不会抗拒。（文献：A，第2.6.5和2.3.6节）  
Correct. Resistance to a strategy can be overcome by creating awareness and gaining support from stakeholders. The ZYXUK Operations Director is a key senior stakeholder. As the SIAM Governance Lead, ZYXUK will own the SIAM strategy. Taking this approach will ensure that the perspectives of ZYXUK are considered in the strategy, including their likely reaction to the proposed approach and the effect of these on the transition plan. The Operations Director will consider ZYXUK in the strategy and then champion the strategy within ZYXUK, throughout the duration of the program and the stages of the roadmap. The other ZYX companies do not feel resistance in this scenario. (Literature: A, Chapters 2.6.5 and 2.3.6)
- C) 错误。**IT指导小组是否参与了SIAM战略尚不清楚。如果指导小组参与了创建或实施，可能有助于获得支持。但是，让英国公司IT人员参与进来，获得支持的可能性较低，而让英国公司高级利益相关者领导战略制定工作，可能更会得到认可。  
Incorrect. The involvement of the IT steering group with the SIAM strategy is not known. If the steering group is involved in the creation or in the implementation, it may help buy-in. However, involving ZYXUK IT staff is not as likely to result in buy-in as having a ZYXUK senior stakeholder leading creation of the strategy.
- D) 错误。**英国公司历来对战略的干预不满。要求他们审查SIAM战略，不太可能让他们接受一个自己未参与制定的战略。将战略发送给他们不如面对面沟通有效。  
Incorrect. ZYXUK has a history of resenting any changes to their strategy. Asking them to review the SIAM strategy is unlikely to get them to buy-in to a strategy where they have not been involved in its creation. Sending it to them will not be as effective as face-to-face communications.

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ZYX希望尽快构建SIAM环境，因为CEO计划加速在美国扩展业务。

哪一项是启动NEWGEN项目最适当的方式？

ZYX wants to establish the SIAM environment as quickly as possible, because the CEO wants to accelerate the expansion into the USA.

What is the **most** appropriate way to initiate project NEWGEN?

- A) 制定SIAM战略，编制商业论证和SIAM模型实施大纲  
Create the SIAM strategy and business case, along with the outline SIAM model for the implementation
  - B) 确定关键成功因素以及项目持续绩效沟通计划  
Define the critical success factors and the plan to communicate the ongoing performance of the project
  - C) 建立瀑布项目群，确定一系列具有最小可行产品的敏捷项目  
Establish a Waterfall program, which defines a series of Agile projects with minimum viable products
  - D) 引入敏捷团队，负责快速、优先实施所需的服务组件  
Onboard an Agile team with a mandate to provide rapid, prioritized implementation of required components
- 
- A) 正确。这些是商业论证大纲的第一部分。启动投资之前，必须了解成本、收益、战略和治理结构顶级框架。（文献：A，第2.2.1和2.7节）  
Correct. These are the first components of the outline business case. It is necessary to understand the costs, benefits, the strategy and high-level outline for the governance structure to start releasing funds. (Literature: A, Chapter 2.2.1 and 2.7)
  - B) 错误。关键成功因素是商业计划大纲的一部分，沟通通常是其中一个因素。但更重要的是战略、大纲模型、成本估算、（特别是）预期收益。  
Incorrect. The critical success factors are part of the outline business plan and communication is typically one of those factors, but these are dependent on the strategy, outline model, cost estimates and (particularly) the expected benefits.
  - C) 错误。虽然这可能是一个适合于该项目的结构，但这项活动是编制完成商业论证大纲之后的活动。  
Incorrect. Whilst this might be an appropriate structure for the project, this activity is a successor to the creation of the outline business case.
  - D) 错误。虽然这可能是一个适合于该项目的结构，但这项活动是编制完成商业论证大纲之后的活动。  
Incorrect. Whilst this might be an appropriate structure for the project, this activity is a successor to the creation of the outline business case.



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SIAM项目委员会决定，选择首要供应商作为服务集成商的SIAM结构。

- OUT\$CO已获授服务集成合同。目前正在设计局域网的服务分组。
- SIAM生态系统的中央服务台将由服务公司提供。

哪一家公司将会是为澳洲公司提供局域网支持的**最佳**服务提供商？

The SIAM project board has decided that the chosen SIAM structure will be the lead supplier as service integrator.

- OUT\$CO has been awarded the service integration contract. They are designing the service grouping for local area networks.
- ZYXS will provide a central service desk for the SIAM ecosystem.

Who would be the **best** provider of the local area network support for ZYXA?

- A) DESK\$CO  
DESK\$CO
- B) DLAN\$CO  
DLAN\$CO
- C) NET\$CO  
NET\$CO
- D) OUT\$CO  
OUT\$CO

- A) 错误。DESK\$CO不提供此类服务。  
Incorrect. DESK\$CO does not provide this service.
- B) 错误。DLAN\$CO只在德国境内提供服务，这个地区不在其服务区。  
Incorrect. DLAN\$CO provides services in Germany only, and cannot provide to this locality.
- C) 错误。NET\$CO可以为该地区提供服务，但成本高于其他服务提供商。另外，他们还需要与OUT\$CO和服务公司的工具系统进行集成，因此OUT\$CO是更好的选择。  
Incorrect. NET\$CO can provide to this locality, but at higher cost than other service providers. They would also need integration with the OUT\$CO and ZYXS toolsets, hence OUT\$CO is a better option.
- D) 正确。OUT\$CO是一家拥有ISO 20000认证的全球性提供商，局域网支持是一项独立服务，因此他们可以为该地区提供该服务。由于选定的SIAM结构由首要供应商作为服务集成商，OUT\$CO既可以提供局域网支持又可以提供服务集成。OUT\$CO的工具系统与服务公司服务台所用的工具系统已经集成，这令后续集成工作变得更加简单。（文献：A，第3.1.1.1节）  
Correct. OUT\$CO is a global provider with the ISO 20000 certification, providing local area network support as a discrete service, hence they can provide to this locality. As the chosen SIAM structure is lead supplier as service integrator, OUT\$CO can provide local area network support as well as service integration. There is already integration between OUT\$COs tool and the one used by the ZYXS service desk, which will simplify integration. (Literature: A, Chapter 3.1.1.1)

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由控股公司委托建设SIAM生态系统。SIAMRUS是推荐的服务集成商。已选择下列服务分组和服务提供商：

- 应用系统服务：服务公司
- 桌面支持：DESK\$CO
- 主机托管：数据公司
- 局域网：OUT\$CO
- 广域网：NET\$CO

广域网将局域网与主机托管服务连接起来，以便ZYPX的用户能够访问应用系统服务。

NET\$CO还会与哪些公司存在运营和职能关系？

ZYPX has commissioned the SIAM ecosystem. SIAMRUS is the proposed service integrator. The following service groups and service providers have been selected:

- Application services: ZYXS
- Desktop support: DESK\$CO
- Hosting: ZYXD
- LAN: OUT\$CO
- WAN: NET\$CO

The WAN (wide area network) connects the LAN (local area networks) to the hosting service, so that users across ZYPX can access the application services.

Who else will NET\$CO have operational and functional relationships with?

- A)** 选定的所有其他服务提供商和SIAMRUS  
All other selected service providers and SIAMRUS
- B)** 选定的所有其他服务提供商、SIAMRUS和控股公司  
All other selected service providers, SIAMRUS, and ZYPX
- C)** OUT\$CO、数据公司、服务公司和SIAMRUS  
OUT\$CO, ZYXD, ZYXS, and SIAMRUS
- D)** OUT\$CO、服务公司、DESK\$CO和SIAMRUS  
OUT\$CO, ZYXS, DESK\$CO, and SIAMRUS

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- A)** 正确。服务提供商会与所有其他服务提供商以及服务集成商存在运营和职能关系。（文献：A，第3.1.2节，图14）  
Correct. A service provider will have operational and functional relationships with all other service providers, and with the service integrator. (Literature: A, Chapter 3.1.2, figure 14)
- B)** 错误。服务提供商会与客户组织存在合同关系，但不存在职能或运营关系。  
Incorrect. A service provider will have a contractual relationship with the customer organization, but not functional or operational relationships.
- C)** 错误。NET\$CO还会与桌面支持提供商DESK\$CO存在职能和运营关系。  
Incorrect. NET\$CO will also have functional and operational relationships with the desktop support provider DESK\$CO.
- D)** 错误。NET\$CO还会与数据公司存在职能和运营关系，因为他们将是SIAM模型中的服务提供商，不再是象目前这样的服务公司分包商。  
Incorrect. NET\$CO will also have functional and operational relationships with ZYXD, as they will be a service provider in the SIAM model and not a subcontractor to ZYXS as is currently the case.

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ZYX董事会制定了SIAM战略。他们想要借鉴SIAMRUS的专业经验，但ZYX保留对架构、战略和业务关系管理的控制权。

ZYX应选择哪一种SIAM结构？

The ZYX Board of Directors has decided on a SIAM strategy. They want to use the expertise from SIAMRUS, but with ZYX retaining control of architecture, strategy and business relationship management.

What SIAM structure should ZYX choose?

- A) 控股公司与SIAMRUS作为混合服务集成商，二者分担具体职责  
Hybrid service integrator between ZYXH and SIAMRUS, splitting specific responsibilities
  - B) SIAMRUS作为外部服务集成商，控股公司提供保留职能  
SIAMRUS as external service integrator, with ZYXH providing the retained capabilities
  - C) SIAMRUS作为首要供应商服务集成商，承担更多的应用支持职责  
SIAMRUS as lead supplier service integrator, giving them additional application support roles
  - D) 控股公司作为内部服务集成商，利用SIAMRUS扩充资源  
ZYXH as internal service integrator, using SIAMRUS for resource augmentation
- A) 错误。控股公司不具备成为混合服务集成商所必要的服务集成能力。架构、战略和业务关系管理属于客户组织的保留职能，这个角色适合控股公司。  
Incorrect. ZYXH does not have the necessary capabilities in service integration to be part of a hybrid service integrator. Architecture, strategy and business relationship management reside in the customer organization's retained capabilities, this is the appropriate role for ZYXH.
- B) 正确。这种模型利用了SIAMRUS的专业知识及其服务集成能力。架构、战略和业务关系管理属于客户组织的保留职能，这个角色适合控股公司。（文献：A，第1.6节）  
Correct. This model uses the expertise of SIAMRUS and their capabilities in service integration. Architecture, strategy and business relationship management reside in the customer organization's retained capabilities, this is the appropriate role for ZYXH. (Literature: A, Chapter 1.6)
- C) 错误。SIAMRUS不是应用系统支持专家，因此他们可能会将该服务进行分包，而这违背了SIAM原则。  
Incorrect. SIAMRUS are not application support specialists and therefore they would be likely to use subcontractors. This is contrary to the principles of SIAM.
- D) 错误。控股公司不具备必要的服务集成能力。  
Incorrect. ZYXH does not have the necessary capabilities in service integration.

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SIAM模式转换已完成。

- SIAMRUS被确定为外部服务集成商。
- 控股公司为ZYXH提供了保留职能。

过去三个月，OUT\$CO未能达到SLA目标，SIAMRUS打算执行服务信用制度。

应如何执行服务信用制度？

The SIAM transition is complete.

- SIAMRUS is appointed as an external service integrator.
- ZYXH provides the retained capabilities for ZYX.

For the past three months OUT\$CO has not met their SLA targets and SIAMRUS wants to apply service credits.

How should these credits be applied?

