

VeriSM™ Foundation Sample Exam



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Introduction

This is the sample exam VeriSM™ Foundation.

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 the **best** description of shadow behavior?

- A) A junior observing a senior by doing job-shadowing and learning on-the-job
- B) Creating a tribal system where team members are overshadowed by others
- C) Implementing systems or solutions without explicit organizational approval
- D) IT service provisioning being so good that consumers are unaware of IT

2 / 40

How does governance flow through an organization?

- A) Via delegation from owners to a governing body, who authorize organizational capabilities to take actions to create and support the outcomes to consumers.
- B) Via good planning in the higher levels of the organization, where it is critical that there is a clearly stated mission and vision with key objectives defined.
- C) Via organization-wide gatherings once or twice a year, where owners/stakeholders present the mission, vision and objectives, and take feedback from employees.
- D) Via performance contracts between an employee and his or her manager, making everybody responsible for part of the strategy.

3 / 40

New technology has led to changes within organizations.

Which is one of these changes?

- A) Services are driven by stable management practices which discourage technology innovation.
- B) Services can be delivered from anywhere to anywhere.
- C) Services now undergo a more rigid functional change approach within organizations.
- D) Services that rely on traditional rigid management approaches are preferable to organizations.

4 / 40

Digital transformation requires a new approach to service management within organizations.

Where is the ownership of service management principles situated in an organization?

- A) Business owns service management.
- B) IT owns service management.
- C) Service management is outsourced to a third-party supplier.
- D) Service management is owned across the whole organization.

5 / 40

How can organizational culture **best** be described?

- A) It is a collection of common practices based on the backgrounds of all employees within an organization.
- B) It is a reflection of the ethnicity of management and owners within an organization.
- C) It is a culture that is exclusively defined by the leadership of an organization.
- D) It is a collection of, and interaction between, the values, systems, symbols, assumptions, beliefs and habits of an organization.

6 / 40

What is the **most** important element of creating a service culture?

- A) Empowering the employees to make decisions on their own
- B) Measuring the service culture in order to identify improvement ideas
- C) Showing the consumer that they are valued by actions rather than telling them
- D) Training employees and managers in good service behavior

7 / 40

What is the key activity of a leader's role?

- A) Focus on results
- B) Minimize risk
- C) Motivate colleagues
- D) Set up priorities

8 / 40

Emotional intelligence defines two main competencies: personal and social.

Which two skills belong to the social competence?

- A) Joining social groups and actively communicating with them
- B) Knowing social media and what people or situations can influence us
- C) Social awareness and relationship management
- D) Social content management and using social techniques

9 / 40

What is the name of the professional that should have both breadth and depth of knowledge?

- A) A-shaped professional
- B) I-shaped professional
- C) Service management expert
- D) T-shaped professional

10 / 40

What is the **last** stage of team formation?

- A) Adjourning
- B) Forming
- C) Performing
- D) Setting-up

11 / 40

There is a challenge that teams may operate in silos.

What is a recommendation that management should do to overcome this challenge?

- A) Implement one-on-one meetings between team members
- B) Provide team-building activities for each team
- C) Reward teams who achieve their goals ahead of target
- D) Share information on the organization's strategies

12 / 40

Successful expectation management depends on developing a clear vision of what is expected.

How can this clarity be achieved?

- A) Ensure that detailed SLA documentation is available
- B) Report achievement against agreed targets
- C) Set boundaries and provide a structure for delivery
- D) Under-promise and over-deliver

13 / 40

What is one of the five components that should be considered in communication?

- A) Delivery mechanism
- B) Intention
- C) Perception
- D) Scope

14 / 40

What is the **first** important step in the Kotter's Organizational Change Management (OCM) model?

- A) Build a guiding coalition
- B) Create a sense of urgency
- C) Generate short-term wins
- D) Institute change

15 / 40

Which element of the VeriSM™ model defines the management activities or practices necessary to meet the governance requirements by providing guardrails or boundaries?

- A) Define
- B) Management Mesh
- C) Produce
- D) Service management principles

16 / 40

Following the deployment of a new product or service, the service provider will provide ongoing support in its use to consumers.

Which element of the VeriSM™ model describes this provision of support?

- A) Define
- B) Produce
- C) Provide
- D) Respond

17 / 40

What is the **main** reason VeriSM™ re-defines traditional service management?

