



EXIN BCS SIAM™

Foundation

Sample Exam

Edition 201704



SIAM™

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Introduction

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

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

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth one point. If you obtain 26 points or more you will pass.

The time allowed for this exam is 60 minutes.

Good luck!

Sample exam

1 / 40

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

- A) delivery
- B) end to end integration
- C) governance
- D) strategy

2 / 40

Which activity in the SIAM roadmap should consider segregation of duties?

- A) appoint service providers
- B) define principles and policies for roles and responsibilities
- C) design process model
- D) map the existing services and sourcing environment

3 / 40

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

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

4 / 40

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

What risk is directly related to this?

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

5 / 40

What is the purpose of the continual service improvement process?

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

6 / 40

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

- A) external drivers
- B) operational efficiencies
- C) service and sourcing landscape
- D) service satisfaction

7 / 40

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

What should this organization do to achieve this?

- A) appoint service providers early
- B) big bang approach
- C) organizational change management
- D) phased implementation

8 / 40

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

- A) customer organization
- B) integrated change advisory board
- C) service integrator
- D) service provider

9 / 40

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

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

10 / 40

Which service provider environment is **unlikely** to get the full value from SIAM?

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

11 / 40

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

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

12 / 40

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

- A) an appropriate level of regular communication for all stakeholders
- B) face to face meetings between virtual teams are not required
- C) reduced need to re-enter and translate data

13 / 40

What is a SIAM consideration for the incident management process?

- A) defining rules for managing event thresholds
- B) ensuring all service providers are able to monitor their services and underlying technical components
- C) managing events that are degrading or could degrade service performance
- D) minimizing the number of parties involved in restoring a service

14 / 40

For creating a collaborative culture in SIAM ecosystems, what other practices' concepts are **most** useful?

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

15 / 40

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

What is a risk of leaving this undecided?

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

16 / 40

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

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

17 / 40

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

- A) DevOps
- B) Key Performance Indicator (KPI)
- C) RACI matrix
- D) Service Level Agreement (SLA)

18 / 40

Which SIAM structure is **most** likely to use resource augmentation?

- A) externally sourced
- B) hybrid
- C) internally sourced
- D) lead supplier

19 / 40

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

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

20 / 40

Which role is accountable for contract management?

- A) customer organization
- B) executive board
- C) service integrator
- D) tactical board

21 / 40

In the Run and Improve stage of the SIAM roadmap, which activity provides an environment for collaborative working?

- A) manage performance and improvement
- B) monitor audit and compliance
- C) operate governance boards
- D) operate management structures

22 / 40

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

What would the associated risk be?

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

23 / 40

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

- A) ineffective legacy tools
- B) gaps between process activities
- C) defining the toolset scope
- D) non-compliant service providers

24 / 40

Which process has as its main purpose an early detection and avoidance of system and service outages?

- A) change and release management
- B) continual service improvement
- C) event management
- D) incident management

25 / 40

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

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

26 / 40

Which mitigation does **not** address the risks associated with lack of trust and eliminating micro-management?

- A) adopting a phased approach to the implementation of SIAM
- B) careful design of the SIAM model
- C) establishing effective structural elements
- D) rewarding good behaviors

27 / 40

What is a main challenge associated with cross-functional teams?

- A) conflicting objectives, organizational strategies and working practices
- B) gaps between process activities
- C) inability to map end to end workflow
- D) lack of architecture

28 / 40

You are the problem manager in a service provider.

What is the purpose of your problem management process?

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

29 / 40

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

- A) incident management forum
- B) incident management working group
- C) integrated change advisory board
- D) major incident working group

30 / 40

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

- A) customer organization
- B) service integrator
- C) service provider

31 / 40

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

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

32 / 40

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

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

- A) adopting a common data dictionary
- B) industry standard methods
- C) ownership of data and toolsets
- D) technology strategy and roadmap

33 / 40

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

- A) customer organization
- B) retained capabilities
- C) service integrator
- D) service provider

34 / 40

What is the relationship between ITIL processes and SIAM?

