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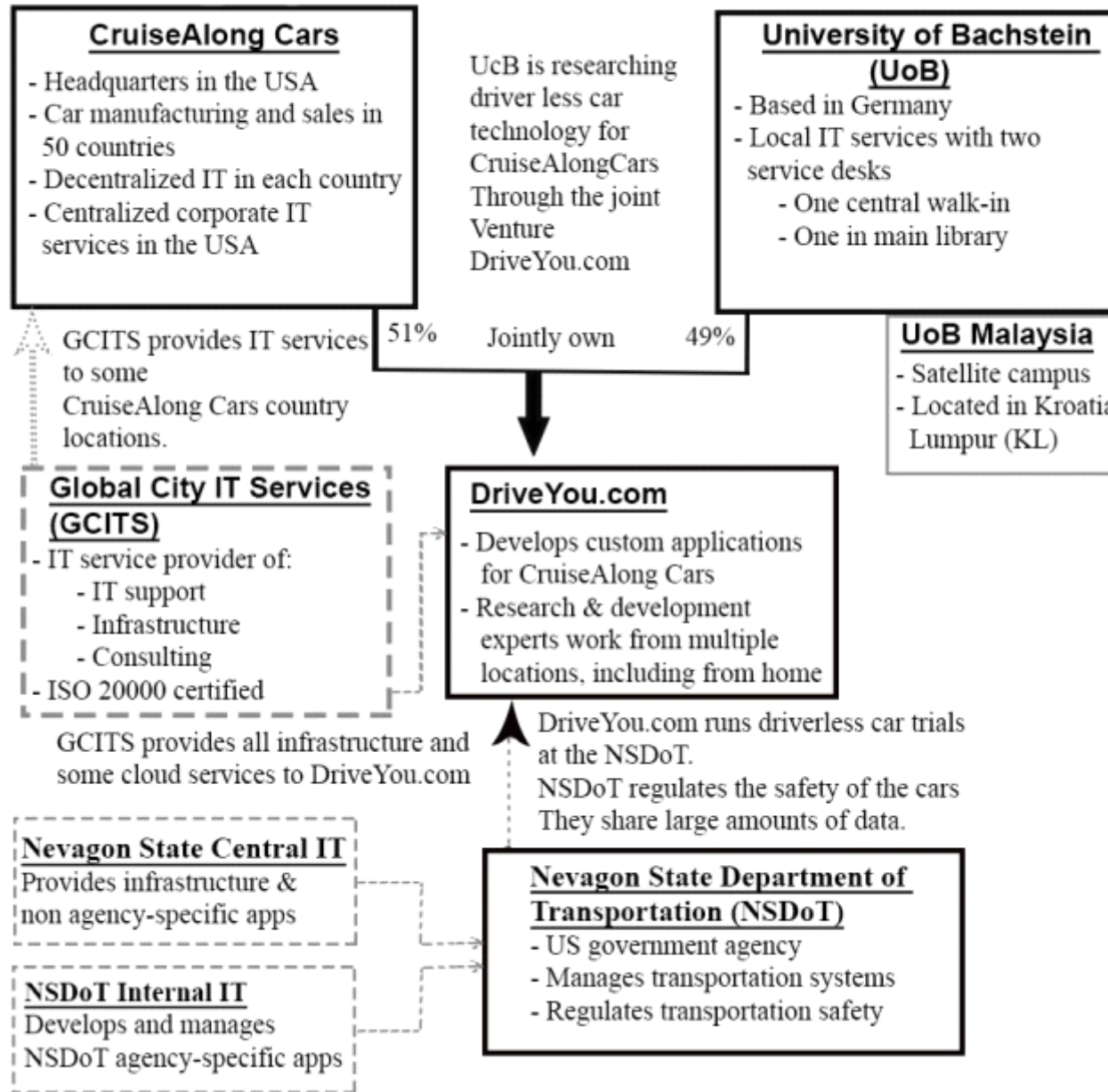
Question 1

See the scenario for additional informational.