- A) VeriSM™ divides service management within an organization into separate entities so all entities can work autonomously.
- B) VeriSM™ focuses on the big picture and does not provide practices for specific organizations.
- C) VeriSM™ incorporates new technologies and therefore helps IT departments with digital transformation.
- D) VeriSM™ regards the entire organization as the service provider with capabilities that work together.

18 / 40

What differentiates VeriSM™ from other IT service management approaches?

- A) VeriSM™ differentiates IT from other service management practices.
- B) VeriSM™ focuses on the corporate IT aspects in the organization.
- C) VeriSM™ is a logical evolution to older IT service management practices.
- D) VeriSM™ takes all organizational capabilities into account.

19 / 40

VeriSM™ introduces the concept of the Management Mesh. This combines the four elements of resources, management practices, environment and emerging technologies to create and deliver products and services.

In which element should frameworks such as ITIL or methodologies such as COBIT be included?

- A) Emerging technologies
- B) Environment
- C) Management practices
- D) Resources

20 / 40

The Management Mesh can only be built once the organizational governance and service management principles are understood.

What else must also be developed before the Mesh is built?

- A) Design specifications
- B) Operational plans
- C) Strategic plans
- D) Tactical plans

21 / 40

What is an objective of the Define stage in the VeriSM™ model?

- A) To address activities and supporting outcomes that relate to the design of a product or service
- B) To ensure the product or service is available for consumption
- C) To react to service issues, inquiries and requests from the consumer
- D) To take the service blueprint and perform build, test and implement activities under change control

22 / 40

Why is testing an important part of the Produce stage?

- A) To define risk criteria and the risk appetite of an organization
- B) To ensure that the product or service meets the requirements set
- C) To ensure that the organization's requirements are in line with its strategy
- D) To ensure an organization's architecture is appropriate

23 / 40

What activity is part of the Provide stage?

- A) Build
- B) Design
- C) Improve
- D) Test

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What is covered by the activity Record in the Respond stage?

- A) Capture information
- B) Deliver results
- C) Resolve the issue
- D) Source events

25 / 40

What steps describe the high-level process for adapting the VeriSM™ model?

- A) Define the stakeholders, select the processes, and implement them in the organization
- B) Establish the principles, select a set of practices, create a responsive operating model
- C) Investigate all practices in use, select the best set, and make these mandatory
- D) Select the best management practice, focus thereon, and implement it step by step

26 / 40

The Define stage of the VeriSM™ model produces a definition of what good service looks like.

During which process does this activity take place?

- A) Create the service blueprint
- B) Create the solution
- C) Define consumer needs
- D) Gather requirements

27 / 40

Which is the objective of service measurement?

- A) To demonstrate compliance with laws, regulations and contractual commitments
- B) To enable service providers to manage the performance capabilities of underpinning service elements
- C) To enable the consumer to understand the costs of providing the service
- D) To quantify and qualify the results or outcomes provided by a service

28 / 40

An organization is growing rapidly and therefore wants to reconsider all their processes. They find that testing is too risky. They want to minimize costs of fixing errors resulting from late discovery of integration and test errors.

Which management practice would **best** address this issue?

- A) Agile
- B) CX/UX
- C) Lean
- D) SIAM

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How can Agile be used to support service management?

- A)** Agile cannot be used as it is a project management-only practice
- B)** For building products and services iteratively
- C)** For easy acceptance of all service management practices across the entire organization
- D)** To build all service management processes like traditional waterfall projects

30 / 40

How does DevOps advance service management practices?

- A)** DevOps advances service management practices by shifting them to the left, making them leaner.
- B)** DevOps sets up the principles for service management practices.
- C)** DevOps should be used only to develop new products and services.
- D)** DevOps was established later than service management and therefore does not advance service management practices.

31 / 40

What is the third layer between consumer and provider in Service and Integration Management (SIAM)?

- A)** Service advocate
- B)** Service installer
- C)** Service integrator
- D)** Service manager

32 / 40

In Lean, different types of waste are distinguished.

What type of waste is “producing at levels of quality more than required by the customer”?

- A)** Inventory
- B)** Overdelivering
- C)** Overprocessing
- D)** Overproduction

33 / 40

Shift Left is an approach which sees solution development, delivery and support pushed to earlier stages in their lifecycle and so gains efficiencies, cost savings and improved customer focus.

Which activity is **not** a feature of Shift Left?

- A) Auto-correction of operational issues after they have occurred
- B) Auto-detection of potential operational issues before they occur
- C) Automatic incident referral to second line support
- D) Self service incident diagnosis

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What is the **first** step in building a customer journey map?