- A) ITIL process outcomes are different from SIAM process outcomes.
- B) ITIL processes can be used in a SIAM ecosystem without any adaptation.
- C) ITIL processes may need to be adapted and augmented for a SIAM ecosystem.
- D) SIAM is a replacement for ITIL and therefore does not use any of its processes.

35 / 40

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

- A) aligning resolution targets across service providers
- B) processes can seem more complex
- C) the requirement for a data dictionary, terminology, and thresholds

36 / 40

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

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

37 / 40

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

What is an associated cultural consideration?

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

38 / 40

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

- A) customer organization
- B) external service providers
- C) internal service providers
- D) service integrator

39 / 40

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

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

40 / 40

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

Who should be rewarded?

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

Answer key

1 / 40

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

- A) delivery
- B) end to end integration
- C) governance
- D) strategy

- A) Correct. Each service provider is responsible for the delivery of one or more services, or service elements, to the customer. It is responsible for managing the products and technology used to deliver its contracted or agreed services, and operating its own processes. (Lit.: SIAM Foundation BoK - Chapter 1, 1.1.1.4 Service Provider)
- B) Incorrect. End to end integration is the responsibility of the service integrator.
- C) Incorrect. Governance is a responsibility of the customer organization and service integrator.
- D) Incorrect. Strategy is a responsibility of the customer organization.

Which activity in the SIAM roadmap should consider segregation of duties?

- A) appoint service providers
- B) define principles and policies for roles and responsibilities
- C) design process model
- D) map the existing services and sourcing environment

- A) Incorrect. The principles and policies for segregation of duties and boundaries of responsibility are inputs to defining the requirements for service providers.
- B) Correct. In this activity, the key principles and policies for roles and responsibilities are created. They will take into account the governance requirements and strategic objectives. Segregation of duties if one organization is operating in more than one SIAM layer, and boundaries of delegated authority should be considered in this activity. (Lit.: SIAM Foundation BoK - Chapter 2, 2.1.4.4 Activity: Define Principles and Policies for Roles and Responsibilities)
- C) Incorrect. The process model design in the Plan and Build stage will use the principles and policies for roles and responsibilities defined in the Design and Strategy stage.
- D) Incorrect. Segregation of duties has to be clear before mapping the existing services and sourcing environment.

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

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

- A) Incorrect. Average time to resolve a problem by a particular service integration partner is not an example of end to end measurement in a SIAM environment. As end to end measurement is about the entire service and not a particular component or provider.
- B) Incorrect. Comparison of internal versus external service providers is not an example of end to end measurement in a SIAM environment. End to end measurement is about the service and not about the providers' performance.
- C) Incorrect. How many incidents have been raised by a particular business division is not an example of end to end measurement in a SIAM environment. Incidents impact on the service could be an end to end measurement, but number of incidents on its own is not, as it's not reflecting how service was provided against business targets.
- D) Correct. Responsiveness of the service against defined service level targets is an example of end to end measurement in a SIAM environment. (Lit.: SIAM Foundation BoK - Chapter 6, 6.3 Measurement Practices: Enable and Report on End to End services)

4 / 40

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

What risk is directly related to this?

- A) Service providers may have access to data to which they are not entitled.
 - B) Service providers might not achieve their service targets.
 - C) The cost of implementing SIAM might be higher than planned.
 - D) The service integrator might have an increased workload.
-
- A) Correct. The customer organization needs to be clear about what data and information exists in the ecosystem, where it is, and how it will be managed and secured. Ineffective data segregation, particularly in relation to a service provider's commercially sensitive data that should not be visible to other service providers, is an associated risk. (Lit.: SIAM Foundation BoK - Chapter 8, 8.5.3 Associated Risks)
 - B) Incorrect. This is a risk associated with commercial challenges.
 - C) Incorrect. This is a risk associated with building the business case.
 - D) Incorrect. This is a risk associated with legacy contracts.

5 / 40

What is the purpose of the continual service improvement process?