- A)** 由SIAMRUS根据服务信用制度计算出应付款项，将数据提交给控股公司，然后由控股公司负责收款。  
SIAMRUS calculates the service credits due and passes the data onto ZYXH who then processes the collection.
- B)** SIAMRUS通知OUT\$CO因信用应支付的款项，并告知OUT\$CO去联系控股公司采购部门。  
SIAMRUS informs OUT\$CO that credits are due and tells OUT\$CO to contact the ZYXH purchasing department.
- C)** 由SIAMRUS向控股公司通报服务不达标情况。然后，控股公司进行核实、计算并收取应收款项。  
SIAMRUS informs ZYXH of the service failure. ZYXH then verifies, calculates and collects the amounts due.
- D)** SIAMRUS根据委托授权提高服务信用，收取应收款项，再转给控股公司。  
SIAMRUS raises the service credits using delegated authority, collects the sums due, and passes them on to ZYXH.
- A)** 正确。由服务集成商根据服务信用制度确定并计算出应付款项。由于合同关系存在于该服务提供商和控股公司之间，只有控股公司可以收取费用。（文献：A，第3.1.5和5.3.2.2节）  
Correct. The service integrator would identify and calculate the service credits due. As the contractual relationship is between the service provider and ZYXH, only ZYXH can collect the amounts. (Literature: A, Chapter 3.1.5 and 5.3.2.2)
- B)** 错误。根据服务信用制度确定并计算出应付款项是服务集成商的职责。  
Incorrect. It is the responsibility of the service integrator to identify and calculate the service credits due.
- C)** 错误。虽然控股公司负责收取费用，但根据服务信用制度确定并计算出应付款项是服务集成商的职责。  
Incorrect. Whilst ZYXH collects the amounts due, it is the responsibility of the service integrator to identify and calculate the level of credits due.
- D)** 错误。SIAMRUS与OUT\$CO不存在合同关系，因此SIAMRUS不能要求OUT\$CO支付费用。  
Incorrect. SIAMRUS does not have a contractual relationship with OUT\$CO and therefore cannot require them to pay the credits.

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ZYX已确定了服务集成商。

- OUT\$CO成为服务集成商。
- 服务公司成为内部服务提供商，负责提供开发、支持和服务台服务。
- 所有其他现有服务提供商继续提供服务。

服务公司服务管理人员询问OUT\$CO，服务公司是否可以继续报告其当前指标和目标：

- 服务台接收并解决的故障数量
- 每月批准的变更数量
- 服务可用性

控股公司和德国公司询问OUT\$CO，是否可以每月收到报告，其中包含每个服务提供商上述三个目标的达成情况。

OUT\$CO**第一步**应做什么？

ZYX has appointed a service integrator.

- OUT\$CO is the service integrator.
- ZYXS will be an internal service provider, providing development, support, and service desk services.
- All other current service providers will continue to provide their services.

ZYXS service management has asked OUT\$CO if ZYXS can continue to report on the current ZYXS measures and targets:

- Number of incidents received and resolved by the service desk
- Number of changes approved each month
- Service availability

ZYXH and ZYXG have asked OUT\$CO if they could receive a report each month from OUT\$CO, showing achievement of these three targets by every service provider.

What is the **first** step that OUT\$CO should take?

- A) 制定绩效评价计划，收集和分析每个服务提供商的相关数据  
Develop a performance measurement plan to collect and analyze this data from all providers
- B) 为这些指标和目标确定一套通用的计算方法，供所有服务提供商使用  
Identify a common set of calculations for these measures and targets for use by all service providers
- C) 指导所有服务提供商调整其内部模型，汇报所述指标和目标  
Instruct all service providers to adjust their internal models to report on these measures and targets
- D) 组织所有服务提供商讨论采用所述指标和目标的影响  
Lead a discussion with all service providers on the impact of adopting these measures and targets

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- A)** 错误。服务集成商首先需要确认所述指标是否可以且应该成为评价所有服务提供商的指标，是否应成为框架的一部分。然后，将指标和相关的目标纳入绩效评价计划。  
Incorrect. The service integrator first needs to confirm if these measures can and should be adopted by all service providers and be part of the framework. After this, the measures and any associated targets can be included in the performance measurement plan.
- B)** 错误。在确认指标的可行性之前，不应先确定通用的计算方法。根据德国公司的报告，服务公司的服务目标经常不达标，因此需要对目标的正确性进行调查。  
Incorrect. Common calculations should not be addressed until the feasibility of the measures are confirmed. ZYXG has reported that ZYXS often fail their service targets, so an investigation of the correctness of the targets is needed.
- C)** 错误。在没有分析影响的情况下强制采用，可能会导致一些提供商无法提供指标，例如商品化和小型服务提供商；还可能导致成本增加或一些服务提供商退出生态系统。  
Incorrect. Mandating adoption without impact analysis could result in some providers being unable to provide the measures, for example the commodity and the small service providers. It could also result in increased costs or the withdrawal of some service providers from the ecosystem.
- D)** 正确。收集关于上述指标和目标可行性的反馈（包括任何资源或成本的影响）非常重要。结合反馈将围绕影响展开讨论，所有服务提供商都需要知情和参与，尤其是在SIAM生态系统中交付模式各异的情况下。（文献：A，第3.1.6.1节）  
Correct. It is important to gather feedback on the feasibility of these measures and targets including any resource or cost impacts. This input will be included in an informed impact-based discussion. All service providers need to be involved, especially as the delivery model will be different under SIAM. (Literature: A, Chapter 3.1.6.1)



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ZYX的SIAM模式已经运营了两个月。

- OUT\$CO是服务集成商。
- 服务公司使用不同的团队提供服务台和应用开发与支持服务。
- 数据公司托管着服务公司的应用系统。

服务公司和数据公司各自的服务级别均已达标。但是，OUT\$CO发现，服务公司和数据公司的不同团队之间经常出现矛盾和冲突。

哪一项是确保这些团队更有效协作的**最佳**方法？

The ZYX SIAM model has been operational for two months.

- OUT\$CO is the service integrator.
- ZYXS provides the service desk and application development and support services, using different teams.
- ZYXD is hosting the ZYXS applications.

ZYXS and ZYXD are both meeting their individual service levels. However, OUT\$CO has identified that there is often tension and conflict between the different teams of ZYXS and ZYXD.

What is the **best** approach to ensure that these teams work together more effectively?

- A) 召集服务公司和数据公司的团队讨论问题，商定合适的解决之法  
Bring the teams of ZYXS and ZYXD together to discuss the issues and agree a suitable way forward
- B) 上报给SIAM运营负责人，并要求向服务公司和数据公司发出正式警告  
Escalate to the SIAM Operational Lead and ask for a formal warning to be given to ZYXS and ZYXD
- C) 与ZYX所有服务提供商建立协作论坛，在第一次会议上提出这个案例  
Establish a collaboration forum with all providers to ZYX and raise this example at the first meeting
- D) 在关键绩效指标体系中引入一项特定目标，评价所有服务提供商的协作表现  
Introduce a specific target in the overall set of KPIs measuring how all providers work together

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- A) 正确。**最好在SIAM生命周期的早期，在问题加剧和根深蒂固之前直接解决问题。让团队一起讨论并了解彼此的观点可能是最成功的方法，尤其是他们均为ZYX的成员单位。（文献：A，第3.1.7节）  
Correct. It is always better to address the issue head on, early in the SIAM lifecycle, before it becomes more serious and engrained. Getting the teams talking together and understanding each other's viewpoints is likely to be the most successful approach, particularly as they all work for ZYX. (Literature: A, Chapter 3.1.7)
- B) 错误。**如果最初使用温和的方法并未解决问题，那么在早期阶段上报可能是必要的，但这样做可能会引起团队之间的不满，并且可能不会出现预期的协作行为。  
Incorrect. Whilst this may be required if initial softer approaches fail, escalating at this early stage is likely to cause resentment amongst the teams and may not result in the intended collaborative behaviors.
- C) 错误。**虽然这样做可以将问题公开化，但在其他服务提供商面前提出，容易造成与服务公司和数据公司的对立，最终可能会适得其反。  
Incorrect. Whilst this may bring the issue out in the open, it may be too confrontational to ZYXS and ZYXD to raise this in front of the other service providers, and may end up being counterproductive.
- D) 错误。**定义和评测有关协作的关键绩效指标充满挑战，这种机械式的方法无法真正解决问题。  
Incorrect. A collaboration KPI would be challenging to define and measure and this mechanistic approach will not get to the root of the issue.

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ZYX决定沿用除OUT\$CO外的其他现有服务提供商。

目前已与所有提供商签订了新的合同，内容包括对服务集成的要求和对服务级别的修订。SIAMRUS对新合同的内容提出了建议。

但是，由于SIAMRUS报价太高，于是决定选择OUT\$CO作为服务集成商。ZYX目前正在与OUT\$CO进行合同谈判。

哪一项是在合同中激励OUT\$CO履行服务集成商职责的**最佳**做法？

ZYX decided to continue to use all existing service providers apart from OUT\$CO.

New contracts, including service integration requirements and revised service levels, have now been signed with all providers. SIAMRUS provided advice on the contents of these contracts.

However, it has been decided to appoint OUT\$CO as the service integrator, as the costs received from SIAMRUS were too high. ZYX is now negotiating the contract with OUT\$CO.

What is the **best** way to incentivize the performance of OUT\$CO as the service integrator in the contract?

- A) 只要服务提供商未能达到服务级别目标，就对OUT\$CO执行服务信用制度，OUT\$CO再向相关服务提供商追索赔偿。  
If any service provider fails to achieve any service level target, service credits will be applied to OUT\$CO, who can then seek recourse against the service provider.
- B) 只要服务提供商未能达到服务级别目标，就对OUT\$CO和相关服务提供商同时执行服务信用制度。  
If any service provider fails to achieve any service level target, service credits will be equally applied to both the service provider and OUT\$CO.
- C) OUT\$CO将因实现端到端服务绩效、协作和改进目标而获得奖励。  
OUT\$CO will be rewarded for the achievement of targets for end-to-end service performance, collaboration, and improvement.
- D) 每个阶段，OUT\$CO将在每个服务提供商均达到其服务级别时获得奖金。  
OUT\$CO will receive a bonus for each period where every service provider achieves their individual service levels.

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- A)** 错误。应根据端到端服务、改进和协作情况来评价服务集成商的绩效。他们不应承担个体服务级别不达标的责任，尤其是在他们未参与提供商筛选的情况下。  
Incorrect. The service integrators performance should be measured on the end-to-end service, improvements, and collaboration. They should not be held responsible for the failures of individual service levels, particularly where they were not involved in the selection of the provider.
- B)** 错误。应根据端到端服务、改进和协作情况来评价服务集成商的绩效。他们不应承担单个服务级别不达标的责任，尤其是在他们未参与提供商筛选的情况下。  
Incorrect. The service integrators performance should be measured on the end-to-end service, improvements, and collaboration. They should not be held responsible for the failures of individual service levels, particularly where they were not involved in the selection of the provider.
- C)** 正确。服务集成商合同的目标应关注整个SIAM生态系统的端到端绩效、协作和改进。（文献：A，第3.1.2节）  
Correct. The targets in a service integrator contract should focus on end-to-end performance, collaboration, and improvement across the SIAM ecosystem. (Literature: A, Chapter 3.1.2)
- D)** 错误。虽然服务集成商可以帮助服务提供商达到服务级别，但这种做法没有考虑服务集成商自身的绩效。此外，这还会造成OUT\$CO未开展具体工作却获得奖励的现象，因为它关注的是单个服务提供商，而不是端到端服务。  
Incorrect. Whilst the service integrator may help providers to achieve service levels, this approach does not consider the performance of the service integrator themselves. It may also reward OUT\$CO without them having to do any work, as it focusses on individual service providers and not the end-to-end service.

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ZYX决定使用不同的服务提供商分别提供主机托管、应用开发、网络、应用支持、桌面支持和网络服务。尽可能使用云服务和商品化服务。OUT\$CO被选为主机托管服务提供商，同时还作为服务集成商。

在讨论服务提供商和服务集成商的新合同条款时，ZYX的CEO、CFO、CIO和服务公司IT总监之间产生了分歧。

- ZYX CEO希望全体服务提供商使用统一的合同结构，确保他们遵守共同的规则和治理要求。
- ZYX CFO也希望全体服务提供商使用统一的合同结构，因为这样可以尽可能降低复杂性以及伴随的成本。
- ZYX CIO希望OUT\$CO使用一种合同结构，而其他提供商使用另一种合同结构，因为这样可以确保尽可能低的服务提供成本。
- 服务公司IT总监希望有几种不同的合同和结构，因为这样可以获得最大的灵活性。

谁是**最**正确的？

ZYX has decided to use different service providers for hosting, application development, networks, application support, desktop support, and networks. Cloud and commodity services will be used wherever possible. OUT\$CO have been selected as the hosting provider, they will also be the service integrator.