- A) Define
- B) Investigate
- C) Plan
- D) Research

35 / 40

How does continuous delivery **positively** impact change control processes?

- A) It does not impact the change control processes.
- B) It impacts the processes through automated testing facilities.
- C) It impacts the processes through delivering more information.
- D) It impacts the processes through less rigorous change control.

36 / 40

Technology is changing fast and this provides significant challenges for service management.

What is a generic challenge identified for service management?

- A) Ensuring cost is matched to budget
- B) Matching expectations to business relationships
- C) More complexity and less visibility
- D) Service management approaches support constraints

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What is a **key** benefit of cloud?

- A) Enhanced internal communication
- B) Increased quality of the infrastructure
- C) Increased speed of infrastructure service
- D) Reduced operating risks

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An organization decides to use a SaaS solution to control their new Internet of Things (IoT) monitoring devices.

What is **most** important to consider from a service management point of view?

- A) A key requirement is that IoT devices have unique identifiers and IP addresses.
- B) IoT services provide better behavior tracking to support real-time marketing.
- C) It is an outsourced service, so no specific considerations are required.
- D) The guardrails for the services must be respected also for SaaS solutions.

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What is the advantage of Robotic Process Automation (RPA) in service management processes?

- A) RPA automates tasks and therefore will always reduce headcount.
- B) RPA helps in enabling employees to perform more complex tasks.
- C) RPA increases the quality of the produced products as it automates tasks.
- D) RPA is a manufacturing technique which cannot be used effectively in service management.

40 / 40

An organization wants to break out of fire-fighting mode and move to the proactive mode.

On which element(s) of the VeriSM™ model should the focus be **first**?

- A) Define and Produce
- B) Governance
- C) Management Mesh
- D) Provide and Respond

Answer key

1 / 40

What is the **best** description of shadow behavior?

- A) A junior observing a senior by doing job-shadowing and learning on-the-job
- B) Creating a tribal system where team members are overshadowed by others
- C) Implementing systems or solutions without explicit organizational approval
- D) IT service provisioning being so good that consumers are unaware of IT

- A) Incorrect. Although job-shadowing is a valid skills development approach which yields good results, it has no bearing on shadow behavior. Shadow behavior is about things such as the introduction of systems into the live environment without approval.
- B) Incorrect. VeriSM™ removes the barriers and tribalism found in many organizations. Overshadowing other team members is considered undesirable behavior and should be avoided according to VeriSM™, but shadow behavior focusses on the lack of explicit organizational approval for changes in organizations.
- C) Correct. Shadow behavior and specifically shadow IT is a big problem in organizations. Not following organizational approval processes and procedures (change management) introduces unknown risks into the environment and may well have an impact on the performance of other IT services.
(Literature: A, Chapter 2.3.1)
- D) Incorrect. It is a good thing if IT services are seen as non-intrusive and if services forms part of the functioning of the organization. However shadow behavior is not positive as it means things such as systems being implemented without approval and thereby increasing risk.

2 / 40

How does governance flow through an organization?

- A) Via delegation from owners to a governing body, who authorize organizational capabilities to take actions to create and support the outcomes to consumers.
- B) Via good planning in the higher levels of the organization, where it is critical that there is a clearly stated mission and vision with key objectives defined.
- C) Via organization-wide gatherings once or twice a year, where owners/stakeholders present the mission, vision and objectives, and take feedback from employees.
- D) Via performance contracts between an employee and his or her manager, making everybody responsible for part of the strategy.

- A) Correct. There needs to be an actual frame of delegation and authorization supporting the flow of governance for it to really work. (Literature: A, Chapter 2.5.2)
- B) Incorrect. Although strategic planning in the higher levels of the organization is important, it cannot be considered the backbone of how the governance flows. It will flow via delegation to a governing body, who will authorize the organizational capabilities to take action based on the mission, vision and objectives.
- C) Incorrect. Although openness and invitation to dialogue from owners/stakeholders about the mission, vision and objectives may be advised, it cannot be considered the backbone of how the governance flows. It will flow via delegation to a governing body, who will authorize the organizational capabilities to take action based on the mission, vision and objectives.
- D) Incorrect. Although having commitments between a manager and an employee is a good idea to ensure that everybody understands, and is accountable for their contribution to the mission, vision and objectives of the organization, there needs to be an equally strong commitment and accountability between the owners/stakeholders, who make the mission, vision and objectives, and a governing body. Who then in turn authorizes for instance managers to bring the mission, vision and objectives to life.