Scenario:
(Note: The companies and people within the scenario are fictional)

CruiseAlong Cars

- Headquarters in the USA
- Car manufacturing and sales in 50 countries
- Decentralized IT in each country
- Centralized corporate IT services in the USA

UcB is researching driver less car technology for CruiseAlongCars Through the joint Venture DriveYou.com

University of Bachstein (UoB)

- Based in Germany
- Local IT services with two service desks
    - One central walk-in
    - One in main library

GCITS provides IT services to some CruiseAlong Cars country locations.

51%   Jointly own   49%

UoB Malaysia

- Satellite campus
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Global City IT Services (GCITS)

- IT service provider of:
    - IT support
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    - Consulting
- ISO 20000 certified

DriveYou.com

- Develops custom applications for CruiseAlong Cars
- Research & development experts work from multiple locations, including from home

GCITS provides all infrastructure and some cloud services to DriveYou.com

DriveYou.com runs driverless car trials at the NSDoT.
NSDoT regulates the safety of the cars
They share large amounts of data.

Nevagon State Central IT
Provides infrastructure & non agency-specific apps

NSDoT Internal IT
Develops and manages NSDoT agency-specific apps

Nevagon State Department of Transportation (NSDoT)

- US government agency
- Manages transportation systems
- Regulates transportation safety

CruiseAlong Cars

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Some of the issues that CruiseAlong Cars needs to address include:

Inefficiencies caused by the current IT structure

Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and

CruiseAlong Cars owns a 51% share.

DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein

(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the

US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past,

some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

Complete the centralization and consolidation of IT

Manage growth and increasing IT demand

Demonstrate value through competitive, responsive and transparent services

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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

Some KPIs have been defined to assess the 'did we get there?' step of the CSI approach. Two of these are:

KPIs
25% reduction in security audit compliance failures for the mobile service over the last year
50% reduction in the number of mobile service related incidents over the last three months

Are these KPIs SMART?

Options:

A- No, because one of them is not relevant to the project goals.

B- No, because one of them is not time-bound.

C- Yes, they are SMART KPIs.