When discussing the design of the new contracts for the service providers and the service integrator, the ZYX CEO, ZYX CFO, ZYX CIO, and the ZYXS IT director have a disagreement.

- The ZYX CEO wants to use a single contract structure for all service providers, in order to ensure adherence to a common set of rules and governance.
- The ZYX CFO wants to use a single contract structure for all service providers, because this will keep the complexity, and with it the costs, as low as possible.
- The ZYX CIO wants to use one contact structure for OUT\$CO and another for all other providers, as this will ensure the lowest possible costs of service provision.
- The ZYXS IT director wants several different contracts and structures, because this will allow the most flexibility.

Who is **most** correct?

- A) ZYX CEO  
ZYXH CEO
- B) ZYX CFO  
ZYX CFO
- C) ZYZ CIO  
ZYZ CIO
- D) 服务公司IT总监  
ZYXS IT director

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- A)** 错误。尽管服务提供商遵守共同的规则和治理要求很重要，而且这可能是合同的内容之一，但对于服务集成商与所有服务提供商来说，采用相同的合同结构并不是一个好主意，因为服务集成商具有完全不同的职责，另外，云服务提供商和商品化服务提供商不太可能同意使用标准合同。  
Incorrect. Although it is important that service providers adhere to a common set of rules and governance, and this may be a part of the contract, it is not a good idea to have the same contract structure for the service integrator and all service providers, because the service integrator will have fundamentally different responsibilities, and there will be cloud and commodity providers who are unlikely to agree to a standard contract.
- B)** 错误。合同类型较少，似乎可以降低复杂性，但这样的合同既要结构统一又要包含所有完全不同的职责，可能导致非常复杂且难以理解，也可能无法体现出服务集成商所特有的职责。另外，云服务提供商和商品化服务提供商不太可能同意使用标准合同。  
Incorrect. Even if a low number of contract types may seem less complex, writing a single structure that encompasses all fundamentally different responsibilities will either produce a very complex and unreadable contract, or a contract that is not respecting that service integrators have fundamentally different responsibilities. Also, the cloud and commodity providers are unlikely to agree to a standard contract.
- C)** 错误。虽然OUT\$CO使用不同的结构是个好主意，因为他们既是服务集成商又是服务提供商，但不同的合同结构本身不太可能确保最低价格。  
Incorrect. Whilst it is a good idea to have a different structure for OUT\$CO, as they are a both a service integrator and a service provider, differing contract structures by themselves are unlikely to ensure the lowest pricing.
- D)** 正确。服务公司IT总监的做法是正确的，因为她的建议考虑了完全不同类型的服务提供商，以及OUT\$CO作为服务集成商将承担的职责。如果一个服务提供商同时又提供服务集成能力，那么需要一个与其他服务提供商不同的结构，云服务提供商和商品化服务提供商也是如此。如果有不同类型的服务提供商，最好有几个不同的结构来适应不同的类型。（文献：A，第3.1节）  
Correct. The ZYXS IT director is right, because her statement respects the fundamentally different types of service provider, and the responsibilities that OUT\$CO will have as the service integrator. The provider that also provides the service integration capability will need a different structure to the other service providers, as will the cloud and commodity service providers. Where there are different types of service providers, it can be better to have a few different structures to accommodate the different types. (Literature: A, Chapter 3.1)

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SIAM模式转换已经开始。

- SIAMRUS被选为服务集成商。
- 与OUT\$CO的合同已经续签。

参与SIAM模式转换的ZYX项目团队认识到，成功的转换取决于组织变革管理（OCM）的实施方式。他们决定聘请一名OCM专家。作为遴选流程的一环，ZYX项目团队要求每位候选人思考OCM对控股公司、SIAMRUS、OUT\$CO和服务公司这四家公司的影响。

如何在SIAM模式转换期间战胜挑战，哪个回答对此理解的最为到位？

The SIAM transition has been started.

- SIAMRUS has been selected as the service integrator.
- The contract with OUT\$CO has been renewed.

The ZYX project team involved with the transition to SIAM realizes that successful transition will rely on the way that organizational change management (OCM) is done. They decide to recruit an OCM expert. As part of the selection process, the ZYX project team asks each candidate to consider the impact of OCM on four specific areas namely ZYXH, SIAMRUS, OUT\$CO and ZYXS.

Which response **best** demonstrates an understanding of how to overcome challenges during the SIAM transition?

题目未完，下一页

- A)** 在SIAM模式实施期间，重点是获得项目参与人员的承诺，这非常有必要。必须保持和展现控股公司的积极性，减少组织抵触情绪。SIAMRUS应通过同一渠道与服务公司和OUT\$CO的所有员工进行沟通。During implementation of the SIAM model it is necessary to get commitment mainly from the project people involved. The enthusiasm of ZYXH must be maintained and demonstrated to reduce organizational resistance. Communication with all staff from ZYXS and OUT\$CO should be undertaken by SIAMRUS using the same channels.
- B)** OCM非常重要。项目开始时就应该确定实施方法。让控股公司、SIAMRUS、OUT\$CO和服务公司的员工认识到变革的必要性非常关键。分析在职员工对变革的接受度，将能够为每家公司定制全面的沟通计划和实施方法。OCM is very important. The approach should be established at the beginning of the project. Making staff in ZYXH, SIAMRUS, OUT\$CO and ZYXS aware of the need for change is key. Analysis of the current employees' appetite for change will enable comprehensive communications plans and approaches to be tailored for each area.
- C)** 人们的态度会影响组织是否能实现SIAM模式转换。因此，OCM应在项目早期规划，且必须得到OUT\$CO所有员工的支持。SIAMRUS应每周向服务公司和控股公司发邮件通报项目进展情况，以保持项目的势头。The attitude of people will influence the ability of any organization to transition to SIAM. Therefore, OCM should be planned early in the program. It is essential that all staff from OUT\$CO supports the initiative. SIAMRUS should maintain the momentum of the project by circulating weekly e-mails to ZYXS and ZYXH reporting progress.
- D)** 在规划与构建阶段，SIAM模式转换项目应考虑其对新员工结构的影响。SIAMRUS必须通过建立服务公司和控股公司员工的信心来全力支持即将到来的变革。应通过每周视频会议和电子邮件与所有公司的高级员工进行沟通。The SIAM transition program should consider its impact on the new staff structure during the Plan and Build stage. SIAMRUS must champion the proposed changes by building the confidence of staff from ZYXS and ZYXH. Communication should be via a weekly video and e-mails to senior staff in all organizations.

题目未完，接下一页



- A) 错误。**项目人员只是OCM中需要考虑的一个群体。SIAM模式将对运营中涉及到的所有人员产生影响，所以需要所有人员的支持。客户的积极性不太可能改变服务集成商或服务提供商的态度。内部和外部人员可能需要不同的渠道。此外，OCM活动应由全体相关方完成，而不仅限于服务集成商。  
Incorrect. The project staff is just one group that needs to be considered in OCM. The SIAM model will affect all involved in its operation, so it needs the support of all. Enthusiasm of the customer is unlikely to change attitudes of the service integrator or the providers. Internal and external staff are likely to require the use of different channels. Additionally, OCM activities should be done by all parties, not just the service integrator.
- B) 正确。**应尽早建立OCM。作为ADKAR模型的要素之一，让客户组织、服务集成商和服务提供商的员工认识到变革的必要性，对于成功至关重要。沟通的重要性意味着，应该基于对特定利益相关者群体的态度、角色和需求分析，对其进行适当规划和定制。（文献：A，第3.2节）  
Correct. OCM should be established as early as possible. Making staff in the customer organization, the service integrator and service providers aware of the need for change is crucial to success, as part of the ADKAR model. The importance of communication means that this should be properly planned and tailored for specific stakeholder groups based on analysis of their attitudes, role, and needs. (Literature: A, Chapter 3.2)
- C) 错误。**员工参与的时机并不确定。这个回答仅仅关注OUT\$CO，但应该考虑各公司的员工。仅仅发送邮件是不够的。服务集成商承担促进者的角色，但OCM也应适用于他们。  
Incorrect. The timing of the engagement of the staff is not specific. The response focuses on OUT\$CO, but it should consider staff from all organizations. Sending e-mails alone is insufficient. The service integrator is being used as a facilitator, but OCM should also be applied to them.
- D) 错误。**第一点的启动时间过迟：所述活动应在探索与战略阶段尽快开始。第二点能起到帮助作用，但却忽略了OUT\$CO。沟通渠道是单向的，没有后续行动来确认理解情况，没有就员工关心的任何问题获取反馈。将沟通对象限于高级员工，不太可能成功得到所有员工对变革的支持。  
Incorrect. The first point is too late: these activities should start as soon as possible in the Discovery and Strategy stage. The second point is helpful, but omits OUT\$CO. The communication channel is one-way communication only, there is no follow-up to confirm understanding and to gain feedback on any concerns the staff might have. Restricting communications to senior staff is unlikely to successfully support the change for all staff.



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服务集成商在模式转换期间组织了一系列加盟研讨会。ZYX被要求主持一次会议。

在会议期间，ZYX如何**最好**地协助加盟事宜？

The service integrator is organizing a series of onboarding workshops during the transition. ZYX has been asked to host a session.

How can ZYX **best** assist with onboarding during these workshops?

- A) 为新方法和工作模式做出贡献  
Contribute to new approaches and working models
  - B) 定义每项服务的低级运营接口  
Define the low-level operational interfaces for each of the services
  - C) 指导解决实施中的运营细节问题  
Guide the resolution of operational details of the implementation
  - D) 强调他们的业务目标，确保目标的一致性  
Highlight their business goals to ensure alignment
- 
- A) 错误。ZYX应做贡献，但讨论的重点是服务集成商与服务提供商。  
Incorrect. ZYX should contribute, but these discussions will predominately be covered by the service integrator with the service providers.
  - B) 错误。服务集成商将主导与服务提供商低级运营接口的讨论。  
Incorrect. The service integrator will lead the discussion on the low-level operational interfaces with the service providers.
  - C) 错误。服务集成商负责指导解决运营细节问题。  
Incorrect. The service integrator will guide the resolution of operational details.
  - D) 正确。成功转换的关键，是加盟者要与客户的业务目标和业务重要性保持一致。由于存在相关关系，只有ZYX能够提供此信息。（文献：A，第3.3.1节）  
Correct. For the transition to be successful it is important that the onboarding aligns with business goals and what matter to the business. Only ZYX can provide this information as it owns this relationship. (Literature: A, Chapter 3.3.1)

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一家大型银行决定停用BNK系统和银行柜台终端（BCT）。这将严重影响ZYX的收入。

CEO要求CIO考虑将当前由服务公司和数据公司提供的所有服务转移给OUT\$CO。

采用这一策略的**最大**风险是什么？

A major bank has decided to stop using BNK and the bank counter terminals (BCTs). This will severely affect the profitability of ZYX.

The CEO has asked the CIO to consider transferring all services currently provided by ZYXS and ZYXD to OUT\$CO.

What would be the **greatest** risk with adopting this strategy?