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

- A) Incorrect. This is one of the SIAM considerations for the continual service improvement process.
- B) Incorrect. This is one of the SIAM considerations for the continual service improvement process.
- C) Correct. This is the purpose of the continual service improvement process. (Lit.: SIAM Foundation BoK - Chapter B17, B17.1 Process Purpose)
- D) Incorrect. This is one of the SIAM considerations for the continual service improvement process.

6 / 40

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

- A) external drivers
- B) operational efficiencies
- C) service and sourcing landscape
- D) service satisfaction

- A) Incorrect. The generic drivers for external drivers are corporate governance and external policy.
- B) Correct. This is one of the four generic drivers in the operational efficiencies driver group. (Lit.: SIAM Foundation BoK - Chapter 1, 1.5.2.3 Operational Efficiencies Drivers)
- C) Incorrect. The generic drivers in the service and sourcing landscape drivers group are external sourcing, shadow IT, multi-sourcing, increase in the number of service providers, inflexible contracts.
- D) Incorrect. These are not the generic drivers for this group. A few of the generic drivers for Service Satisfaction are Service performance, Service provider interactions, Clarity of roles and responsibilities, Slow pace of change, Demonstration of value, Lack of collaboration between service providers and Delivery silos.

7 / 40

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

What should this organization do to achieve this?

- A) appoint service providers early
- B) big bang approach
- C) organizational change management
- D) phased implementation

- A) Incorrect. This is done in the previous Plan and Build stage of the SIAM Roadmap.
- B) Correct. A big bang implementation approach is one that introduces everything at once. The 'big bang' approach can be high risk. A phased approach will extend the total time for implementation. (Lit.: SIAM Foundation BoK - Chapter 2, 2.3.4.1.1 'Big Bang' Implementation)
- C) Incorrect. Organizational change management will prepare stakeholders for the change.
- D) Incorrect. A phased approach will extend the total time for implementation.

8 / 40

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

- A) customer organization
- B) integrated change advisory board
- C) service integrator
- D) service provider

- A) Incorrect. The customer is not accountable for service governance and assurance, they appoint a service integrator for that.
- B) Incorrect. The integrated change advisory board have responsibilities related to the assurance of changes, but they are not accountable for service governance and assurance.
- C) Correct. Service governance and assurance is one of the key accountabilities of the service integrator. (Lit.: SIAM Foundation BoK - Chapter 5, 5.4 Role Description: Service Integrator and 5.1.3 Allocation)
- D) Incorrect. Within a SIAM ecosystem, service providers are not accountable for service governance and assurance.

9 / 40

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

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

- A) Correct. This challenge starts early in the SIAM roadmap, during Discovery and Strategy. (Lit.: SIAM Foundation BoK - Chapter 8, 8.1.2 Which roadmap stage will this affect?)
- B) Incorrect. The business case will also be used during the Implement and Run and Improve stages to verify that the anticipated benefits are being realized, but this is not the earliest stage.
- C) Incorrect. At the end of the Plan and Build stage, executive backing is required to authorize any procurements and allocate resources to the remaining stages, but this is not the earliest stage.
- D) Incorrect. The business case will also be used during the Implement and Run and Improve stages to verify that the anticipated benefits are being realized, but this is not the earliest stage.

10 / 40

Which service provider environment is **unlikely** to get the full value from SIAM?

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

- A) Incorrect. Organizations looking to manage multiple service providers will get a lot of value in adopting SIAM.
- B) Correct. Organizations with just one single service provider are more unlikely to get the full value of SIAM. (Lit.: SIAM Foundation BoK - Chapter 1, 1.1 What is SIAM?)
- C) Incorrect. Organizations with external service providers are suitable for SIAM.
- D) Incorrect. Organizations with internal service providers only are suitable for SIAM.

