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NO.1 The planning for NEWGEN has started

- ZYXS will be the service integrator
- OUTSCO will provide application support services
- NETSCO will provide network services.
- PAYSCO is asked to continue to provide payroll services

Users are happy with the services of PAYSCO The contract with PAYSCO has 2 years left to run This is 18 months after the expected completion date of the implementation of the SIAM model Initial discussions by ZYXS with PAYSCO have indicated that PAYSCO does not want to make any contract changes to support the SIAM model.

Given this constraint what is most likely to be the best method to plan for onboarding PAYSCO?

- A.** Ask to terminate the existing PAYSCO contract earlier than agreed on for an additional fee Engage in the market to source a replacement payroll service provider
- B.** Implement an interim operating model for the management of PAYSCO Manage the ongoing relationship with PAYSCO to align operations to the SIAM model
- C.** Renew PAYSCO's current contract to NETSCO OUTSCO will manage PAYSCO as a subcontractor under a new SIAM based contract between ZYX and OUTSCO
- D.** Wait until the current contract expires to onboard PAYSCO Until then, PAYSCO will operate outside of the SIAM model to avoid the need for contract changes

Answer: B

Explanation:

Understanding the Scenario:

- * ZYXS will be the service integrator.
- * OUTSCO, NETSCO, and PAYSCO are the service providers.
- * PAYSCO provides payroll services and users are satisfied with PAYSCO's services.
- * The contract with PAYSCO has 2 years remaining, which extends 18 months beyond the SIAM model implementation.

Analyzing Constraints:

- * PAYSCO is unwilling to modify the existing contract to support the SIAM model.

Evaluating Options:

- * Option A: Terminating the contract early involves additional costs and may disrupt payroll services, leading to dissatisfaction among users and potential operational risks.
- * Option C: Renegotiating contracts with NETSCO and OUTSCO to manage PAYSCO indirectly could introduce complexity and might not align with the direct relationship PAYSCO has with ZYXS.
- * Option D: Waiting for the contract to expire is not feasible as it delays SIAM model implementation and integration benefits for 18 months.

Selecting the Optimal Approach:

- * Option B: Implementing an interim operating model allows ZYXS to manage PAYSCO within the current contract constraints, ensuring continuity of payroll services and gradual alignment with the SIAM model. This approach maintains user satisfaction and operational stability while working towards full integration.

Justification:

- * An interim model provides a practical solution without immediate contractual changes, leveraging existing relationships and ensuring service continuity.
- * This approach aligns with ITIL and SIAM principles of maintaining service quality and managing supplier relationships effectively during transitions.

NO.2 ZYX completed the Discovery and Strategy stage one week ago. The Plan and Build stage is expected to take six months to complete. ZYX would like to put a service integrator in place before they complete the design of the detailed SIAM model. The outline SIAM model proposed that ZYXS would be an internal service integrator because of their service integration capabilities. Additional staff would be recruited to provide additional capacity. The development and support staff from ZYXS would be transferred to ZYXD to become an internal service provider.

The CEO does not want to use a hybrid or lead supplier structure. Because of the internal capabilities of ZYXS, no evaluation has been done for using an external service integrator. The ZYXS IT Director has just announced that she, and all ten staff identified to work as the service integrator, are leaving ZYXS in four weeks. They intend to form their own company ZSSIAM, specializing in providing service integration services. OUTSCO is a global provider of a range of outsourced services. They are in the last year of a 10-year contract to provide services to ZYXUK. Over the last 2 years their performance has decreased. OUTSCO can also provide service integration services. They have a good reputation as a flexible and reliable service integrator who are willing to amend their SIAM model.

SIAMRUS is a global provider of service integration services in the manufacturing sector. Their SIAM model includes a standardized process model, with every provider using the same process, a shared toolset owned by SIAMRUS, and 5 contracted service providers. They recently provided an outline SIAM strategy for ZYXUK. What is the best approach for ZYX to appoint a service integrator?

- A.** Appoint SIAMRUS as the service integrator for ZYX without further analysis
- B.** Appoint ZSSIAM as the service integrator for ZYX without further analysis
- C.** Invite OUTSCO, SIAMRUS and ZSSIAM to bid to be the service integrator
- D.** Update the current contract with OUTSCO to include service integration

Answer: C

Explanation:

* Current Situation:

* The internal capabilities of ZYXS are compromised due to the departure of the IT Director and key staff.

* Evaluation of Options:

* A competitive bidding process allows ZYX to evaluate the strengths, weaknesses, and proposed solutions of each potential service integrator.

* It ensures that the chosen service integrator aligns best with ZYX's requirements and strategic goals.

* Benefits of Competitive Bidding:

* This approach promotes transparency and fairness.