- A) 修改与BANK\$CO的托管合同条款  
Amending the terms of the hosting contract with BANK\$CO
  - B) 改变服务公司和数据公司团队的员工文化  
Changing the culture of the staff in the ZYXS and ZYXD teams
  - C) 维持服务公司和数据公司现有员工提供的支持服务  
Maintaining the support of the current staff in ZYXS and ZYXD
  - D) OUT\$CO获得运营该项服务所需的知识  
OUT\$CO acquiring the knowledge needed to operate the services
- A) 错误。这是一个风险，但是服务提供商发生变化时更换合同是标准做法，因此风险很低。  
Incorrect. This is a risk, however novating contracts when a provider changes is standard practice, and therefore the risk is low.
- B) 错误。虽然这是一个风险，但是良好的组织变革管理可以缓解这种情况，因此不是最大风险。  
Incorrect. Although this is a risk, it can be mitigated with good organizational change management, hence it is not the greatest risk.
- C) 正确。在OUT\$CO能够承担全部职责之前，这些员工在提供服务支持和知识转移方面将发挥重要作用。但是，面临可能失去工作，他们的积极性和意志会受影响，员工会在交接之前离职。这是最大风险，因为它可能影响当前服务的可用性和NEWBNK的部署，这将直接影响到预期的成本节约。（文献：A，第3.3.3.4节）  
Correct. The staff will be essential in providing support and knowledge transfer until OUT\$CO is able to take over full responsibility. However, the possibility of losing their jobs will affect motivation and goodwill, and staff will begin leaving for other roles before the transfer can happen. This is the greatest risk as it could affect the availability of current services and the deployment of NEWBNK, which would have a direct effect on the expected cost savings. (Literature: A, Chapter 3.3.3.4)
- D) 错误。9年前，英国公司的IT人员被外包给大型全球服务机构OUT\$CO，因此，OUT\$CO会拥有这方面的流程。虽然存在风险，但作为一家知名的外包公司，OUT\$CO具备成熟的服务承接程序。此外，很多现有员工可能会带着知识转移到OUT\$CO。因此，这一风险将得到缓解，不算最大风险。  
Incorrect. Nine years ago, the IT staff from ZYXUK was outsourced to OUT\$CO, a major global services organization, hence OUT\$CO will have the processes for this. Although it is a risk, OUT\$CO, as an established outsourcing company, will have proven procedures for taking on services. Also, many of the current staff may transfer to OUT\$CO bringing their knowledge with them. Therefore, this risk will be mitigated, and this is not the greatest risk.

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ZYX正在考虑采用SIAMRUS提出的服务隔离方式，包括确定SIAMRUS为服务集成商。ZYX希望现有服务提供商与新服务提供商共同提供服务。

ZYX正在了解什么工具策略和集成方法能更好地支持新的服务模型。解决方案应无缝、经济、高效，并尽可能降低复杂性。

哪种工具策略和集成方法最符合ZYX的要求？

ZYX is considering using the service segregation proposed by SIAMRUS, including appointing SIAMRUS as the service integrator. ZYX would like a mix of current and new service providers.

ZYX wants to understand what tooling strategy and integration method will best support the new service model. The solution should be seamless and cost effective, with the lowest complexity possible.

Which approach for tooling strategy and integration method will **best** meet the requirements of ZYX?

- A) 在规划与构建阶段，ZYX应强制SIAM生态系统中的所有提供商统一使用SIAMRUS的工具系统。系统将自动批量更新服务提供商的数据，然后根据端到端服务绩效报告的格式要求转换数据，供SIAMRUS汇报使用。  
During the Plan and Build stage ZYX should mandate the use of the SIAMRUS toolset for all providers in the SIAM ecosystem. This tool would take automated bulk updates of data from the service providers, and then convert the data into a format that SIAMRUS could use to report on the end-to-end performance of the services.
- B) ZYX应在实施阶段找到并选定一家提供集成服务的外部提供商。此项集成服务应为SIAM模型中所有服务提供商的数据传输提供便利，无需服务提供商进行任何变更。其工具系统还应提供实时状态跟进和审计跟踪。  
In the Implementation stage ZYX should find and appoint an external provider of an integration service. This integration service should facilitate data transmission from all service providers in the SIAM model without them having to make any changes. The toolset should also provide real time status tracking and audit trails.
- C) 在探索与战略阶段，应了解市场上现有的潜在工具系统。在规划与构建阶段，应分析集成数据需求，将分析结果作为输入，结合可用的工具、服务提供商能力和SIAM模型一并考虑工具策略的制定。  
The market should be searched for potential toolsets during the Discovery and Strategy stage. In Plan and Build the data requirements for integration should be analyzed. The analysis should be used as input to the tooling strategy, considering the tools available, service provider capabilities, and the SIAM model.
- D) ZYX应在规划与构建阶段之前选择统一的工具系统并进行实施。策略是强制要求所有服务提供商必须与该工具系统对接。必须将涉及与该工具系统进行数据集成的任务减到最少，并以最小的开销实现无缝报告。  
ZYX should select and implement a single toolset before the Plan and Build stage. The tooling strategy should mandate the requirement for all service providers to interface with this toolset. The toolset must reduce the tasks associated with data integration and achieve seamless reporting with minimal overheads.

题目未完，下一页

- A) 错误。**这一做法给服务集成商带来了诸多不必要的限制，因为他们负责代表客户设计流程和决定所用工具。这并不表明已经与相关方一起分析了现有的选项。另外，各服务提供商尚不知情，因此无法选择一个特定的工具系统。

Incorrect. This option puts a lot of unnecessary constraints on the service integrator, as it is devising processes on their behalf as well as dictating the toolset. It does not indicate that the options available have been analyzed in conjunction with the parties involved. Also, the service providers are not yet known, hence it is not possible to select a particular toolset option.

- B) 错误。**在实施阶段才确定工具策略为时已晚。在邀请服务提供商加入SIAM生态系统之前，需要做出决策，以便明确他们是否接受对其工具系统进行任何必要的变更。另外，在本“案例研究”中，要选定最佳的工具系统还为时过早，因为目前对服务提供商的情况还不完全了解。

Incorrect. The Implementation stage is too late for determining the toolset strategy. Decisions need to be made before inviting service providers to be part of the SIAM ecosystem, so that they can decide if they are willing to accept any required changes to their own tools. Also, in the case study it is too early to identify the best toolset option, as the service provider landscape is not fully known.

- C) 正确。**虽然这个方法比较通用，但这是最佳答案。根据实际评估结果、SIAM模型构成以及所选服务提供商能力的不同，进行决策的很多具体依据都会发生变化。在确定工具策略之前，关键是要明确服务提供商配合对其工具系统进行变更的能力和意愿。（文献：A，第3.1.8节）

Correct. Although more generic, this is the best answer. Many aspects relating to details on which a decision can be based would alter depending on the actual findings of the assessments and the profile of the SIAM model and capabilities of the selected service providers. Before determining a toolset strategy, it is crucial to establish the service providers capabilities and willingness to make any toolset changes. (Literature: A, Chapter 3.1.8)

- D) 错误。**如果过早决定使用哪种工具系统，可能会对选择最合适的服务提供商造成限制，因为他们可能无法与该工具系统对接。另外，在“本案例研究”中，要选定最佳的工具系统还为时过早，因为目前对服务提供商的情况还不完全了解。

Incorrect. The decisions made on the tool would be too early, so are likely to constrain the selection of the most suitable service providers due to their inability to interface with the tool. Also, in the case study it is too early to identify the best toolset option, as the service provider landscape is not fully known.

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ZYX各公司与服务提供商之间有各种各样的合同安排，包括内部运营协议。有些合同会在相对较短的时间内终止，有些合同在明年内终止，但有些合同的期限比较长。OUT\$CO为英国公司提供所有IT服务的合同将在12个月后到期，不会再延长。

SIAMRUS刚刚被确定为外部服务集成商。除OUT\$CO外，现有服务提供商都表示愿意加入新的SIAM生态系统，但现有合同至今尚未变更。

ZYX董事会要求CIO推荐适用于整个ZYX集团的SIAM实施方法，要求该方法既能最有效地实现SIAM任务，又能确保ZYX及各公司的风险和成本最小。

哪一项是**最**适当的实施方法？

There is a wide variety of contract arrangements with service providers to the ZYX companies, including internal operating agreements. Some contracts can be terminated with relatively short notice, with some contracts ending within the next year, but with others having longer to run. The contract under which OUT\$CO provides ZYXUK with all of its IT services ends in 12 months' time and will not be extended.

SIAMRUS has just been appointed as the external service integrator. All existing service providers apart from OUT\$CO have expressed their willingness to be part of the new SIAM model, but so far there have been no changes to current contracts.

The ZYX Board of Directors has asked the CIO to recommend an implementation approach for SIAM across ZYX that best achieves the mandate for SIAM with the least risk and cost to ZYX and its individual companies.

Which is the **most** appropriate implementation approach?

- A) 与OUT\$CO的合同到期后，ZYX各公司的所有服务和服务提供商同时向SIAM模式转换。  
Transition all services and service providers for all ZYX companies to the SIAM model at the same time, when the contract with OUT\$CO ends
- B) 在6个月内，ZYX各公司的所有服务和服务提供商完成SIAM模式转换，从而解决当前的集成问题。  
Transition all services and service providers for all ZYX companies to the SIAM model within 6 months, addressing current integration issues
- C) 首先由英国公司的新服务提供商转换到新的SIAM模式，试点3个月，然后ZYX的所有其他服务提供商进行模式转换。  
Transition new service providers for ZYXUK to the new SIAM model first, pilot for 3 months, then transition all other service providers for ZYX
- D) 先要求数据公司转换到新SIAM模式，试点3个月，再要求服务公司进行转换，试点3个月，然后所有其他服务提供商进行转换。  
Transition ZYXD to the new SIAM model, pilot for 3 months, then transition ZYXS, pilot for 3 months, then transition all other service providers

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- A) 错误。**在这个阶段，还未制定任何计划对降低“大爆炸”实施方法伴随的高风险进行分析。在SIAM任务中，未看到有时间表信息。ZYX属于多国组织，所有服务同时转换将极度复杂。因此，这并不符合董事会的意愿。

Incorrect. At this stage no planning has been done to mitigate the high risks associated with any big bang implementation. There is no information about timescales in the mandate for SIAM, and transitioning all services at once would be highly complex to achieve in this multi-country organization. Therefore, this does not meet the wishes of the Board.

- B) 错误。**在这个阶段，还未制定任何计划对降低“大爆炸”实施方法伴随的高风险进行分析。在SIAM任务中，未看到有时间表信息。ZYX属于多国组织，所有服务同时转换将极度复杂。因此，这并不符合董事会的意愿。如此规模和复杂度的生态系统极不可能在6个月内完成转换。

Incorrect. At this stage no planning has been done to mitigate the high risks associated with any big bang implementation. There is no information about timescales in the mandate for SIAM, and transitioning all services at once would be highly complex to achieve in this multi-country organization. Therefore, this does not meet the wishes of the Board. It is highly unlikely that an ecosystem of this size and complexity can be transitioned within 6 months.

- C) 正确。**OUT\$CO合同到期，这是确定实施阶段时机的标志性事件。由于OUT\$CO合同即将终止，英国公司现有服务和提供商必须在12个月内完成更换。如果这些提供商未纳入SIAM模型，服务连续性和可用性将面临高风险。将与新提供商签订新合同，合同中将包括SIAM模式的要求。由英国公司试点，服务集成商只需关注一家ZYX公司，而如果采用“大爆炸”实施方法，将涉及ZYX各公司和所有服务提供商，会给英国公司的业务带来更高风险，因为在这种情况下项目资源和服务集成商需要关注的将不仅仅是英国公司。（文献：A，第4.1.1.1节）

Correct. The end of the OUT\$CO contract is a typical event to determine the timing of the implementation stage. The current services and provider of ZYXUK have to be replaced in 12 months as the OUT\$CO contract is ending. If these providers are not in the SIAM model, there will be high risks to service continuity and availability. There will be new contracts with the new providers that can include the requirements for the SIAM model. Piloting with ZYXUK allows the service integrator to focus on just one ZYX organization, a big bang involving all ZYX organizations and all providers would be higher risk to ZYXUK's business as the project resources and the service integrators would have to focus not just on ZYXUK. (Literature: A, Chapter 4.1.1.1)

- D) 错误。**在本“案例研究”中，没有任何内容表明内部提供服务的问题在于缺乏服务集成，因此服务公司进行模式转换不是当务之急。但是，由于OUT\$CO合同在12个月后到期，将其替代服务纳入模型中的时间比较紧迫。如果在这种情况下重点考虑数据公司和服务公司的模式转换，那么将造成整个SIAM转换项目的风险。

Incorrect. There is nothing in the case study to indicate that the issues with internally provided services are due to a lack of service integration, hence there are no immediate pressures to transition ZYXS. However, there is a time pressure to transition the replacement services for ZYXUK as the OUT\$CO contract ends in 12 months' time. This option would put that transition at risk, if the SIAM project also must focus on the transition of ZYXD and ZYXS.