11 / 40

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

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

- A) Incorrect. Organizational change management does not commence until the Plan and Build stage of the SIAM Roadmap.
- B) Incorrect. Organizational change management starts in the Plan and Build stage of the roadmap. It continues through this Implementation stage and into the next.
- C) Correct. The commencement of organizational change management is an objective, activity, and output of the Plan and Build stage of the SIAM Roadmap. (Lit.: SIAM Foundation BoK - Chapter 2, 2.2.1, Objectives of Plan and Build, 2.2.4 Activities of Plan and Build, 2.2.5 Outputs of Plan and Build)
- D) Incorrect. Organizational change management starts in the Plan and Build stage of the roadmap. It continues through the Implementation and Plan and Build stages.

12 / 40

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

- A) an appropriate level of regular communication for all stakeholders
- B) face to face meetings between virtual teams are not required
- C) reduced need to re-enter and translate data

- A) Correct. A communication plan is key to ensure there is an appropriate level of regular communication for all stakeholders, for example meetings and levels of reporting. (Lit.: SIAM Foundation BoK - Chapter 6, 6.1.2.4 Communication)
- B) Incorrect. Virtual teams need to build relationships between team members. This can be challenging if there is no regular face to face contact between them. It is recommended to have at least one face to face event where team members can get to know each other, to foster trust and create good working relationships.
- C) Incorrect. This is a benefit from the toolset integration practice.

13 / 40

What is a SIAM consideration for the incident management process?

- A) defining rules for managing event thresholds
- B) ensuring all service providers are able to monitor their services and underlying technical components
- C) managing events that are degrading or could degrade service performance
- D) minimizing the number of parties involved in restoring a service

- A) Incorrect. This is a SIAM consideration of event management.
- B) Incorrect. This is a SIAM consideration of the monitoring and measuring process.
- C) Incorrect. This is a SIAM consideration of event management.
- D) Correct. This is a SIAM consideration of the incident management process. (Lit.: SIAM Foundation BoK - Chapter B7, B7.2 SIAM considerations)

14 / 40

For creating a collaborative culture in SIAM ecosystems, what other practices' concepts are **most** useful?

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

- A) Correct. Creating a collaborative culture is a key feature of DevOps. (Lit.: SIAM Foundation BoK - Chapter 4, 4.4.2.2 Culture and Sharing)
- B) Incorrect. ISO/IEC is a standard for ITSM, it includes nothing about creating a collaborative culture.
- C) Incorrect. ITIL focusses primarily on processes, not on creating a collaborative culture.
- D) Incorrect. Lean focusses on process optimization and removal of waste, not on creating a collaborative culture.

15 / 40

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

What is a risk of leaving this undecided?

- A) It will be challenging to assign responsibility for service failures.
 - B) Service providers may be unwilling to collaborate.
 - C) The service integrator may be unable to perform its role.
 - D) The success of the SIAM program cannot be measured.
-
- A) Incorrect. This is a risk from the commercial challenge.
 - B) Incorrect. This is a risk from the challenge of culture and collaboration.
 - C) Correct. If this challenge is not resolved, it can make the definition of the SIAM model, and the role of the service integrator and the service providers, more challenging because responsibilities and accountabilities are unclear. If the customer is not prepared to relinquish ownership of service activities and processes, it may not be possible to realize the anticipated benefits from SIAM, as the service integrator may be unable to perform its role. If the customer relinquishes all control and accountability, the service integrator might not have enough strategic direction to allow it to carry out its role. (Lit.: SIAM Foundation BoK - Chapter 8, 8.2.1 Which parties will this challenge affect?)
 - D) Incorrect. This is a risk from the challenge of building the business case.

16 / 40

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

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

- A) Correct. This is one of the activities in the Discovery and Strategy stage. (Lit.: SIAM Foundation BoK - Chapter 2, 2.1.4 Activities, Discovery and Strategy)
- B) Incorrect. They are implemented in this stage, but are defined in the Discovery and Strategy stage.
- C) Incorrect. The detailed roles and responsibilities are defined in this stage, against the principles and policies defined in the Discovery and Strategy stage.
- D) Incorrect. They are improved in this stage, but are defined in the Discovery and Strategy stage.