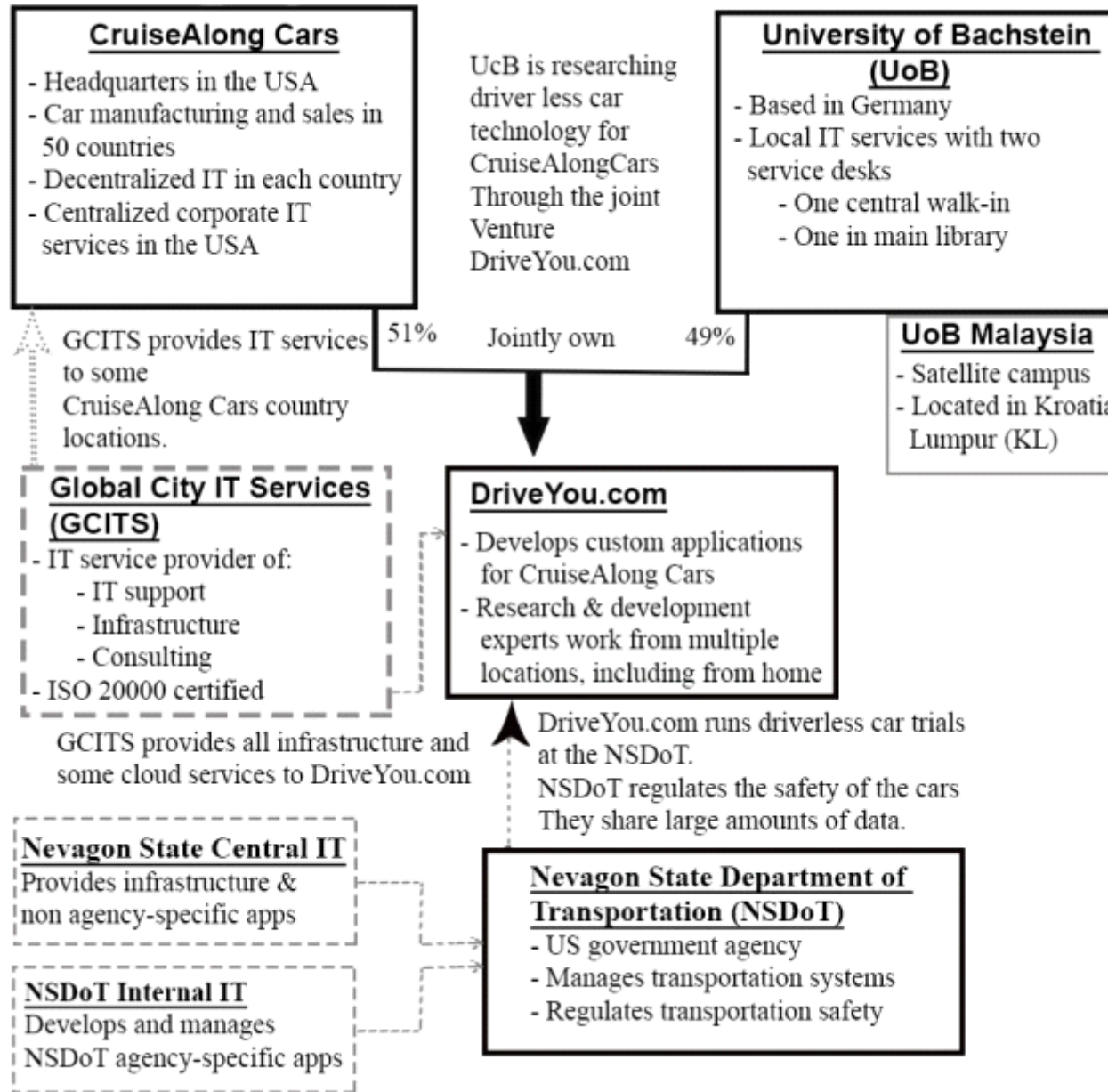**D-** No, because one of them is not measurable

Answer:

C

Question 2

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Some of the issues that CruiseAlong Cars needs to address include:

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Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

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The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

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They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

As part of the project an additional objective is to improve the reporting about the senior executive service.

Which is the BEST combination of report content and target stakeholder?

	Stakeholder who receives the report	Report content	
a)	Service desk staff	Customer satisfaction scores	Achievement of service availability targets
b)	Service desk staff	Achievement of service response targets	Root cause of outages
c)	Senior executives	Customer satisfaction scores	Root cause of outages
d)	Senior executives	Achievement of service desk response targets	Achievement of service availability targets

Options:

A- Stakeholder who receives the report: Service desk staff

Report content: Customer satisfaction scores, Achievement of service availability targets