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ZYX的IT指导委员与CIO一起讨论“分次”实施方法。

针对这种实施方法，业务部门会提出什么**关键**问题？

The CIO of ZYX has been asked to go to the IT Steering Committee to discuss a phased implementation.

What is the **key** concern raised by business units for this type of approach?

- A) ZYX不确定会对业务部门预算产生什么影响。  
ZYX is unsure about the impact on business unit budgets.
  - B) ZYX不确定会涉及多少业务部门。  
ZYX is unsure about the number of business units involved.
  - C) ZYX需要整合新旧工作实践。  
ZYX needs to integrate both old and new working practices.
  - D) ZYX采用分次方法会提高风险水平。  
ZYX will introduce a higher level of risk by using phases.
- 
- A) 错误。分次方法可能成本更高，但实施活动可以尽可能围绕财务周期和预算分步进行。  
Incorrect. A phased approach may be more expensive, but implementation activities could be phased, where possible, around financial cycles and budgets.
  - B) 错误。如果涉及多个部门，分次实施更可取，可以降低每个部门的风险。  
Incorrect. A phased implementation is preferable if there is more than one unit involved. This is to reduce the risk for each unit.
  - C) 正确。整合工作实践是分次转换中最困难的一个环节。如果新的工作方式是分散实施的，则需要考虑新旧两种方式如何协同以及持续多长时间。（文献：A，第4.1.3节）  
Correct. Integration of working practices is one of the most problematic areas of a phased transition. If a new way of working is implemented in a fragmented manner, consideration needs to be given to how old and new will work together and for how long. (Literature: A, Chapter 4.1.3)
  - D) 错误。对于ZYX，分次实施是最安全的方法，对服务的影响较小，与合同终止时间同步衔接，同时又能够首先引入服务集成商，开展SIAM模式试点。  
Incorrect. For ZYX this is the safest approach, with less impact on services, alignment to contracts ending, the ability to onboard the service integrator first and to test the SIAM model.

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ZYX目前正在进行NEWGEN项目，旨在实现ZYX集团向SIAM模式转换。

针对引入新服务集成商和服务提供商的模式转换，ZYX管理团队正在考虑一些建议的备选方法。

对于ZYX，哪一项是**最佳**的转换方法？

ZYX is currently undertaking project NEWGEN, aimed at transitioning the ZYX organizations to a SIAM model.

The ZYX management team is considering a number of alternative approaches that have been suggested for transitioning to the new service integrator and service providers.

What would be the **best** transition approach for ZYX?

- A)** - 确定并引入服务集成商，与其共同设计详细的SIAM模型。
- 分次引入ZYX各公司特定的服务提供商。
  - 在明确所有服务提供商之前，允许每一个服务提供商使用自己的流程而无需变更，之后再对所有流程进行集成。
  - Appoint and onboard the service integrator and work with them to define the detailed SIAM model.
  - Onboard service providers in phases related to a specific ZYX organization.
  - Initially allow each service provider to use their own processes with no changes, integrate them once all providers have been onboarded.
- B)** - 定义详细的SIAM模型并获得批准。
- 让服务集成商参与进来，由其负责在不同服务提供商加盟过程中对转换活动提供支持。
  - 与各相关方进行用户场景测试，以验证新SIAM生态系统中服务提供商的流程集成情况。
  - Define and agree the detailed SIAM model.
  - Engage the service integrator so that they can support the transition activities during the onboarding of the different service providers.
  - Undertake user scenario testing with all parties to validate the integration of the service provider processes across the new SIAM ecosystem.
- C)** - 根据ZYX所需服务确定并引入合适的服务提供商。
- 密切监测他们的绩效，然后选择绩效最佳的提供商作为服务集成商。
  - 要求其他服务提供商进行模式转换，以便与新服务集成商定义的流程保持一致。
  - Identify and onboard appropriate service providers based on the services ZYX requires.
  - Closely monitor their performance, and then select the best performing provider to be the service integrator.
  - Transition the other service providers to align to processes defined by the new service integrator.
- D)** - 对不纳入新SIAM生态系统的现有服务提供商，确定他们退出的逻辑顺序。
- 让服务集成商参与进来，按照约定的顺序，管理现有提供商服务到新提供商服务的转移。
  - 确保新服务提供商的加盟遵循SIAM模型的具体要求。
  - Identify the logical order for disengaging existing service providers that will not be part of the new SIAM ecosystem.
  - Engage the service integrator to manage the transition of services from the old to the new providers in the agreed order.
  - Ensure that the onboarding of new service providers includes their alignment with the detailed SIAM model.

题目未完，下一页



- A) 错误。集成必须在所有服务提供商加盟后立即进行。**  
Incorrect. The integration must take place as soon as each service provider is onboarded.
- B) 正确。理想情况下，应定义详细的SIAM模型，先引进服务集成商，再引进服务提供商。（文献：A，第4.2节）**  
Correct. Ideally the detailed SIAM model should be defined, and the service integrator engaged first, prior to onboarding service providers. (Literature: A, Chapter 4.2)
- C) 错误。服务集成商应尽可能在引入服务提供商之前参与进来。另外，一家公司作为服务提供商绩效良好，并不意味着他拥有成为一个成功的服务集成商的技术和能力。**  
Incorrect. The service integrator should, where possible, be engaged prior to the onboarding of service providers. Also, just because an organization performs well as a service provider, it does not mean that they have the skills and capabilities to be a successful service integrator.
- D) 错误。这种方法未考虑保留现有服务提供商的情况。**  
Incorrect. This approach does not consider existing providers who are being retained.

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MOB\$CO为德国公司和英国公司的现场和居家办公用户提供桌面支持。

ZYX决定，在新的SIAM模式下，不再由MOB\$CO继续提供服务。OUT\$CO将作为ZYX各公司桌面支持的新服务提供商。

MOB\$CO知悉后反应强烈，不配合OUT\$CO的工作。

为了确保桌面支持服务成功实现SIAM模式转换，OUT\$CO应如何做？

MOB\$CO delivers desktop support for field- and home-based users to ZYXG and ZYXUK.

ZYX has decided that MOB\$CO will not continue to provide services under the new SIAM model. OUT\$CO will be the new service provider for desktop support for all ZYX organizations.

MOB\$CO has reacted badly after receiving this news and is not being cooperative with OUT\$CO.

What can OUT\$CO do to ensure a successful transition of desktop support services into the SIAM model?

- A) 建立一个流程模型，展现MOB\$CO现用流程之间的所有交互**  
Develop a process model showing all interactions between the current processes used by MOB\$CO
- B) 了解ZYX各公司用户对桌面支持的期望和要求**  
Discover what expectations and demands users in the ZYX organizations have for desktop support
- C) 通过服务公司获取MOB\$CO的所有已关闭故障、问题、变更和发布的完整历史记录**  
Get ZYXS to obtain MOB\$CO's full history of all closed incidents, problems, changes, and releases
- D) 利用流程论坛机构小组，鼓励MOB\$CO多配合**  
Use the process forum structural elements to encourage more cooperation from MOB\$CO

题目未完，接下一页

- A)** 错误。新服务提供商将需要为服务范围内每个流程编制新的文档，并了解关键的交接项目。但是，由于不会将MOB\$CO纳入新SIAM模型，因此了解MOB\$CO的流程交互毫无益处。  
Incorrect. The new service provider will need to develop new documentation for every process in scope and understand key hand-offs. However, as MOB\$CO will not be part of the new SIAM model there is no benefit in understanding MOB\$CO's process interactions.
- B)** 正确。运营交接要求新服务提供商去了解业务和需求状况。了解用户期望有助于OUT\$CO为提供服务做好准备。如果MOB\$CO不配合，这会是最佳行动方案。（文献：A，第4.2.1.1节）  
Correct. Operational handover requires the new service provider to gain knowledge of the business and the demand profiles. Understanding user expectations will enable OUT\$CO to prepare for providing the service. If MOB\$CO does not cooperate, this is the best course of action. (Literature: A, Chapter 4.2.1.1)
- C)** 错误。这些信息的作用有限，因为MOB\$CO只向德国公司和英国公司提供桌面支持。了解ZYX各公司的需求更有价值。历史信息的作用也可能有限。  
Incorrect. The information would be of limited use, as MOB\$CO only provided desktop support to ZYXG and ZYXUK. Understanding what is required for all of ZYX is of greater benefit. Historic information is also likely to be of limited use.
- D)** 错误。流程论坛主要面向新服务提供商。此外，鉴于这种情况，MOB\$CO不太可能愿意与其他服务提供商进行会谈。  
Incorrect. Process forums are primarily for new service providers. Furthermore, given the situation, MOB\$CO is unlikely to be willing to have meetings with the other service providers.

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ZYX的SIAM模型中将纳入一家负责应用开发的内部服务提供商。该服务提供商的员工将来自服务公司和英国公司的现有开发团队。

一家外部咨询公司受邀向服务公司和英国公司宣贯新的SIAM模型，以启发那些受到影响的员工，使他们在工作实践和文化方面做出必要改变。该活动将采用电子邮件沟通和研讨会相结合的方式进行。

哪一项是使宣传活动达到**最佳**效果的做法？

The SIAM model for ZYX includes an internal service provider for application development. The staff for this service provider will come from the current development teams in ZYXS and ZYXUK.

An external consultancy company has been asked to create an awareness campaign about the new SIAM model for the affected staff in ZYXS and ZYXUK. The campaign must influence the staff to make the required changes in working practices and culture. A combination of e-mail communications and workshops will be used to deliver the campaign.

What approach is **best** to determine the effectiveness of the awareness campaign?

- A) 对员工态度的变化和结果达成情况进行持续评测  
Carry out ongoing measurements of changes in staff attitudes and achievement of outcomes
- B) 评价应用开发团队对精益和敏捷方法的采用情况  
Measure the adoption of Lean and Agile approaches by the application development teams
- C) 监测英国公司利益相关者出席IT指导小组会议的情况  
Monitor the attendance of the ZYXUK stakeholders at the IT Steering Group meetings
- D) 查看统计信息，了解收到的响应沟通的电子邮件数量  
Review the statistics for the number of e-mail replies received in response to the communications

题目未完，下一页

- A) 正确。**应开发一个系统，监测态度变化的指标，审查流程结果是否成功。（文献：A，第4.3.3节）  
Correct. A monitoring system should be developed including metrics for changes in attitudes and reviewing process outcomes for success. (Literature: A, Chapter 4.3.3)
- B) 错误。**虽然这可以监测在整个ZYX推广使用精益和敏捷方法的目标是否成功，但这种做法没有涉及对新结构的任何了解，也没有涉及作为SIAM服务提供商进行运营所需的行为变化。  
Incorrect. Whilst this will monitor the success of the aim to extend the use of Lean and Agile approaches across ZYX, this approach will not cover any understanding of the new structure or the behavioral changes required to operate as a service provider in SIAM.
- C) 错误。**这项举措可以展现英国公司主要利益相关者对IT指导小组的态度变化，但是在“案例研究”或本问题中没有任何内容表明IT指导小组在SIAM生态系统中的作用。此外，出席情况并不能评测对新组织结构的认知，也不能评测受影响的员工在其中发挥的作用。  
Incorrect. This measure provides an indication of a change in attitude by key ZYXUK stakeholders to the IT Steering Group, however there is nothing in the case study or the question to indicate that the IT Steering Group has a role in the SIAM ecosystem. Furthermore, attendance does not measure awareness of the new organizational structure or the role that the affected staff play in it.
- D) 错误。**这种做法无法评测宣传活动是否达到了预期效果。  
Incorrect. This will not measure if the awareness campaign has achieved its intended outcomes.