17 / 40

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

- A) DevOps
- B) Key Performance Indicator (KPI)
- C) RACI matrix
- D) Service Level Agreement (SLA)

- A) Incorrect. DevOps is a supporting practice but is not used to identify all participants in the delivery of a process or function.
- B) Incorrect. KPI are metrics used to measure performance. KPIs are defined for services, processes and business objectives.
- C) Correct. The development and agreement of process flows and RACI matrices will help to identify and avoid such gaps. (Lit.: SIAM Foundation BoK - Chapter 6, 6.2.1.2. Gaps Between Process Activities and Chapter 2, 2.2.4.1.3 Design Process Models)
- D) Incorrect. Service Level Agreements are not used to identify gaps in process flows.

18 / 40

Which SIAM structure is **most** likely to use resource augmentation?

- A) externally sourced
- B) hybrid
- C) internally sourced
- D) lead supplier

- A) Incorrect. In this structure, the customer appoints an external organization to take the role and provide the capabilities of the service integrator. The service provider roles are performed by external service providers and/or internal service providers.
- B) Incorrect. In this structure, the customer collaborates with an external organization to take the role of service integrator and provide the service integrator capability. The service provider roles are performed by external service providers and/or internal service providers. The hybrid service integrator is exclusively focused on service integration activities and does not take any of the service provider roles.
- C) Correct. This structure is typically used where the customer wants to retain control and flexibility over the SIAM ecosystem. As part of this structure, the customer may use resource augmentation. This is an approach where many of the individual roles within the service integrator are filled using directly employed internal staff, supplemented by resources provided by an external organization. (Lit.: SIAM Foundation BoK - Chapter 3, 3.2.1 When does a customer use this structure?)
- D) Incorrect. In this structure, the role of service integrator is taken by an external organization that is also an external service provider.

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

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

- A) Incorrect. This is the purpose of the Business Relationship management process and not a consideration common for all processes in a SIAM ecosystem.
- B) Correct. This is a correct consideration common for all processes in a SIAM ecosystem. (Lit.: SIAM Foundation BoK - Chapter B3)
- C) Incorrect. This is the purpose of the Continual Service Improvement process and not a consideration common for all processes in a SIAM ecosystem.
- D) Incorrect. This is the purpose of the Project Management process and not a consideration common for all processes in a SIAM ecosystem.

20 / 40

Which role is accountable for contract management?

- A) customer organization
- B) executive board
- C) service integrator
- D) tactical board

- A) Correct. The customer organization holds the contracts with external organizations, hence is accountable for their management. (Lit.: SIAM Foundation BoK - Chapter 5, 5.3 Role Description: Customer Organization, including Retained Capabilities, Typical Accountabilities)
- B) Incorrect. The executive board may discuss issues with management of contracts, but they are not accountable for contract management.
- C) Incorrect. The service integrator can be responsible for the execution of some tasks for contract management, devolved to them by the customer organization, but the accountability for contract management is always with the customer organization as they hold the contracts with external organizations.
- D) Incorrect. The tactical board may discuss issues with management of contracts, but they are not accountable for contract management.

21 / 40

In the Run and Improve stage of the SIAM roadmap, which activity provides an environment for collaborative working?

- A) manage performance and improvement
- B) monitor audit and compliance
- C) operate governance boards
- D) operate management structures

- A) Incorrect. The performance of all services and processes should be measured and monitored against key performance indicators and, where appropriate, service level targets.
- B) Incorrect. Audits support ongoing assurance of compliance to the customer organization's legislative and regulatory requirements.
- C) Incorrect. Governance boards provide an important role in the control of the overall SIAM ecosystem.
- D) Correct. Process forums and working groups are two of the structural elements that unite the service integrator, service providers and the customer. They provide an environment to work collaboratively on the operation of a specific process or processes, process outputs, issue or project. (Lit.: SIAM Foundation BoK - Chapter 2, 2.4.4.3. Activity: Operate Management Structures)

22 / 40

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

What would the associated risk?