B- Stakeholder who receives the report: Service desk staff

Report content: Achievement of service response targets, Root cause of outages

C- Stakeholder who receives the report: Senior executives

Report content: Customer satisfaction scores, Root cause of outages

D- Stakeholder who receives the report: Senior executives

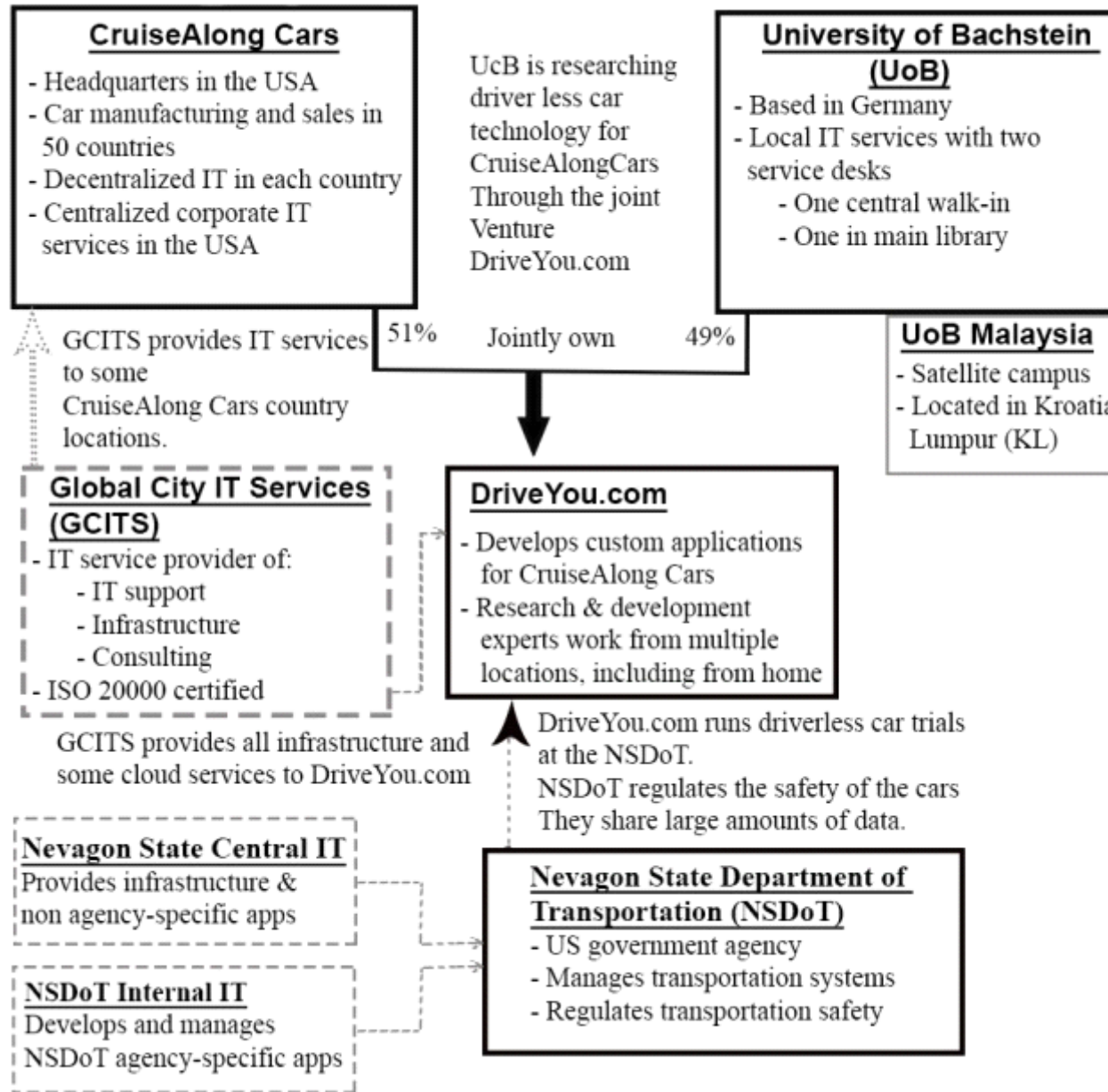Report content: Achievement of service desk response targets, Achievement of service availability targets

Question 3

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Some of the issues that CruiseAlong Cars needs to address include:

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US at the Nevegon State Department of Transportation.

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Better structure and accountability around their work practices

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CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

The project manager is planning an assessment to verify that the improvements have been achieved in the first iteration of the project.

Which are the BEST two outputs of the assessment?