3 / 40

New technology has led to changes within organizations.

Which is one of these changes?

- A)** Services are driven by stable management practices which discourage technology innovation.
- B)** Services can be delivered from anywhere to anywhere.
- C)** Services now undergo a more rigid functional change approach within organizations.
- D)** Services that rely on traditional rigid management approaches are preferable to organizations.

- A)** Incorrect. Although stability is still important, the speed of technology change requires greater innovation, not less.
- B)** Correct. New innovative technologies have allowed services to be delivered from anywhere, to anywhere. (Literature: A, Chapter 3.1)
- C)** Incorrect. Agile approaches provide the desired flexibility, rather than rigid management.
- D)** Incorrect. Organizations are looking for more Agile and flexible approaches to service management, to cater for a fast changing environment.

4 / 40

Digital transformation requires a new approach to service management within organizations.

Where is the ownership of service management principles situated in an organization?

- A)** Business owns service management.
- B)** IT owns service management.
- C)** Service management is outsourced to a third-party supplier.
- D)** Service management is owned across the whole organization.

- A) Incorrect. IT capabilities in service management need to blend in with those of other capability areas like human resources, sales, marketing, or finance, not be in the sole ownership of the business.
- B) Incorrect. With digital transformation, service management can no longer be the sole property of the IT capability.
- C) Incorrect. Service management is an enterprise wide approach, and should not be solely outsourced to a third party.
- D) Correct. Products and services require input from multiple business capabilities who must all work together to achieve organizational objectives. Service management is elevated to the enterprise level. (Literature: A, Chapter 3.5)

5 / 40

How can organizational culture **best** be described?

- A) It is a collection of common practices based on the backgrounds of all employees within an organization.
- B) It is a reflection of the ethnicity of management and owners within an organization.
- C) It is a culture that is exclusively defined by the leadership of an organization.
- D) It is a collection of, and interaction between, the values, systems, symbols, assumptions, beliefs and habits of an organization.

- A) Incorrect. VeriSM™ defines organizational culture as "the collection of written and unwritten rules, guidelines and practices that shape the behaviors of the people in an organization". The answer may seem correct but to say that common practices based on employee backgrounds is not correct. Employees certainly influence organizational culture but it is only one of many factors that influence culture.
- B) Incorrect. Although the context in which an organization operates and managers' and owners' backgrounds influence organizational culture, a number of other factors do too. Cultural references from one group of organizational stakeholders should not form the exclusive basis of organizational culture.
- C) Incorrect. The leadership of an organization certainly has a major influence on and may actively affect organizational culture, but it is by no means the only determining factor. Leaders and managers that attempt organizational change that opposes organizational culture will soon find out that this is a difficult and sometimes dangerous task and they will mostly see their change initiatives fail.
- D) Correct. Culture is 'the way we do things in an organization'. According to VeriSM™ a good description would be "the collective values, systems, symbols, assumptions, beliefs and habits of an organization". All of these can be observed in how things are done in the organization. Culture is often not formally defined, written down or taught to new employees. They will mostly "observe and learn how things are done here". (Literature: A, Chapter 2.4)

6 / 40

What is the **most** important element of creating a service culture?

- A) Empowering the employees to make decisions on their own
- B) Measuring the service culture in order to identify improvement ideas
- C) Showing the consumer that they are valued by actions rather than telling them
- D) Training employees and managers in good service behavior

- A)** Incorrect. Although empowerment is one of the areas senior management needs to focus on in order to bring about a service culture, it is not the most important element of a service culture. Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element though.
- B)** Incorrect. In order to know whether you are doing a good job, it is important to measure your performance. However, it is not the most critical element in bringing about a service culture as such. Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element though.
- C)** Correct. Making the consumer feel that they are valued is the most important element of a service culture. (Literature: A, Chapter 4.4)
- D)** Incorrect. In order to bring about a service culture in an organization, it is important that employees and management are actually enabled to do so, and to spot good behavior when they see it (or when they do not). Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element of creating a service culture though.

7 / 40

What is the key activity of a leader's role?

- A)** Focus on results
- B)** Minimize risk
- C)** Motivate colleagues
- D)** Set up priorities

- A)** Incorrect. This is a key activity of the role of a manager.
- B)** Incorrect. This is a key activity of the role of a manager.
- C)** Correct. This activity is a key characteristic that is connected with the role of a leader in VeriSM™. Other key characteristics are empower and inspire. (Literature: A, Chapter 5.1)
- D)** Incorrect. This is a key activity of a Product Owner in a Scrum project.