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

- A) Incorrect. This is a different commercial risk.
- B) Incorrect. This is a risk associated with level of control and ownership.
- C) Incorrect. This is a risk associated with cultural fit.
- D) Correct. Unrealistic targets and service levels for service providers may result in their withdrawing from the ecosystem. (Lit.: SIAM Foundation BoK - Chapter 8, 8.4.3 Associated Risks)

23 / 40

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

- A) ineffective legacy tools
- B) gaps between process activities
- C) defining the toolset scope
- D) non-compliant service providers

- A) Incorrect. This IS one of the challenges related to creating a tooling strategy.
- B) Correct. This is not a challenge related to creating a tooling strategy. It is one of the challenges related to integrating processes across service providers, which are ineffective legacy tools, defining the toolset scope, non-compliant service providers and lack of architecture. (Lit.: SIAM Foundation BoK - Chapter 6, 6.4.1 Challenges related to Creating a Tooling Strategy)
- C) Incorrect. This IS one of the challenges related to Creating a Tooling Strategy.
- D) Incorrect. This IS one of the challenges related to Creating a Tooling Strategy.

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Which process has as its main purpose an early detection and avoidance of system and service outages?

- A) change and release management
- B) continual service improvement
- C) event management
- D) incident management

- A) Incorrect. Change management enables changes to be made to services with minimal amounts of disruption.
- B) Incorrect. The purpose of continual service improvement is to provide a consistent method of quantifying, tracking and managing the delivery of improvement activity across an ecosystem.
- C) Correct. This is a purpose of event management (Lit.: SIAM Foundation BoK - Chapter B6, B6.1 Process Purpose)
- D) Incorrect. Incident management seeks to restore service. It also records and manages service issues. Incident management does not aim at prevention of outages.

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

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

- A) Correct. In the hybrid service integrator the customer collaborates with an external organization to take the role of service integrator and provide the service integrator capability. (Lit.: SIAM Foundation BoK - Chapter 3, 3.3 Hybrid Service Integrator)
- B) Incorrect. These are two separate layers in a SIAM ecosystem.
- C) Incorrect. Lead supplier is a different structure than hybrid
- D) Incorrect. These are two separate layers in a SIAM ecosystem. Retained capabilities are part of the customer organization.

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Which mitigation does **not** address the risks associated with lack of trust and eliminating micro-management?

- A) adopting a phased approach to the implementation of SIAM
- B) careful design of the SIAM model
- C) establishing effective structural elements
- D) rewarding good behaviors

- A) Incorrect. This is a valid mitigation for the risks associated with trust/eliminating micro-management.
- B) Incorrect. This is a valid mitigation for the risks associated with trust/eliminating micro-management.
- C) Incorrect. This is a valid mitigation for the risks associated with trust/eliminating micro-management.
- D) Correct. This is a mitigation of the Challenge: Behaviors. (Lit.: SIAM Foundation BoK - Chapter 8, Chapter 8.9.4, Potential Mitigation for Challenge: Trust/Eliminating Micro-management, Chapter 8.7.4, Potential Mitigation for Challenge: Behaviors)

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What is a main challenge associated with cross-functional teams?

- A) conflicting objectives, organizational strategies and working practices
- B) gaps between process activities
- C) inability to map end to end workflow
- D) lack of architecture

A) Correct. Conflicting objectives, organizational strategies and working practices are one of the main challenges associated with cross functional teams. (Lit.: SIAM Foundation BoK - Chapter 6, 6.1.1 Challenges Related to Cross functional teams)

B) Incorrect. This is a challenge related to integrating processes across service providers.

C) Incorrect. This is a challenge associated with enabling and reporting on end to end services.

D) Incorrect. This is a challenge associated with creating a tooling strategy.

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You are the problem manager in a service provider.

What is the purpose of your problem management process?

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

A) Incorrect. This is one of the considerations of the problem management process and not the purpose. In addition, this a responsibility of the service integrator.

B) Incorrect. This is one of the considerations of the problem management process and not the purpose. In addition, this a responsibility of the service integrator.