	Outputs
a)	Customer satisfaction; Process maturity of incident management and request fulfilment
b)	Process metrics; Organizational maturity of CruiseAlong Cars business units
c)	Customer satisfaction; Change readiness of CruiseAlong Cars IT departments
d)	Process metrics; SWOT analysis of all service management processes

Options:

A- Customer satisfaction; Process maturity of incident management and request fulfilment

B- Process metrics; Organizational maturity of CruiseAlong Cars' business units

C- Customer satisfaction; Change readiness of CruiseAlong Cars' IT departments

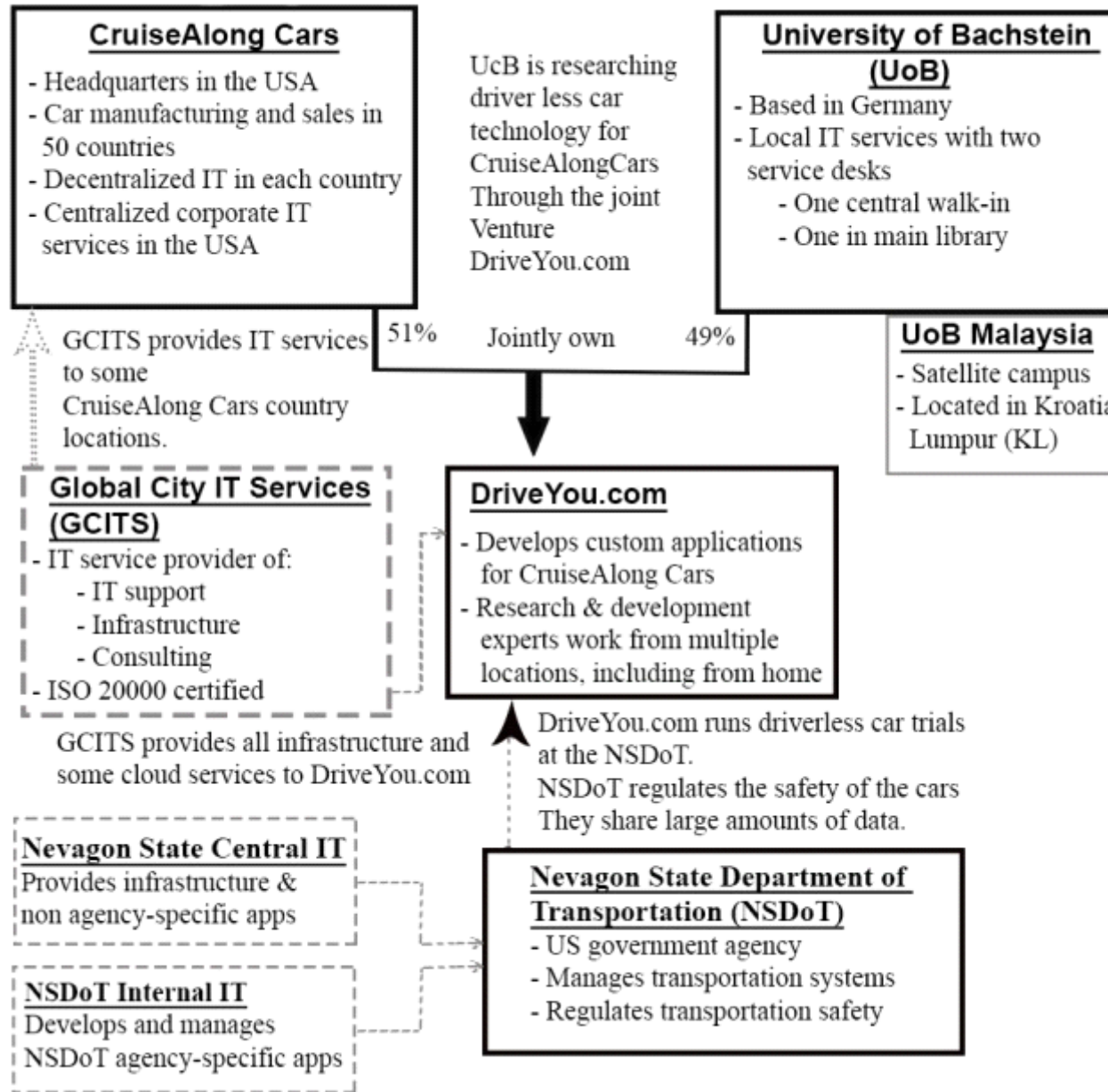**D-** Process metrics; SWOT analysis of all service management processes.