8 / 40

Emotional intelligence defines two main competencies: personal and social.

Which two skills belong to the social competence?

- A) Joining social groups and actively communicating with them
- B) Knowing social media and what people or situations can influence us
- C) Social awareness and relationship management
- D) Social content management and using social techniques

- A) Incorrect. Joining social groups and communication between group members are activities not skills.
- B) Incorrect. Knowing social media is not enough to express it as a skill. Knowing what people and situations can influence ourselves is a skill that belongs to the personal competence.
- C) Correct. Social awareness and relationship management are two skills defined by Travis Bradberry and Jean Greaves in their work "Emotional Intelligence 2.0". (Literature: A, Chapter 5.3)
- D) Incorrect. Social content management and using social techniques are not skills. Techniques are the use of specific tools, a set of rules of conduct, and skills are immanent, acquired during the learning process and growth. Techniques are how to do something, skills are how to know and understand something.

9 / 40

What is the name of the professional that should have both breadth and depth of knowledge?

- A) A-shaped professional
- B) I-shaped professional
- C) Service management expert
- D) T-shaped professional

- A) Incorrect. An A-shaped professional develops expertise in two specialties.
- B) Incorrect. An I-shaped professional is focused on a specific area and has great depth of information and knowledge within that area.
- C) Incorrect. Service management expert is a certification, not a theory, which focuses on a particular knowledge area and depth only.
- D) Correct. T-shaped professional is an innovative and powerful problem-solver in their area of expertise and capable of interacting and understanding specialists across a wide range of capabilities.
(Literature: A, Chapter 5.5)

10 / 40

What is the **last** stage of team formation?

- A) Adjourning
- B) Forming
- C) Performing
- D) Setting-up

- A)** Correct. This is the last stage in the formation of a team. It is when group tasks are complete and the team disbands. The other four stages are forming, storming, norming, and performing. (Literature: A, Chapter 5.7.1)
- B)** Incorrect. This is the first stage in a team formation. It focuses on getting to know each other and understand the purpose of the team.
- C)** Incorrect. This is the fourth stage in the formation of a team. During this stage relationships, team practices and effectiveness are synced and the real work of the team is now progressing.
- D)** Incorrect. This is not a stage in a team formation.

11 / 40

There is a challenge that teams may operate in silos.

What is a recommendation that management should do to overcome this challenge?

- A)** Implement one-on-one meetings between team members
 - B)** Provide team-building activities for each team
 - C)** Reward teams who achieve their goals ahead of target
 - D)** Share information on the organization's strategies
-
- A)** Incorrect. Such meetings are helpful in building a team spirit across a virtual team, but may encourage the development of silos, by encouraging the team to look inwards.
 - B)** Incorrect. Team building activities for each team will encourage team spirit, but not collaboration with other teams.
 - C)** Incorrect. Rewarding teams for achieving goals ahead of target may emphasize competition and discourage collaboration with other teams.
 - D)** Correct. Sharing the organization's strategic aims will help to focus the teams on the bigger picture, so that the team works to help to achieve the overall objective. (Literature: A, Chapter 6.1)

12 / 40

Successful expectation management depends on developing a clear vision of what is expected.

How can this clarity be achieved?

- A) Ensure that detailed SLA documentation is available
- B) Report achievement against agreed targets
- C) Set boundaries and provide a structure for delivery
- D) Under-promise and over-deliver

- A) Incorrect. Detailed documentation may not necessarily improve clarity, if it is overly complex or ambiguous. Service level agreements must be clear and state the level of service to be provided and how this is to be measured.
- B) Incorrect. There is a danger that targets may be met, but the overall perception of the end-to-end service is poor, if the targets are not aligned to the business requirement. This is known as the watermelon effect (green on the outside, red on the inside).
- C) Correct. Defining the scope of what is to be delivered in an unambiguous way will ensure that all parties are in agreement and prevent a mismatch between expectations and delivery. (Literature: A, Chapter 6.2.1)
- D) Incorrect. The ambition to under-promise and then deliver a better service than agreed does not help clarify expectations, and may even raise expectations to an achievable level over time, as there is no clear agreement on what the service provider is able to provide.

13 / 40

What is one of the five components that should be considered in communication?