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NEWGEN项目已经启动。

- ZYX董事会决定英国公司应终止与OUT\$CO的合同。
- 新SIAM模型中纳入的外部服务提供商和服务集成商必须招标筛选。

在与英国公司的现有合同结束之前，为了激励OUT\$CO确保其提供优质服务，哪一项是**最佳**做法？

Project NEWGEN has started.

- The ZYX Board of Directors has decided that ZYXUK should terminate the contract with OUT\$CO.
- The external service providers and service integrator for the new SIAM model must be chosen after bidding.

What is the **best** approach to ensure that OUT\$CO is motivated to provide good quality services until the end of their current contract with ZYXUK?

- A) 由SIAM模式转换执行指导委员会安排OUT\$CO成为首要供应商  
Arrange for OUT\$CO to be the lead supplier on the Executive Steering Board for the SIAM transition
- B) 确保与OUT\$CO和所有其他现有服务提供商进行定期沟通  
Ensure that regular communications are provided to OUT\$CO and all other current service providers
- C) 指导英国公司服务交付经理每月与OUT\$CO召开服务审查会议  
Instruct the ZYXUK service delivery managers to have monthly service review meetings with OUT\$CO
- D) 尽可能晚的向OUT\$CO宣布合同将被终止  
Leave making the announcement to OUT\$CO that the contract will be terminated until as late as possible

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- A)** 错误。这种做法会带给OUT\$CO超越其他潜在服务提供商的不公平优势，不太可能符合治理要求。  
Incorrect. This would give an unfair advantage to OUT\$CO over the other potential service providers, which is unlikely to comply with the governance requirements.
- B)** 正确。OUT\$CO是现有的重要利益相关者，可能有兴趣竞标加入新的SIAM模式。定期沟通有助于建立和维持良好的利益相关者关系，从而激励OUT\$CO提供优质服务，直到现有合同结束。（文献：A，第4.3.1节）  
Correct. OUT\$CO is an important current stakeholder that is likely to be interested in bidding to be part of the new SIAM model. Regular communications will support building and maintaining positive stakeholder relations. These will help to encourage OUT\$CO to provide good quality services until the current contract ends. (Literature: A, Chapter 4.3.1)
- C)** 错误。虽然继续与即将退出的服务提供商召开服务审查会议是一种常见做法，但这种做法对解决OUT\$CO的态度问题毫无帮助。  
Incorrect. Whilst it is usual to continue to hold service review meetings with outgoing providers, this approach does nothing to address the attitude of OUT\$CO.
- D)** 错误。OUT\$CO极有可能在规定的终止通知日期之前发现ZYX在向SIAM模式转换。比预期延迟通知他们合同将终止，这可能会让他们认为，并不希望他们竞标成为新SIAM模式下的服务提供商。这样会打击他们的积极性，有可能导致他们的服务质量下滑。  
Incorrect. OUT\$CO is highly likely to discover that ZYX is moving to a SIAM model long before the required termination notice date. They might think that a delay in informing them of the expected termination means that they are not expected to bid to provide services in the new SIAM model. This will demotivate them, with a risk that they degrade services.

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到新SIAM模式的转换已完成。

- SIAMRUS是服务集成商。
- 控股公司为ZYS提供保留职能。
- 服务公司提供应用、支持和服务台服务。
- 网络、应用开发和应用支持服务仍由模式转换前的服务提供商提供。

上周，BNK和NEWBNK的所有用户都收到了“关于发布NEWBNK新移动应用”的电子邮件。昨天，新应用的访问量过大，导致网上银行系统中断了四个小时。原因被认为是网络服务过载。

在中断期间，服务公司牵头组织了服务恢复工作，未让服务集成商参与。服务公司记录并评估了用户反馈的故障情况，为了诊断故障原因和恢复服务，让网络服务提供商参与进来。

**接下来应该采取什么做法？**

The transition to the new SIAM model is complete.

- SIAMRUS is the service integrator.
- ZYXH provides the retained capabilities for ZYX.
- ZYXS provides application, support, and service desk services.
- Services for network provision, application development, and application support remain with the same service providers as before the transition.

Last week an e-mail about the launch of a new mobile application created as part of NEWBNK was circulated to all users of BNK and NEWBNK. Yesterday, this created excessive demand, causing a four-hour outage of the online banking system. The cause is believed to be an overload of the network services.

During the outage ZYXS led the activities for service restoration, without involving the service integrator. ZYXS logged and assessed the incidents reported by users, and involved the network service providers in order to diagnose the cause and restore the services.

What approach should be taken **next**?

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- A)** - 由于SIAMRUS负责端到端服务的交付，因此SIAMRUS应全面主导系统中断的调查工作。
- 服务公司和NET\$CO的战术治理委员会应独立调查系统中断的原因，并向SIAMRUS报告。
  - SIAMRUS应据此形成报告并提交给战略治理委员会。
  - Because they are accountable for the delivery of the end to end service, SIAMRUS should take overall control of the investigation into the outage.
  - The tactical governance boards of ZYXS and NET\$CO should independently investigate the cause of the outage and report back to SIAMRUS.
  - SIAMRUS will use these to form the basis of a report that they present to the strategic governance board.
- B)** - 故障的进一步调查应由故障管理流程论坛牵头进行。
- 论坛应发挥服务公司Scrum团队和其他服务提供商的专业技能，审查哪些方面进展顺利，哪些方面需要改进。
  - 若实施改进措施需要额外资金，则首先向运营治理委员会提出申请。
  - Further investigation into what happened should be led by the incident management process forum.
  - The forum should review what went well and what requires improvement, utilizing the expertise of the ZYXS scrum team and other providers.
  - Requests for any additional funding required to implement improvements would be initially made to the operational governance board.
- C)** - 应将故障上报给临时问题管理工作组进行调查。
- SIAMRUS应担任工作组组长，其余成员来自NET\$CO、DLAN\$CO、BANK\$CO和服务公司。
  - 如果需要进一步上报，将上报给相应的运营、战术或战略委员会。控股公司将在所有治理委员会中担当重要角色。
  - The incident should be escalated to an ad hoc problem management working group for investigation.
  - SIAMRUS should chair the group, with representatives from NET\$CO, DLAN\$CO, BANK\$CO and ZYXS.
  - If further escalation is required this would go to the appropriate operational, tactical or strategic board. ZYXH would play a major role in in all the governance boards.
- D)** - 这是一次重大中断故障，因此服务公司应立即通知ZYX高管。
- 控股公司应派代表与相关服务提供商进行调查。
  - 找到解决方案时，服务公司应留意细节并通报给相关流程论坛和运营委员会。
  - SIAMRUS可以据此编制报告并提交给战略治理委员会。
  - This was a major outage, therefore ZYXS should immediately inform ZYX senior management.
  - A representative from ZYXH should investigate with the relevant service providers.
  - When a solution is found the details should be captured and used by ZYXS to inform the relevant process forums and operational boards.
  - This should enable SIAMRUS to prepare a report for the strategic governance board.

题目未完，下一页



- A) 错误。**战术治理委员会的职责不包括调查服务问题。这项工作由服务集成商推动工作组进行。  
Incorrect. The role of tactical governance boards does not include the investigation of issues with the services. That is the role of working groups facilitated by the service integrator.
- B) 正确。**流程论坛负责确定涉及多方的流程改进工作。流程论坛的成员由服务集成商和服务提供商（包括服务公司）的代表组成。服务公司Scrum团队将带来敏捷技术方面的专业技能（例如敏捷回顾），流程论坛可利用这些专业技能来确定需要改进的领域。若解决运营问题需要资金，则首先向运营治理委员会提交申请。（文献：A，第5.1节）  
Correct. A process forum is used to identify process improvements where multiple parties are involved. The process forum will include representatives from the service integrator and the service providers, including ZYXS. The ZYXS scrum team will bring their expertise in Agile techniques such as agile retrospectives, that can be used by process forums to identify areas for improvement. Funding requests to address operational issues should first go to an operational governance board. (Literature: A, Chapter 5.1)
- C) 错误。**涉及多个服务提供商的流程改进工作由流程论坛而非工作组负责。战术委员会由服务集成商和服务提供商的代表组成，客户不参加，因此控股公司并不会在其中担当任何角色。  
Incorrect. Process improvements involving multiple providers are the responsibility of process forums, not working groups. A tactical board is held between the service integrator and service provider without customer presence, hence ZYXH would not play any role in them.
- D) 错误。**这与引入SIAM之前ZYX的运营方式有关。服务公司现在是服务提供商，不应直接上报给客户。控股公司是客户，不应直接与服务提供商合作。这两个事项都属于服务集成商的职责。  
Incorrect. This relates to how ZYX was operating prior to the introduction of SIAM. ZYXS is now a service provider and should not escalate directly to the customer. ZYXH is the customer and should not work directly with the service providers. Both of these are the role of the service integrator.

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ZYX的SIAM执行指导委员会正在制定第一次会议的议程。

听取项目实施的最新进展已经列入了议程。

议程中还应包括什么？

The ZYX SIAM executive steering board is compiling the agenda for their first meeting.

Receiving updates on the progress of the implementation project is already on the agenda.

What else should be included?

- A)** 若澳洲公司与日本竞争对手合并可能带来的影响  
The effect of the potential merger of ZYXA with the Japanese competitor
  - B)** 关于数据公司数据中心扩容问题的介绍  
The introduction of additional capacity issue at the ZYXD data center
  - C)** 服务公司变更论坛参与度不足  
The lack of engagement with the ZYXS change forum
  - D)** 英国公司IT团队内部开发的应用系统的处理情况  
The treatment of the applications developed in house by ZYXUK' s IT team
- 
- A)** 正确。这是会影响项目整体范围的高级别战略问题。（文献：A，第5.1.1节）  
Correct. This is a high-level strategic issue which affects the overall scope of the project.  
(Literature: A, Chapter 5.1.1)
  - B)** 错误。此类低级别行动不属于执行指导委员会的职责范围。  
Incorrect. Lower level actions such as this are outside the scope of the executive steering board.
  - C)** 错误。这是一个需要解决的问题，但这是一个当前的运营问题，需要在较低层面上解决，也不是SIAM项目所特有的问题。  
Incorrect. This is something that will need to be addressed, but it is a current operational problem which needs to be addressed at a lower level and is not specific to the SIAM project.
  - D)** 错误。这属于运营问题，应在较低层面上解决。  
Incorrect. This is an operational issue which should be addressed at a lower level.

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BNK系统现已被NEWBNK系统取代。

- OUT\$CO是服务集成商。
- 服务公司提供应用支持
- 数据公司提供主机托管
- NET\$CO提供广域网。

服务公司设定NEWBNK的服务级别目标为可用性99.9%。

四周前，所有用户均有六小时无法访问NEWBNK。服务公司经过调查，未发现应用系统存在任何问题，而且系统在未采取任何措施的情况下就得到了恢复。

服务公司从NET\$CO的服务报告中发现，由于NET\$CO的设备出现故障，与数据公司的广域网连接中断了六个小时。这与NEWBNK用户遭遇服务中断的时间相吻合。数据公司的服务报告表明，NEWBNK托管的可用性达到100%。

OUT\$CO要求服务公司提交他们在这段时间的服务报告。

服务公司应该怎么做？

BNK has now been replaced by NEWBNK.

- OUT\$CO is the service integrator.
- ZYXS provides application support
- ZYXD provides hosting
- NET\$CO provides the wide area network.

ZYXS has an availability service level target of 99.9% for NEWBNK.

