



# BCS EXIN Foundation Certificate in SIAM™

## Specimen Questions

Record your surname/last/family name and initials on the Answer Sheet.

**Specimen questions only. 20 multiple-choice questions** – 1 mark awarded to each question. Mark only one answer to each question. There are no trick questions.

A number of possible answers are given for each question, indicated by either A, B, C, or D (when available). Your answers should be clearly indicated on the Answer Sheet.

Pass mark is 14/20

***This is a specimen paper only.*** The full exam is 40 multiple choice questions, with a pass mark of 26/40.

Copyright © BCS and EXIN Holding B.V., 2017. All rights reserved.

EXIN® is a registered trademark.  
SIAM™ is a registered trademark.

No part of this publication may be published, reproduced, copied or stored in a data processing system or circulated in any form by print, photo print, microfilm or any other means without written permission by BCS, The Chartered Institute for IT.

## Contents

Answer sheet	3
Specimen exam questions	4
Answer key	10

## Answer sheet

Surname (last/family): \_\_\_\_\_ Initials: \_\_\_\_\_

Please add your answer to the table below, and at the end of the Specimen Questions exam, check your answers against the Answer Key.

<b>Question</b>	<b>Answer Key</b>	<b>Question</b>	<b>Answer Key</b>
<b>1</b>		<b>11</b>	
<b>2</b>		<b>12</b>	
<b>3</b>		<b>13</b>	
<b>4</b>		<b>14</b>	
<b>5</b>		<b>15</b>	
<b>6</b>		<b>16</b>	
<b>7</b>		<b>17</b>	
<b>8</b>		<b>18</b>	
<b>9</b>		<b>19</b>	
<b>10</b>		<b>20</b>	

## Specimen exam questions

We suggest sitting this paper under simulated exam conditions in order to gain the maximum benefit.

**1 / 20**

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

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

**2 / 20**

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

**3 / 20**

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

**4 / 20**

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

**5 / 20**

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

**6 / 20**

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

**7 / 20**

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

**8 / 20**

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.

**9 / 20**

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)

**10 / 20**

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

**11 / 20**

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

**12 / 20**

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

**13 / 20**

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

**14 / 20**

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

**15 / 20**

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

**16 / 20**

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

**17 / 20**

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

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

**18 / 20**

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



**19 / 20**

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

**20 / 20**

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.

The **Answer Key** commences on the next page – do not turn over this page until you have completed the Answer Sheet for these Specimen Questions.

## Answer key

1 / 20

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.

2 / 20

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)

3 / 20

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.

4 / 20

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.

5 / 20

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.

6 / 20

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.

7 / 20

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)

8/ 20

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.

9 / 20

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.

10 / 20

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.

11 / 20

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)

12 / 20

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.



**13 / 20**

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.

**14 / 20**

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.

**15 / 20**

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.

**16 / 20**

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.

17 / 20

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.

18 / 20

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.

19 / 20

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.

20 / 20

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)