* It provides ZYX with multiple options to choose from, facilitating a well-informed decision based on thorough analysis.

* Consideration of Capabilities:

* OUTSCO, despite past performance issues, could be a viable option if improvements are demonstrated.

* SIAMRUS and ZSSIAM bring their own strengths and unique propositions, providing a range of options for ZYX to consider.

References:

* SIAM Professional Body of Knowledge (BoK), Chapter on Service Integrator Selection

* ITIL 4: High-velocity IT (HVIT), Section on Sourcing and Supplier Management

NO.3 The SIAM Project Board has decided that a big bang implementation approach is unsuitable for ZYX. What is the most likely reason for this decision?

- A.** Agile methods cannot be applied to a big bang implementation approach.
- B.** The current service provider contracts have different termination periods.
- C.** The service levels must be maintained throughout the entire transition.
- D.** The ZYXUK Directors want to use the approach suggested by SIAMRUS.

Answer: B

Explanation:

* **Understanding Big Bang Implementation:** A big bang implementation approach involves transitioning all service elements simultaneously. This method is swift but high-risk, particularly when dealing with

* multiple service providers.

* **Contractual Considerations:** Different service providers often have contracts ending at various times.

Aligning all these to terminate simultaneously for a big bang approach is challenging and impractical. This mismatch in termination periods means that transitioning all services at once would likely lead to contract breaches, penalties, or service disruption.

* **Agile Methods Applicability:** Agile methods focus on iterative and incremental delivery rather than a single, all-encompassing change. Although Agile could be challenging in a big bang approach, it's not the primary reason for ZYX's decision.

* **Service Level Maintenance:** Maintaining consistent service levels is critical during any transition. A phased approach ensures better control and less disruption, ensuring continuous service delivery.

* **Strategic Alignment:** Although the preferences of directors and external suggestions (like from SIAMRUS) influence decisions, they are not the fundamental reasons behind avoiding a big bang approach.

* **Conclusion:** The core issue lies in the contractual termination periods, making a phased implementation more feasible and less risky.

References:

* SIAM Foundation Body of Knowledge (BoK), Chapter on Implementation Approaches

* SIAM Professional Body of Knowledge (BoK), Contract Management Sections

NO.4 ZYX has now appointed SIAMRUS as the service integrator and has started to plan and build the new SIAM ecosystem. Initially, the new SIAM model will be supported by the existing service providers.

In a recent program progress meeting, it was highlighted that the planned Organizational Change Management (OCM) initiative has a high cost. What approach should be taken to ensure that the OCM initiative for the service providers will cost-effectively support the transition to SIAM?

A. A major predicted cost relates to BANKSCO. Since the introduction of NEWBNK is imminent, the scope of OCM should be reduced by leaving out BANKSCO. This would enable additional funds to be available for the adoption of the ADKAR change model. Using this disciplined approach for the transition of all the remaining service providers would ensure a successful and cost-effective transition to the new SIAM model.

B. Exclude OUTSCO as they already have an established approach to service provision and have communication links in place with the other service providers. This significantly reduces the scale of the OCM initiative, and therefore helps to control costs. Concentrate on ensuring that the other

service providers are aware of the changes, and assess their desire for success using liaison with their appointed OCM representatives.

C. Reduce the scope of the OCM initiative so that the commodity service providers are only made aware of the changes and how they will be affected by them Arrange for all the other service providers to nominate a dedicated OCM representative to ensure effective communication with all the remaining parties involved Undertake specific training in the cross-provider ways of working using Computer Based Training.

D. The scope of OCM should include all service providers and be based on a recognized change model such as ADKAR The intentions of large established providers including OUTSCO and NETSCO should be fully understood, as there might be potential conflicts of interest which need to be addressed. The OCM activities should be tailored to the characteristics of the service providers. This will assist in controlling costs

Answer: D

Explanation:

* Comprehensive OCM Scope:

* Including all service providers in the OCM initiative ensures that every stakeholder is aligned with the changes, minimizing resistance and ensuring a smoother transition.

* Use of ADKAR Model:

* Utilizing a recognized change management model like ADKAR provides a structured approach to managing change.

* The ADKAR model focuses on Awareness, Desire, Knowledge, Ability, and Reinforcement, which are critical for effective change management.

* Understanding Provider Intentions:

* Fully understanding the intentions and potential conflicts of interest of large providers like OUTSCO and NETSCO helps tailor the OCM activities appropriately.

* Addressing these factors early mitigates risks and ensures cooperation from all parties.

* Tailored OCM Activities:

* Customizing the OCM activities to suit the characteristics of each service provider ensures relevance and effectiveness.

* Tailoring the approach helps in controlling costs by focusing efforts where they are most needed and avoiding unnecessary expenses.

