



The SIAM® Foundation Examination

Rationale

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SIAM1-Rationale-9-GBSIAMFSample1-171204SamplePaper1

1 IN01.1 - Intro

B

- 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.

2 IN01.2 - Intro

B

- 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.

3 IN02.1 - Intro

A

- 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.

4 IN02.1 - Intro

C

- 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.

5 IN02.2 - Intro

C

- 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.

6 IN02.2 - Intro

A

- 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.

7 RM01.1 - Roadmap

A

- 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.

8 RM01.1 - Roadmap

C

- 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.

9 RM01.2 - Roadmap

A

- 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.

10 RM01.3 - Roadmap

C

- 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.

11 RM01.2 - Roadmap

B

- 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.

12 RM01.4 - Roadmap

B

- 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.

13 RM01.5 - Roadmap

D

- 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)

14 RM01.5 - Roadmap

A

- 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.

15 RR01.1 - Roles and Responsibilities

C

- 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.

16 RR01.1 - Roles and Responsibilities

A

- 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.

17 RR01.1 - Roles and Responsibilities

A

- 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.

18 RR01.2 - Roles and Responsibilities

A

- 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.

19 MP01.1 - Management Practices

A

- 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.

20 MP01.2 - Management Practices

C

- 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.

21 MP01.1 - Management Practices

A

- 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.
- d)

22 MP01.3 - Management Practices

D

- 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 targets is an example of end to end measurement in a SIAM environment. (Lit.: SIAM Foundation BoK - Chapter 6.3 Measurement Practices: Enable and Report on End to End services)

23 MP01.4 - Management Practices

B

- 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.

24 MP01.4 - Management Practices

D

- 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)

25 PR01.1 - Processes

B

- 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.
- d)

26 PR02.1 - Processes

C

- 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.

27 PR02.1 - Processes

C

- 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.

28 PR02.1 - Processes

C

- 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.

29 PR02.2 - Processes

D

- 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 the event management process.
- d) Correct. This is a SIAM consideration of the incident management process. (Lit.: SIAM Foundation BoK - Chapter B7, B7.2 SIAM considerations)

30 PR02.2 - Processes

B

- 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.

31 PR02.2 - Processes

C

- 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)
- d)

32 CR01.1 - Challenges and Risks

A

- 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.

33 CR01.2 - Challenges and Risks

B

- 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.
- d)

34 CR01.3 - Challenges and Risks

C

- 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.

35 CR01.4 - Challenges and Risks

A

- 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.

36 CR01.5 - Challenges and Risks

C

- 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?).
- d)

37 CR01.6 - Challenges and Risks

D

- 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)

38 CR01.7 - Challenges and Risks

D

- 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)

39 OP01.1 - Other Practices

A

- 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.

40 OP01.1 - Other Practices

C

- 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.