C) Correct. Problem management is responsible for managing the lifecycle of a problem, which is defined as the unknown underlying cause of an incident. It is also responsible for preventing incidents and problems from occurring or recurring. (Lit.: SIAM Foundation BoK - Chapter B8, B8.1 Process Purpose).

D) Incorrect. This is a purpose of the incident management process.

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

- A) incident management forum
- B) incident management working group
- C) integrated change advisory board
- D) major incident working group

- A) Correct. The incident management forum would discuss lessons learned as part of continual improvement. (Lit.: SIAM Foundation BoK - Chapter 5, 5.7.3 Major Incident Working Group and Chapter 1, 1.1.6.2 Process forums)
- B) Incorrect. All working groups are convened to address specific issues. Forums work on improvements.
- C) Incorrect. The integrated change advisory board is an operational governance board, not an operational role
- D) Incorrect. All working groups are convened to address specific issues. Forums work on improvements.

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

- A) customer organization
- B) service integrator
- C) service provider

- A) Incorrect. The customer is affected by this challenge.
- B) Incorrect. The service integrator is affected by this challenge.
- C) Correct. This challenge will affect the customer if it is unable to validate whether SIAM is delivering value and services are performing, and the service integrator that has the task of building the end to end reports. (Lit.: SIAM Foundation BoK - Chapter 8, 8.8 Challenge: Measuring Success, 8.8.1 Which Parties will this Challenge Affect?).

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

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

- A) Incorrect. A structure may be proposed during the Discovery and Strategy stage, as part of defining the strategy for SIAM, but it is not selected until the Plan and Build stage.
- B) Incorrect. The structure must be selected during Plan and Build, before the start of Implementation.
- C) Correct. All the information gathered so far should be used to select the preferred SIAM structure in the Plan and Build stage. (Lit.: SIAM Foundation BoK - Chapter 2, 2.2.4.1.2 Select the SIAM Structure)
- D) Incorrect. The structure must be selected during Plan and Build, before the start of the Implementation stage.

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

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

- A) adopting a common data dictionary
- B) industry standard methods
- C) ownership of data and toolsets
- D) technology strategy and roadmap

- A) Incorrect. This will deliver several benefits, for example giving consistency and a common understanding of incident priority and severity classifications. It does not help understanding of how the SIAM toolset will evolve.
- B) Incorrect. Using industry standard integration methods will make it easier for service providers to share information between their own tools and an integrated SIAM toolset. It does not help understanding of how the SIAM toolset will evolve.
- C) Incorrect. The tooling strategy needs to clarify who owns the toolset, and the data within it. It does not help understanding of how the SIAM toolset will evolve.
- D) Correct. The customer organization needs to outline its technology strategy and roadmap, to help the service integrator and the service providers understand how the SIAM toolset will integrate and evolve. (Lit.: SIAM Foundation BoK - Chapter 6, 6.4.2 Practice Related to Creating a Tooling Strategy)

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

- A) customer organization
- B) retained capabilities
- C) service integrator
- D) service provider

- A) Incorrect. The customer organization is the end client that is making the transition to SIAM as part of its operating model. It commissions the SIAM ecosystem.
- B) Incorrect. The retained capabilities are the functions that are responsible for strategic, architectural, business engagement and corporate governance activities.
- C) Correct. The service integrator layer of the SIAM ecosystem is where end to end service governance, management, integration, assurance and coordination are performed. (Lit.: SIAM Foundation BoK - Chapter 1, 1.1.1.3. Service Integrator)
- D) Incorrect. Each service provider is responsible for the delivery of one or more services, or service elements, to the customer.

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What is the relationship between ITIL processes and SIAM?

- A) ITIL process outcomes are different from SIAM process outcomes.
- B) ITIL processes can be used in a SIAM ecosystem without any adaptation.
- C) ITIL processes may need to be adapted and augmented for a SIAM ecosystem.
- D) SIAM is a replacement for ITIL and therefore does not use any of its processes.