Four weeks ago, all users of NEWBNK lost access to it for six hours. ZYXS investigated but could find no fault with the application, and service was restored without taking any action by ZYXS.

ZYXS has noticed that the service report from NET\$CO shows that the wide area network connection to ZYXD was lost for six hours due to a fault with NET\$CO's equipment. This was at the same time that NEWBNK users experienced the outage. The service report from ZYXD shows 100% availability for hosting NEWBNK.

OUT\$CO is asking ZYXS to submit their service report for the period.

What should ZYXS do?

题目未完，接下一页

- A)** 与NET\$CO和数据公司成立工作组，调查服务中断的原因  
Convene a working group with NET\$CO and ZYXD to investigate why service was lost
- B)** 向NET\$CO提出正式投诉，要求其赔偿用户的损失  
Make a formal complaint to NET\$CO and ask them to compensate users for loss of service
- C)** 向OUT\$CO提供关于服务中断的全部信息，并延迟提交服务报告  
Provide OUT\$CO with the full information about the outage and delay sending the service report
- D)** 报告NEWBANK的可用性为100%，并对六小时的服务中断发表评论  
Report the availability of NEWBANK as 100%, with a comment about the six-hour loss of service
- A)** 错误。召集工作组调查特定问题是服务集成商的职责。  
Incorrect. Convening a working group to investigate a specific issue is the responsibility of the service integrator.
- B)** 错误。尽管补偿用户是个好办法，但NET\$CO与用户不存在合同关系，因此NET\$CO无法直接补偿NEWBANK的用户。与ZYX具有合同关系的是银行。在SIAM模式中，接收和调查对服务提供商的投诉是服务集成商的职责。在本例中，服务公司应向OUT\$CO投诉，而不是直接向NET\$CO投诉。  
Incorrect. Although compensating users is a good idea, there is no contract between NET\$CO and the users of the service, hence no mechanism for NET\$CO to compensate the users of NEWBANK directly. The users work for the banks who have contracts with ZYX. In SIAM, receiving and investigating complaints about a service provider is the role of the service integrator. In this example, ZYXS should raise the complaint with OUT\$CO, not directly to NET\$CO.
- C)** 正确。在本例中，未达目标的原因属于服务提供商无法控制的情况。受到影响的服务提供商是服务公司，他应向服务集成商OUT\$CO提供全面的信息，以便服务集成商能够与NET\$CO展开调查。如果服务中断的原因经确认属于NET\$CO而非服务公司的责任，OUT\$CO可以允许服务公司删除服务报告中的故障问题。在这种情况下，服务集成商应在其端到端服务报告中包括端到端服务的中断和可用性描述。  
(文献：A，第5.3.1.2节)  
Correct. On this occasion, the failure to meet the target was due to circumstances outside the control of the service provider. The affected service provider, ZYXS, should provide the service integrator, OUT\$CO, with the full information so that the service integrator can investigate with NET\$CO. If the cause of the outage is confirmed as being within NET\$CO's responsibility, and not ZYXS, then OUT\$CO can allow ZYXS to remove the failure from their service report. On occasions like this, the service integrator should include the outage and availability of the end-to-end service in their end-to-end service report. (Literature: A, Chapter 5.3.1.2)
- D)** 错误。在服务集成商接受任何免责请求之前，无论服务中断的责任方是谁，服务提供商都必须真实汇报其服务可用性，在本例中，服务可用性低于100%。服务公司需要提出正式的免责请求，而不仅仅是在报告中提及服务中断。  
Incorrect. Until any excusing cause request is accepted by the service integrator the service provider must report the true availability of their service, which was less than 100%, irrespective of who caused the outage. ZYXS needs to make a formal excusing cause request, and not just mention the outage in the report.

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新SIAM模式已运行了6个月。

- SIAMRUS被选为服务集成商。
- OUT\$CO现在向ZYX的所有公司提供服务。
- 数据公司托管OUT\$CO的服务。
- 服务公司是应用开发和支持的内部服务提供商。
- 数据公司是服务公司的全资子公司。
- 数据公司的所有员工都向服务公司运营与支持经理汇报工作。

最近，OUT\$CO一直未能达到99.5%的可用性服务级别。他们将服务中断原因归咎于数据公司，但数据公司拒绝配合调查过错在哪一方。数据公司表示，他们已达到自己的服务级别，即90%的正常运行时间。上周，数据公司和OUT\$CO的两名员工会面，但发生了激烈的争执，包括指控对方不称职。

SIAMRUS被要求进行调查，并得出结论：OUT\$CO与数据公司之间彼此不信任，合作不愉快。

SIAMRUS解决配合不足的**最佳**做法是什么？

The new SIAM model has been in use for 6 months.

- SIAMRUS has been chosen as the service integrator.
- OUT\$CO now provides services to all ZYX companies.
- ZYXD is hosting the OUT\$CO services.
- ZYXS are an internal provider for application development and support
- ZYXD is a wholly owned subsidiary of ZYXS
- All ZYXD staff report to the ZYXS Operations and Support manager

Recently, OUT\$CO has not been achieving their service levels of 99.5% availability. They blame ZYXD for being the cause of the outages, but ZYXD refuses to cooperate in investigating who is at fault. ZYXD say that they are meeting their own service levels of 90% uptime. Last week two staff from ZYD and OUT\$CO met, but had a violent disagreement including allegations of incompetence.

SIAMRUS is asked to investigate and concludes that OUT\$CO and ZYXD do not trust each other and do not work well together.

What is the **best** way for SIAMRUS to address the lack of cooperation?

- A) 组织召开OUT\$CO CEO与服务公司运营与支持经理之间的会议  
Organize a meeting between the OUT\$CO CEO and the ZYXS Operations and Support Manager
- B) 确保OUT\$CO和数据公司的员工不再会面，防止进一步的争吵  
Make sure that staff from OUT\$CO and ZYXD do not meet anymore to prevent further arguments
- C) 提供OUT\$CO和数据公司的合同责任要点，以明确预期  
Provide a summary of contractual responsibilities for OUT\$CO and ZYXD to clear up expectations
- D) 成立由OUT\$CO和数据公司的员工参与的工作组，确定端到端评价指标  
Set up a working party involving staff from OUT\$CO and ZYXD to develop end-to-end measurements

题目未完，接下一页

- A) 错误。** 提供商之间需要建立运营层面而非战略层面的关系。应首先尝试在运营层面解决问题，如果在此时将问题上报到高层，更有可能加剧局势，尽管这是问题继续存在时的必要做法。  
Incorrect. Relationships need to be developed between providers at an operational rather than strategic level. Escalating to the senior level before attempting to resolve the issues at the operational level is more likely to inflame the situation, although this may be required if the issues then continue.
- B) 错误。** 更多面对面的交流，会增加服务提供商之间的信任。不见面无助于改善合作。  
Incorrect. Trust between service providers may be increased by having more face-to-face time. Not meeting will do nothing to improve cooperation.
- C) 错误。** 厘清合同责任无助于服务提供商之间协同工作。  
Incorrect. Communicating contractual responsibilities will not help providers to work in a collaborative manner.
- D) 正确。** 让个体在服务集成商的推动下一起工作，将有助于建立个体乃至组织之间的信任。从单个服务提供商的目标转向端到端评价目标，将有助于消除竞争感，并建立信任和合作。（文献：A，第5.3节）。  
Correct. Having individuals working together facilitated by the service integrator will help to develop trust between individuals and then the organizations. Moving from targets per service provider to an end-to-end measurement will help to remove the feeling of competition and allow trust and co-operation to be established. (Literature: A, Chapter 5.3).

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SIAMRUS被确定为服务集成商。

他们最近询问了BANK\$CO、NET\$CO、OUT\$CO和服务公司的代表，确认他们对必要的审计和合规流程有所了解。正如预期的那样，回答各不相同，这与每个服务提供商的经验有关。SIAMRUS编写了对每个服务提供商所用审计方法的要点。

哪一个要点**最适宜**作为SIAMRUS开发SIAM生态系统审计方法的起点？

SIAMRUS has been appointed as the service integrator.

They recently consulted with representatives from BANK\$CO, NET\$CO, OUT\$CO and ZYXS in order to confirm their understanding of the required audit and compliance processes. As expected, the responses were varied and related to the experience of each service provider. SIAMRUS created a summary of the approach taken for each service provider.

Which summary provides the **best** starting point for developing the SIAMRUS approach for SIAM ecosystem audits?

题目未完，接下一页



- A)** 对BANK\$CO的审计工作由具有资质的专人负责。针对任何重大问题都会进行审计，明确待改进之处。重点针对不符合监管标准并可能导致ZYX受到处罚的领域。服务公司向审计员提供流程和程序可疑问题的详细信息和证据。BANK\$CO必须在两个月内纠正所有已通报的问题。  
In BANK\$CO the audit is undertaken by a qualified person. An audit takes place after any major issue to determine where improvements could be made. The focus is only on areas of non-compliance to regulatory standards where fines may be imposed on ZYX. ZYXS provides the auditor with details and evidence of suspected issues with processes and procedures. BANK\$CO must rectify all notified findings within two months.
- B)** 对NET\$CO每年进行一次审计，或在发生重大问题后进行审计。审计内容包括与其他服务提供商的协作、端到端交付以及合规性等事项。审计结果将正式报告给服务公司。报告的细节包括对每个不符合项的描述，以及支撑证据和改进建议。服务公司制定行动计划并监测计划的执行情况，确保所有不符合项都得到纠正。  
NET\$CO audits are carried out annually or after major issues. The audit considers evidence of collaboration with other service providers, end-to-end delivery, and compliance. The findings are formally reported to ZYXS. The details include a description of each non-conformance, with supporting evidence and recommendations for improvement. An action plan is created and monitored by ZYXS until all items have been addressed.
- C)** 根据合同中约定的时间表对OUT\$CO进行合规性审计。由独立评估员以ISO/IEC 20000作为评估基准开展工作。所有不符合项都做好书面记录，并正式汇报给英国公司的质量经理。OUT\$CO负责制定和管理所有的行动计划，并在明确需求后提供额外的培训。  
The audits for compliance are carried out according to an agreed schedule in OUT\$CO's contract. This uses ISO/IEC 20000 as a basis for assessment which is carried out by an independent assessor. All non-conformances are documented and formally reported to the ZYXUK quality manager. OUT\$CO owns the creation and management of any action plan, and provides additional training where any requirement has been identified.
- D)** 由服务公司对服务公司和数据公司进行年度内部审计。审计内容包括对书面流程、程序和岗位说明书的遵守情况。有时还需审查是否符合特定的内部或外部监管要求。审计员只有在发现不符合项时才会出具审计报告。由控股公司审查审计报告。  
ZYXS performs an annual internal audit of both ZYXS and ZYXD. The audit considers adherence to documented processes, procedures, and job descriptions. Sometimes there is also an additional objective to review if a specific internal or external regulatory compliance requirement is being met. The auditor will only produce an audit report if any non-conformances have been found. ZYXH reviews the audit reports.

题目未完，接下一页

- A) 错误。** 审计可以在重大问题发生后进行，但也应该按计划定期进行。是否合规只是审计事项之一，对于 SIAM，需要额外强调针对生态系统中的协作和端到端服务提供情况的审计。  
Incorrect. Audits can be carried out after major issues but should also be on a scheduled regular basis. Part of the audit will look at regulatory non-compliance but for SIAM the audit needs additional emphasis on the ecosystem aspects of collaboration and end to end service provision.
- B) 正确。** 这种审计方法中包含了很多针对SIAM生态系统审计的建议项，包括协作、端到端交付、含有不合规事项的正式报告，以及行动计划管理。尽管以往是控股公司接收报告并监测行动计划，但这很容易调整为由SIAMRUS作为服务集成商来代表客户行事。（文献：A，第5.4.1、3.1.4和2.3.12节）  
Correct. This audit approach includes many of the items recommended for audits of a SIAM ecosystem, including considering evidence of collaboration, end to end delivery, formal reporting including non-compliance, and managing action plans. Although historically ZYXH has received the report and monitored the action plan, this can easily be amended to be SIAMRUS acting as the service integrator on behalf of the customer. (Literature: A, Chapter 5.4.1, 3.1.4, and 2.3.12)
- C) 错误。** 这种方法的主要问题是，ISO/IEC 20000不涉及SIAM对有效协作和集成的关键要求，因此无法作为开发SIAM审计方法的最佳基准。  
Incorrect. The main issue with this approach is that ISO/IEC 20000 does not cover the key requirements for effective SIAM of collaboration and integration, and therefore not provide the best basis to develop the SIAM audit.
- D) 错误。** 这种方法的范围不包含SIAM中的特定目标，仅在发现不符合项时才会出具报告。  
Incorrect. The scope of this approach does not contain SIAM specific aims, and the report is only produced if any non-conformances are found.