- A) Delivery mechanism
- B) Intention
- C) Perception
- D) Scope

- A) Correct. In good communication there are five components to consider. These five components are: sender, context, receiver, delivery mechanism and content. (Literature: A, Chapter 6.4)
- B) Incorrect. Intention is not one of the five components to consider in communication. Every message should have a defined purpose (intent) that the sender wants to achieve with the communication.
- C) Incorrect. Perception is not one of the five components to consider in communication. It is how the message is understood.
- D) Incorrect. Scope is not one of the five components to consider in communication. The scope is a part of a defined communication plan.

14 / 40

What is the **first** important step in the Kotter's Organizational Change Management (OCM) model?

- A) Build a guiding coalition
- B) Create a sense of urgency
- C) Generate short-term wins
- D) Institute change

- A) Incorrect. This is the second stage in the model of Kotter. This stage focuses on creating the volunteer army with effective people who can guide, coordinate and communicate.
- B) Correct. This is the first stage in the model of Kotter. It focuses on using opportunities that will appeal (emotionally and intellectually) to the volunteer army to urgently act. (Literature: A Chapter 6.6.1)
- C) Incorrect. This is the sixth stage in the model of Kotter. It focuses on collecting and categorizing the short-term wins to show the achievement of tangible business results.
- D) Incorrect. This is the last stage in the model of Kotter. It focuses on linking new behaviors to the success of the organization.

15 / 40

Which element of the VeriSM™ model defines the management activities or practices necessary to meet the governance requirements by providing guardrails or boundaries?

- A) Define
- B) Management Mesh
- C) Produce
- D) Service management principles

- A) Incorrect. The Define stage is concerned with the activities and supporting outcomes that relate to the design of a product or service. The Define stage works within the guardrails provided by the service management principles.
- B) Incorrect. The Management Mesh does not provide the guardrails; it allows teams to work on products and services flexibly, combining resources, practices, environment and emerging technologies.
- C) Incorrect. The Produce stage is concerned with the creation of the solution, ensuring the outcome meets the needs of the consumer. The Produce stage works within the guardrails provided by the service management principles.
- D) Correct. The service management principles are based on the organizational governing principles. They provide the guardrails for the products and services delivered, addressing areas such as quality and risk. (Literature: A, Chapter 7 and Chapter 9.1)

16 / 40

Following the deployment of a new product or service, the service provider will provide ongoing support in its use to consumers.

Which element of the VeriSM™ model describes this provision of support?

- A) Define
- B) Produce
- C) Provide
- D) Respond

- A) Incorrect. The Define stage is concerned with the activities and supporting outcomes that relate to the design of a product or service.
- B) Incorrect. The Produce stage is concerned with the creation of the solution, ensuring the outcome meets the needs of the consumer.
- C) Incorrect. The Provide stage is concerned with making the new or changed solution available for use.
- D) Correct. The Respond stage describes the support the consumer receives during performance issues, questions or any other requests. (Literature: A, Chapter 7 and 14.1)

17 / 40

What is the **main** reason VeriSM™ re-defines traditional service management?

- A) VeriSM™ divides service management within an organization into separate entities so all entities can work autonomously.
 - B) VeriSM™ focuses on the big picture and does not provide practices for specific organizations.
 - C) VeriSM™ incorporates new technologies and therefore helps IT departments with digital transformation.
 - D) VeriSM™ regards the entire organization as the service provider with capabilities that work together.
-
- A) Incorrect. VeriSM™ has a holistic view for the whole organization and it does not separate an organization into entities.
 - B) Incorrect. VeriSM™ provides a Mesh to personalize service management for a specific organization.
 - C) Incorrect. This is true, but not the main reason why it re-defines service management.
 - D) Correct. This is the key differentiator between VeriSM™ and ITSM. (Literature: A, Chapter 9.2)

18 / 40

What differentiates VeriSM™ from other IT service management approaches?

- A) VeriSM™ differentiates IT from other service management practices.
 - B) VeriSM™ focuses on the corporate IT aspects in the organization.
 - C) VeriSM™ is a logical evolution to older IT service management practices.
 - D) VeriSM™ takes all organizational capabilities into account.
-
- A) Incorrect. VeriSM™ regards all departments and area's as capabilities in delivering consumer services.
 - B) Incorrect. VeriSM™ focuses on the whole organization, not just IT.
 - C) Incorrect. VeriSM™ is the next step, but has a broader focus then traditional IT service management.
 - D) Correct. VeriSM™ has a holistic view over the organization as a whole. The entire organization is the service provider and the individual departments are the capabilities that support the organization as it delivers products and services. (Literature: A, Chapter 9.2)

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VeriSM™ introduces the concept of the Management Mesh. This combines the four elements of resources, management practices, environment and emerging technologies to create and deliver products and services.