Answer:

B

Question 4

See the Scenario for additional information.

Scenario:
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Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices

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Some of the issues that the UoB needs to address include:

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CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

The project manager is creating a set of metrics to measure the service provided to senior executives once the improvements have been made. There must be a balance of technology, process and service metrics.

	Metric
1	Average number of incidents resolved per agent per day
2	% of time that mobile users can send and receive emails
3	% availability of mobile access servers
4	Average cost of resolving incidents
5	Mean time between failure of mobile devices
6	Length of time to provide senior executives with new mobile device

Which set of metrics provides a suitable balance?

Options:

A- 1, 3 and 4.

B- 1, 5 and 6.

C- 2, 3 and 5

D- 2, 4 and 6

Answer:

C

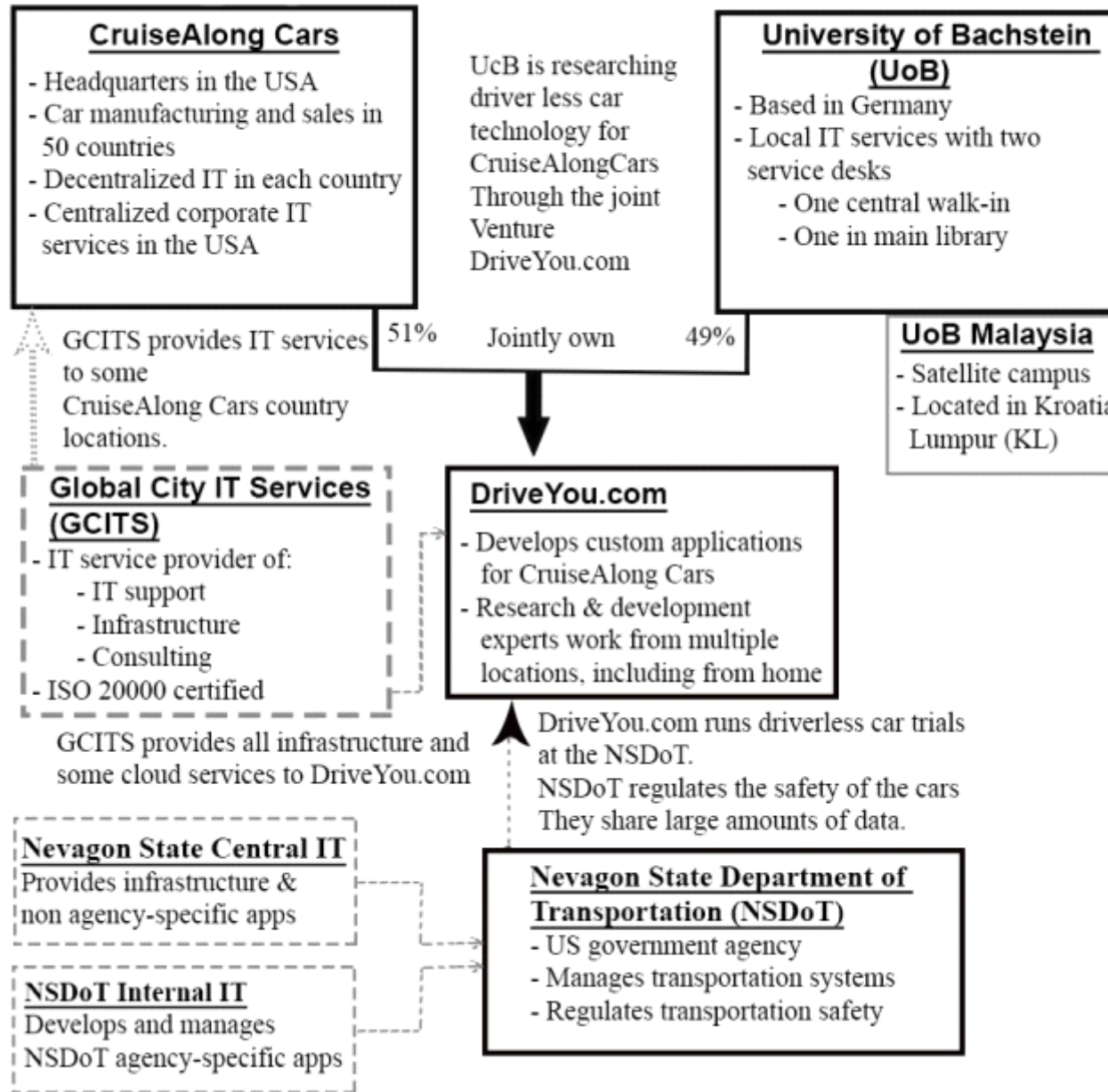# Question 5

See the Scenario for additional information.

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They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

One CSF for the project is to provide an improved service to senior executives.

Which two KPIs are BEST to underpin this CSF?

	KPIs
1	Increased end-to-end availability of the new mobile technology
2	Improved senior executive satisfaction at incident closure
3	Reduction in costs for the provision of mobile services
4	Improved availability of servers within the data centre

Options:

A- 1 and 2.

B- 2 and 3.

C- 3 and 4.

D- 1 and 4.

Answer:

A

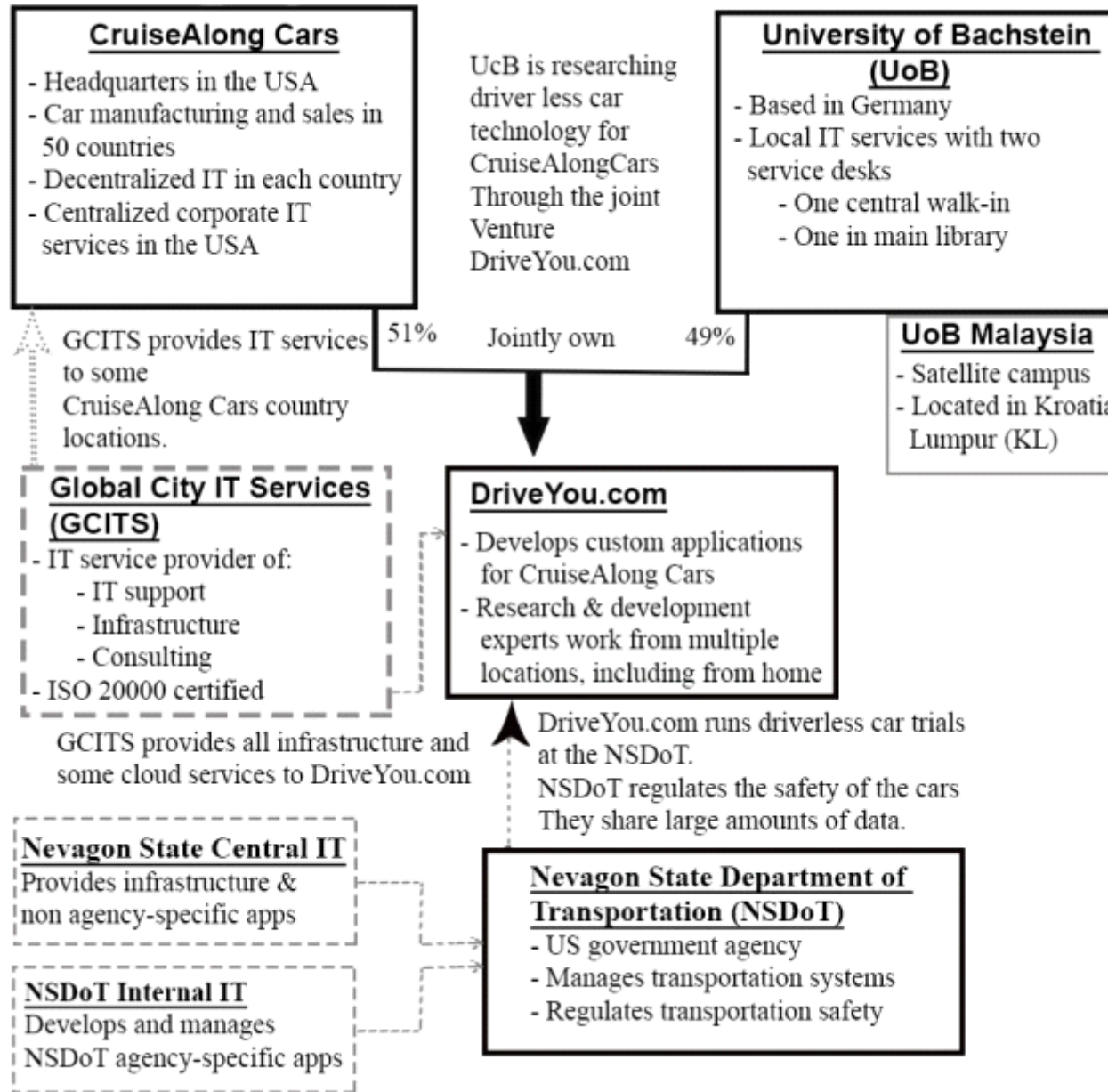# Question 6

See the scenario for additional informational.

Scenario:
(Note: The companies and people within the scenario are fictional)

CruiseAlong Cars

- Headquarters in the USA
- Car manufacturing and sales in 50 countries
- Decentralized IT in each country
- Centralized corporate IT services in the USA

UcB is researching driver less car technology for CruiseAlongCars Through the joint Venture DriveYou.com

University of Bachstein (UoB)

- Based in Germany
- Local IT services with two service desks
    - One central walk-in
    - One in main library

GCITS provides IT services to some CruiseAlong Cars country locations.

51%   Jointly own   49%

UoB Malaysia
- Satellite campus
- Located in Kroatia Lumpur (KL)

Global City IT Services (GCITS)

- IT service provider of:
    - IT support
    - Infrastructure
    - Consulting
- ISO 20000 certified

DriveYou.com

- Develops custom applications for CruiseAlong Cars
- Research & development experts work from multiple locations, including from home

GCITS provides all infrastructure and some cloud services to DriveYou.com

DriveYou.com runs driverless car trials at the NSDoT.
NSDoT regulates the safety of the cars
They share large amounts of data.

Nevagon State Central IT
Provides infrastructure & non agency-specific apps

NSDoT Internal IT
Develops and manages NSDoT agency-specific apps

Nevagon State Department of Transportation (NSDoT)
- US government agency
- Manages transportation systems
- Regulates transportation safety

CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States

of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries.Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

Inefficiencies caused by the current IT structure

Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and

CruiseAlong Cars owns a 51% share.

DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein

(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the

US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices

Compliance with safety and other regulatory requirements.

University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

Complete the centralization and consolidation of IT

Manage growth and increasing IT demand

Demonstrate value through competitive, responsive and transparent services

Global City Services (GCITS)

GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars.Some of the issues that GCITS needs to address include:

Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT)

NSDot is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

The project manager is trying to understand the current level of service provided to senior executives.

Which is an example of a CSF for the 'customer' quadrant of the balanced scorecard?

Options:

A- Customer satisfaction with operational services.

B- Ability to respond rapidly to customer demand for change.

C- Stability and availability of services delivered to customers.

D- Ability to resolve customer incidents quickly and effectively.

Answer:

C