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SIAMRUS咨询公司已编制了一份SIAM战略报告，以帮助形成SIAM商业论证大纲。

报告详细考虑了业务、流程和技术实践。

商业论证大纲中必须包含与ZYX相关的哪些人力方面的内容？

The SIAMRUS consultancy has produced a SIAM strategy report to help form the outline business case for SIAM.

It has considered the business, process and technological practices in detail.

What people aspects must be included for staff employed by ZYX?

- A)** ZYX各公司所有员工确切的岗位说明书  
Accurate job descriptions for all staff in every ZYX company
  - B)** IT人员的雇佣法及其工作地点  
The employment laws of IT staff and their location
  - C)** ZYX集团各公司IT人员的性别分布情况  
The gender split of IT staff in ZYX group companies
  - D)** 激励绩效的风险与奖励方法  
The risk and reward approaches used to incentivize performance
- 
- A)** 错误。这个问题需要在规划与构建阶段解决，但并非商业论证大纲的必要内容。  
Incorrect. These will need to be addressed during Plan and Build, but they are not required for the outline business case.
  - B)** 正确。各国雇佣法将影响因实施SIAM而导致的员工重组成本。成本估计需要列入商业论证大纲。这种冲击也可能影响SIAM模型的设计。（文献：A，第2.8.1节）  
Correct. Country specific employment laws will affect the costs of any staff restructuring resulting from a SIAM implementation. The estimated costs will need to be included in the outline business case. The impact may also affect the design of the SIAM model. (Literature: A, Chapter 2.8.1)
  - C)** 错误。尽管从人力资源的角度来看，这一项可能重要，但它与商业论证大纲没有任何关联。  
Incorrect. Although this may be important from an HR perspective, it does not have any relevance to the outline business case.
  - D)** 错误。这个问题需要在规划与构建阶段考虑，但与商业论证大纲没有关联。  
Incorrect. These will need to be considered during Plan and Build but are not relevant to the outline business case.

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在NEWGEN项目的规划与构建阶段，ZYX已确定NEWBNK系统的部署将延迟。

NEWBNK的模式转换将在SIAM进入运行与改进阶段后进行。这意味着在新SIAM模式下，服务公司在相当长的一段时间内需要保留BANK\$CO来支持BNK系统。

哪一项策略有助于**最大程度**的降低NEWBNK转换给其他各方带来的运营风险和成本？

During the Plan and Build stage of project NEWGEN, company ZYX has identified that NEWBNK deployment will run late.

The transition to NEWBNK will occur after SIAM is in the Run and Improve stage. This means that there will be a significant period where ZYXS will need to retain BANK\$CO to support BNK under the new SIAM model.

Which strategy will contribute **most** to reducing the operational risk and cost to other parties from the transition to NEWBNK?

- A) 应用企业流程框架，并确保合同、流程和工具与该框架保持一致  
Apply an enterprise process framework and align contracts, processes and tooling to this framework
- B) 确保所有合同都有退出条款，并针对运营数据进行数据记录治理  
Ensure that all contracts have exit clauses and establish data record governance for operational data
- C) 实施由所有服务提供商共享的通用工具系统，并确保其与端到端流程相一致  
Implement a common toolset to be shared by all service providers and align it to end-to-end processes
- D) 对所有服务提供商内部运行的流程进行标准化，并确保其与端到端流程相一致  
Standardize processes operated internally by all service providers and align them to end-to-end processes

题目未完，接下一页

- A) 正确。**应用企业流程框架可进行因素调整，有助于避免某个服务提供商的变化影响其他服务提供商。其中包括流程接口和流程交互的标准化，这能够降低因某一方（或其分包商）的运营风险和转换成本带给其他方的关联风险。（文献：A，第3.5节和图22）  
Correct. An enterprise process framework can be used to align the factors that contribute avoiding changes in one service provider affecting others. It includes the standardization of interfaces and interactions within processes that allows risk related to operational risk and cost of transition of one party (or their subcontractors) to other parties to be mitigated.  
(Literature: A, Chapter 3.5 and figure 22)
- B) 错误。**这种做法有助于降低风险，但其本身并不完整，而且这种做法是包含于企业流程框架的全面实施中的。  
Incorrect. These approaches contribute to the mitigation of the risk but are incomplete on their own. They are included in a full implementation of an enterprise process framework.
- C) 错误。**通用工具系统自身不足以降低转换风险。这种方法用于实现自动化流程交互，但不实现所有交互。  
Incorrect. A common toolset is insufficient to mitigate transition risk on their own. It is one approach to implementing automated process interactions but not all interactions.
- D) 错误。**服务提供商运行的流程不在SIAM的范围内。SIAM确保端到端流程运转到位，服务提供商与其他各方之间的流程交互被记录，而且在理想情况下这些交互是标准化的。  
Incorrect. The processes operated by service providers are not within the scope of SIAM. SIAM ensures that the end-to-end processes are in place and the interactions between service provider processes and other parties are documented and, ideally, standardized.

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SIAMRUS是服务集成商。

在准备实施SIAM之前，为了进行“会议室模拟”演练，SIAMRUS创建了一些场景。这些场景围绕服务公司、数据公司、ZYX\$DESK、NET\$CO、OUT\$CO和PAY\$CO提供的服务，以及其他必要的支持服务。为每个单项服务大约创建了20个场景。

但是，没有足够时间逐一测试每个流程的所有场景。

为了在可用时间内最大限度地从测试中获益，哪一项是进行模拟测试的**最佳**做法？

SIAMRUS is the service integrator.

In preparation for their SIAM implementation, service integrator SIAMRUS has created scenarios to support the running of pre-implementation ‘conference room pilots’. The scenarios are based around services provided by ZYXS, ZYXD, ZYX\$DESK, NET\$CO, OUT\$CO and PAY\$CO, together with any additional supporting services required. Approximately 20 scenarios have been produced for each discrete service.

However, there is not enough time available to run through all scenarios for every process.

What is the **best** way to tailor the testing approach to maximize the benefits from testing within the time available?

- A) 从计划中排除OUT\$CO的场景，因为他们服务过其他客户，有运用SIAM的经验。同时忽略PAY\$CO，因为他们的服务并不直接支持核心银行业务。  
Exclude the OUT\$CO scenarios from the plan, because they have experience using SIAM in other contracts they support. Also omit PAY\$CO, as their services do not directly support the core banking operation.
- B) 优先考虑服务公司、数据公司、ZYX\$DESK、NET\$CO、OUT\$CO和PAY\$CO的场景，确保所有已明确的服务集成场景至少完成一次测试。按业务影响重新确定剩余测试的优先次序。  
Prioritize the scenarios for ZYXS, ZYXD, ZYX\$DESK, NET\$CO, OUT\$CO and PAY\$CO to ensure coverage of all identified service integrations at least once. Re-prioritize the remaining tests by business impact.
- C) 将每个场景简化为单独的服务组件，连接起来形成服务。单独测试这些组件，确保测试充分覆盖所有主要服务。  
Reduce each scenario down into the separate service components that are linked to form the services. Test each of these components in isolation to ensure that the testing will adequately cover all major services.
- D) 重新设计场景，重点关注端到端服务，移除ZYX\$DESK从故障记录到服务恢复的所有活动。同时独立测试ZYX\$DESK。  
Redesign the scenarios to concentrate on the end-to-end services by removing all the ZYX\$DESK activities from incident recording through to service restoration. Test ZYX\$DESK independently at the same time.

题目未完，接下一页

- A) 错误。**会议室模拟测试的本质是确保流程流正确、服务集成正确。将部分服务或服务提供商排除在场景外违背了该原则。  
Incorrect. The nature of the conference room pilot tests is to ensure process flows are correct and the services integrate properly. Exclusion of parts of the service or a service provider from the scenarios defeats this objective.
- B) 正确。**会议室模拟的关键目标是测试服务组件与流程的集成，完整展现一个准备就绪的端到端视图。这项答案确保了每一项集成都至少完成一次测试，然后将重心转移到剩余测试中那些影响最大者，确保其被优先考虑。（文献：A，第4.4.1.1节）  
Correct. The key objective of the conference room pilots is to test the integration between the service components and processes, giving the complete end-to-end picture of readiness. This answer ensures that all integrations have been tested at least once. Then focus shifts to the remaining tests to ensure that those with the highest impact are prioritized for testing.  
(Literature: A, Chapter 4.4.1.1)
- C) 错误。**这些是证明每个服务组件正确性的基本测试。这种做法并未测试服务是否通过流程实现了集成。  
Incorrect. These are basic tests to demonstrate correctness of each component part of the service. The approach does not address testing how these will integrate via the processes.
- D) 错误。**服务提供的一项关键内容是服务台，因为它们为用户与服务提供商的主要交互点。服务台相关流程在支持实时服务方面起着至关重要的作用，因此必须包括在端到端测试中。  
Incorrect. A key part of service provision is the service desk, as they are the main interaction between the users and the service providers. Their processes play an essential role in the support of the live services and therefore must be included in some of the end to end tests.

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在ZYX成功实施SIAM一年后，服务集成商的问题经理确信问题管理流程没有达到预期的效果。

哪一项是改进问题管理流程的**最佳**做法？

A year after the SIAM implementation at ZYX has been completed, the problem manager of the service integrator is sure that the problem management process is not working as well as expected.

What would be the **best** approach to improve the problem management process?

- A) 确定所需的变更，并以备忘录的形式将其递交给服务提供商  
Decide on the changes needed and communicate them to the service providers in a memo
  - B) 聘请精益顾问审查流程并提出改进建议  
Engage a Lean consultant to review the process and make recommendations for improvement
  - C) 聘请ITSM顾问，根据行业最佳实践彻底重写流程  
Engage an ITSM consultant to rewrite the process from scratch based on industry best practice
  - D) 召开跨服务提供商的研讨会，排查流程确定改进措施  
Set up a cross-service provider workshop to walk through the process to identify improvements
- 
- A) 错误。这种做法缺少流程中其他用户的反馈，因此可能无法涵盖所有可能的改进措施。此外，如果强制实施变更，问题经理可能会面临服务提供商的抗拒。  
Incorrect. This approach lacks the input of the other users of the process and therefore may not cover all the possible improvements. Also, by imposing the changes, the problem manager may experience resistance from the service providers.
  - B) 错误。尽管精益技术可能有用，但这种做法不涉及任何现有服务提供商，因此不会获得对变更的必要支持。  
Incorrect. Although Lean techniques may be useful, this approach does not involve any of the current service providers and therefore would not gain the necessary buy-in to the changes.
  - C) 错误。这种做法无法受益于流程实际用户的任何经验，而且可能会产生比当前流程更多的问题。  
Incorrect. This approach will not benefit from any of the experiences of the actual users of the process and may create more issues than the current process.
  - D) 正确。流程运营方通常最清楚当前故障，因此最适合提出改进建议。所有服务提供商的共同参与可以确保获得对所建议变更的支持。（文献：A，第5.7.1.5节）  
Correct. Those operating the process often have the best insight to current failures and are therefore most suited to suggesting improvement. The involvement of all service providers should ensure buy-in to the changes suggested. (Literature: A, Chapter 5.7.1.5)

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





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