In which element should frameworks such as ITIL or methodologies such as COBIT be included?

- A) Emerging technologies
- B) Environment
- C) Management practices
- D) Resources

- A) Incorrect. Emerging technologies are the advances in overall technologies such as cloud services, automation and the Internet of Things which may be exploited when designing and delivering a service.
- B) Incorrect. The environmental aspects include the organizational culture, market position, and regulatory framework.
- C) Correct. The management practices element of the Mesh includes frameworks such as ITIL, and methodologies such as COBIT, SIAM and DevOps. The organization chooses which to use, dependent on the requirement. (Literature: A: Chapter 10)
- D) Incorrect. Resources are the elements an organization draws on to create products and services, such as people, money and assets.

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The Management Mesh can only be built once the organizational governance and service management principles are understood.

What else must also be developed before the Mesh is built?

- A) Design specifications
- B) Operational plans
- C) Strategic plans
- D) Tactical plans

- A) Incorrect. The Management Mesh is used to develop and deliver products and services. The design specifications are developed using the Management Mesh.
- B) Incorrect. Operational plans are developed following the building of the Management Mesh. Based on the requirements, the service provider chooses the best elements for the Mesh to create the operational plan.
- C) Correct. Working within the guardrails set by the organizational governance and service management principles, the service provider develops their strategic plans to address consumer requirements. Based on these, the Management Mesh is built. (Literature: A, Chapter 10.5)
- D) Incorrect. Tactical plans are developed following the building of the Management Mesh. Based on the requirements, the service provider chooses the best elements for the Mesh to create the tactical plan.

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What is an objective of the Define stage in the VeriSM™ model?

- A) To address activities and supporting outcomes that relate to the design of a product or service
- B) To ensure the product or service is available for consumption
- C) To react to service issues, inquiries and requests from the consumer
- D) To take the service blueprint and perform build, test and implement activities under change control

- A) Correct. Define is about addressing the activities relating to the design of a service or product. (Literature: A, Chapter 11.1)
- B) Incorrect. This is an objective for the Provide stage of the VeriSM™ model.
- C) Incorrect. This is an objective for the Respond stage of the VeriSM™ model.
- D) Incorrect. This is an objective for the Produce stage of the VeriSM™ model.

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Why is testing an important part of the Produce stage?

- A) To define risk criteria and the risk appetite of an organization
 - B) To ensure that the product or service meets the requirements set
 - C) To ensure that the organization's requirements are in line with its strategy
 - D) To ensure an organization's architecture is appropriate
-
- A) Incorrect. The organizational appetite for risk is the responsibility of governance structures and risk criteria associated to a product or service are defined during the Define stage. Testing needs to make sure that the introduction of a new or changed service or product meets the requirements set with regards to risk and not to define what these requirements are.
 - B) Correct. Testing needs to ensure that the product or service meets the requirements set in the Design stage. This may include a number of tests that checks, for instance, if the product or service will meet the stakeholder needs that prompted the development of the product or service. Checking whether a service or product meets requirements set in the Define stage normally include activities like testing functionality, usability, technical compatibility etcetera, but testing should also ensure that the product or service enables business outcomes and facilitate the realization of business value. (Literature: A, Chapter 7 and Chapter 12.5)
 - C) Incorrect. Validating whether organizational requirements support the organization's strategy is the responsibility of the governing body and management and not the objective of testing. However, the VeriSM™ model may provide valuable feedback to management and governance structures to that end.
 - D) Incorrect. Evaluating the appropriateness of organizational architecture is a management activity. Testing should ensure that products and services are aligned with the defined organizational architecture and not the other way around.

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What activity is part of the Provide stage?

- A) Build
- B) Design
- C) Improve
- D) Test

- A) Incorrect. Build is a part of the Produce stage of the VeriSM™ Model. Build turns the service blueprint produced in the Define stage into actionable plans and then into action that produce the new or changed service.
- B) Incorrect. It is not a part of the Provide stage. Design is not an activity of the Define stage of the VeriSM™ model but could rather be seen as a partial description of what is done in the Define stage, especially during requirements outcome, solution and the service blueprint activities.
- C) Correct. Improve is an activity of the Provide stage of the VeriSM™ model. Improve includes maintenance and improvement activities. (Literature: A, Chapter 13.2)
- D) Incorrect. Test is part of the Produce stage and ensures that the product or service is tested according to the designed plans. These tests should cover a variety of circumstances and will be based on organizational governance.