- A) Incorrect. Most SIAM processes have the same outcomes as ITIL.
- B) Incorrect. Processes will require adaptation to suit the multiple supplier ecosystem.
- C) Correct. ITIL processes need to be adapted and augmented for SIAM. (Lit.: SIAM Foundation BoK - Chapter 4, 4.1.2 ITIL in a SIAM ecosystem)
- D) Incorrect. SIAM is not a replacement for ITIL, and uses ITIL as a foundation.

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

- A) aligning resolution targets across service providers
- B) processes can seem more complex
- C) the requirement for a data dictionary, terminology, and thresholds

- A) Incorrect. This is a SIAM consideration for problem management.
- B) Correct. This is a valid SIAM consideration that is common for all processes in a SIAM ecosystem. (Lit.: SIAM Foundation BoK - Chapter B3)
- C) Incorrect. This is a SIAM consideration for monitoring and measuring.

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

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

- A) Correct. Understanding the Marketplace is an activity of Discovery and Strategy, this activity should include a review of available technologies and services against the strategic objectives. (Lit.: SIAM Foundation BoK - Chapter 2, 2.1.4.7 Activity: Understand the Marketplace)
- B) Incorrect. Understanding of the marketplace should take place before the Implement stage, in the Discovery and Strategy stage in order to inform the strategy for SIAM and the SIAM model.
- C) Incorrect. Understanding of the marketplace should take place before the Plan and Build stage, in the Discovery and Strategy stage, in order to inform the strategy for SIAM and the SIAM model.
- D) Incorrect. Understanding of the marketplace should take place in the first (Discovery and Strategy) stage, in order to inform the strategy for SIAM and the SIAM model.

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

What is an associated cultural consideration?

- A) creating an environment for service providers that is focused on contracts and agreements
 - B) service providers acknowledging that the service integrator has the autonomy to direct, make decisions and govern
 - C) service providers focusing on the achievement of their own specific service levels and objectives
-
- A) Incorrect. The associated correct consideration is: Creating an environment that is focused on business outcomes and the customer, not individual service provider's contracts and agreements.
 - B) Correct. Service providers must acknowledge that the service integrator is the voice of the customer, and has the autonomy to direct and make decisions and govern without being undermined. (Lit.: SIAM Foundation BoK - Chapter 7, 7.2.1 What does this mean in a SIAM ecosystem?)
 - C) Incorrect. Within a SIAM ecosystem, the focus is on relationships, particularly cross-provider relationships, governance controls, and pursuit of common goals rather than achievement of specific individual organizational service levels and objectives.

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

- A) customer organization
- B) external service providers
- C) internal service providers
- D) service integrator

- A) Correct. The customer organization may take advice from an external service integrator, but decision is the responsibility of the customer organization as they are accountable for the outcomes. (Lit.: SIAM Foundation BoK - Chapter 5, 5.1.1 Definition of Principles and Policies)
- B) Incorrect. External service providers do not make this decision.
- C) Incorrect. Internal service providers do not make this decision.
- D) Incorrect. Whilst the service integrator may advise the customer, it is the customer organization who makes the decision.

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

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

- A) Incorrect. This is a SIAM consideration of the release management process.
- B) Incorrect. This is a SIAM consideration of the event management process.
- C) Correct. This is one of the SIAM considerations of the monitoring and measuring process. (Lit.: SIAM Foundation BoK - Chapter B5, B5.2 SIAM considerations)

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

Who should be rewarded?

- A) all service providers and the service integrator
 - B) all service providers but not the service integrator
 - C) the provider of hosting services only
 - D) the service integrator only
-
- A) Correct. Service providers must be encouraged to collaborate rather than protect their own interests. Reward mechanisms can be used to encourage collaboration and communication. Good practices include: reward all stakeholders, not just one layer of the SIAM model. (Lit.: SIAM Foundation BoK - Chapter 2, 2.4.4.5 Activity: Reward)
 - B) Incorrect. The service integrator was involved.
 - C) Incorrect. The other service providers provided information, and the service integrator facilitated.
 - D) Incorrect. The service providers provided information.

Evaluation

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

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

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