* Cost-Effective Transition:

* A well-planned and tailored OCM initiative ensures that the transition to the new SIAM model is cost-effective and achieves the desired outcomes.

* References:

* SIAM Professional Body of Knowledge (BoK), Chapter on Organizational Change Management

* ITIL 4: Create, Deliver and Support (CDS), Section on Change Management References:

* SIAM Professional Body of Knowledge (BoK), Chapter on Organizational Change Management

* ITIL 4: Direct, Plan and Improve (DPI), Section on Managing Organizational Change

NO.5 The CEO has asked SIAMRUS to assist in the Discovery and Strategy stage. Given this stage, SIAMRUS is not appointed as the service integrator yet. The first task assigned to SIAMRUS is to analyze the current ZYX services and service providers.

OUTSCO has refused to provide any information to SIAMRUS because they are a competitor SIAMRUS still needs information to create a baseline assessment What is the best approach for SIAMRUS to get the necessary information about OUTSCO and its services'?

- A.** Analyze the current and historic OUTSCO related incidents recorded in the ZYXS service desk tool
- B.** Ask the ZYXH contract governance team to formally instruct OUTSCO to provide the information
- C.** Rely on the analysis of services and providers included in the report prepared by the CIO
- D.** Review the OUTSCO contract and performance reports with the ZYXUK service delivery managers

Answer: B

Explanation:

- * Information Gathering:SIAMRUS needs comprehensive information about current services and service providers to create a baseline assessment during the Discovery and Strategy stage.
- * Formal Instruction:As OUTSCO has refused to provide information due to competition concerns, a formal instruction from the ZYXH contract governance team can mandate compliance. This leverages contractual obligations and authority.
- * Contractual Authority:The contract governance team has the authority to enforce contract terms and can compel OUTSCO to provide the necessary information.
- * Alternative Approaches:
 - * Analyzing incident records (Option A) may provide limited insights and lacks the comprehensive data needed.
 - * Relying on the CIO's report (Option C) might not provide up-to-date or complete information.
 - * Reviewing contracts and performance reports with service delivery managers (Option D) could help but may not yield all required details.
- * Conclusion:Formal instruction from the ZYXH contract governance team is the most effective approach to ensure compliance and obtain the necessary information for a thorough baseline assessment.

References:

- * SIAM Foundation Body of Knowledge (BoK), Chapter on Discovery and Strategy
- * SIAM Professional Body of Knowledge (BoK), Information Gathering and Contract Management Sections

NO.6 A consequence of ZYX's SIAM transition is that the small IT team of 5 staff within ZYXUK, who currently develop and support small stand-alone applications, are being displaced, with their roles outsourced to a new external service provider. This external service provider will provide a standardized approach to the development and B support of bespoke applications across all of the ZYX organizations It is hoped that this will allow similar requirements from different ZYX organizations to be identified a more manner The impacted staff is expected to be reluctant to transfer to the new service provider, who is based outside of the UK and has a very different organizational culture B I he project team is concerned that these staff members may either be reluctant to pass on their knowledge of the existing applications, or may leave before knowledge transfer can take place What would be the most effective strategy for handling this risk?

- A.** identify the one or two key members of the team, who have the greatest knowledge of the applications Find these individuals suitable alternative roles within the retained IT capability, to ensure that the knowledge does not leave the organization
- B.** identify a minimum set of documentation. Task the impact team to produce or update these documents for each application. Put in place a handover process which includes formal review and sign-off of the documents by the new service provider
- C.** Provide clear communication to the impacted staff regarding why the change is happening, the implications for themselves and the timescales involved. Incentivize some or all of the impacted staff

to remain throughout the handover and early life support phases.

D. Take immediate steps to embed staff from the new service provider, to work alongside the impacted staff members. Initiate a coordinated exercise to ensure that all existing documentation regarding the applications is brought up to date.

Answer: C

Explanation:

* Understanding the Context:

* The small IT team is being displaced and their roles outsourced, raising concerns about knowledge transfer and staff retention.

* Communication Strategy:

* Clear and transparent communication is crucial to ensure that staff understand the reasons behind the change, what it means for them, and the timeline of the transition.

* This helps in reducing uncertainty and resistance.

* Incentivizing Staff:

* Offering incentives (financial or otherwise) encourages key staff members to stay during the critical phases of handover and early support.

* This ensures that the knowledge and expertise necessary for a smooth transition are retained within the organization for as long as needed.

* Risk Mitigation:

* This strategy directly addresses the risk of staff leaving prematurely or being reluctant to share their knowledge, which could severely impact the project's success.

References:

* SIAM Professional Body of Knowledge (BoK), Chapter on Organizational Change Management

* ITIL 4: Create, Deliver and Support (CDS), Section on People Management and Communication