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What is covered by the activity Record in the Respond stage?

- A) Capture information
- B) Deliver results
- C) Resolve the issue
- D) Source events

- A) Correct. Capturing information is covered by the Record activity. (Literature: A, Chapter 14.2)
- B) Incorrect. Delivering results is covered by the Manage activity.
- C) Incorrect. Resolving issues is covered by the Manage activity.
- D) Incorrect. Sourcing events is covered by the Manage activity.

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What steps describe the high-level process for adapting the VeriSM™ model?

- A) Define the stakeholders, select the processes, and implement them in the organization
 - B) Establish the principles, select a set of practices, create a responsive operating model
 - C) Investigate all practices in use, select the best set, and make these mandatory
 - D) Select the best management practice, focus thereon, and implement it step by step
-
- A) Incorrect. These activities have nothing to do with the adaption of the VeriSM™ model. Adapting means that first principles, practices and an operating model need to be established.
 - B) Correct. These are the steps in adapting the VeriSM™ model. (Literature: A, Chapter 15.1)
 - C) Incorrect. VeriSM™ works with a Mesh, containing more practices. Adapting means that in addition to selecting practices, principles and an operating model need to be established.
 - D) Incorrect. VeriSM™ is not about selecting one practice, but about using the required practices together. Adapting means that principles, any new management practices and an operating model need to be established.

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The Define stage of the VeriSM™ model produces a definition of what good service looks like.

During which process does this activity take place?

- A) Create the service blueprint
- B) Create the solution
- C) Define consumer needs
- D) Gather requirements

- A) Incorrect. The service blueprint is the guiding document for the Produce stage. It contains a detailed specification of the service: the service level requirements, the support model as well as the measurements and reporting as agreed in the requirements gathering stage. (Literature: A, Chapter 11.6)
- B) Incorrect. This is the process where the design is constructed including the method of measuring good performance for availability, capacity, continuity and security. (Literature: A, Chapter 11.5)
- C) Incorrect. This is too early in the process. Consumer needs are often established in a business case, the approval of which then triggers further activities which result in performance measures being included in the service blueprint. (Literature: A, Chapter 11.3)
- D) Correct. During the requirements gathering process the functional and non-functional requirements are established (including what good performance looks like). This drives the construction of the appropriate measures and reporting. (Literature: A, Chapter 11.4)

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Which is the objective of service measurement?

- A) To demonstrate compliance with laws, regulations and contractual commitments
- B) To enable service providers to manage the performance capabilities of underpinning service elements
- C) To enable the consumer to understand the costs of providing the service
- D) To quantify and qualify the results or outcomes provided by a service

- A) Incorrect. Compliance is one of the four service measurement considerations which helps enable management of the service. It is not the overall objective of measurement.
- B) Incorrect. Whilst these measures are important for service providers, they are not of interest to consumers and do not reflect a holistic view of service measurement.
- C) Incorrect. Understanding the cost of providing service is important to the service provider rather than the consumer. Consumers are more interested in the cost of consumption and the value they derive from the service.
- D) Correct. Measuring a service begins by understanding the service and the consumer and how the consumer receives the value of the service. Measurement (and reporting) is the means by which value is demonstrated to the consumer. (Literature: A, Chapter 10.4.4.1)

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An organization is growing rapidly and therefore wants to reconsider all their processes. They find that testing is too risky. They want to minimize costs of fixing errors resulting from late discovery of integration and test errors.

Which management practice would **best** address this issue?

- A) Agile
- B) CX/UX
- C) Lean
- D) SIAM

- A) Incorrect. Agile includes the ability to think quickly, solve problems and have new ideas. An Agile organization would be fast moving, flexible and robust, capable of rapid responses to unexpected challenges, events and opportunities. Therefore Agile will not be the best management practice to address this issue.
- B) Incorrect. CX/UX is the relationship between the consumers of products and services and the organization that produces them. This management practice will not address the costs associated with testing issues.
- C) Correct. Both Lean and Continuous Delivery improve minimizing delays associated with testing efforts. They both also minimize testing risks and find integration and test errors before they become too expensive to fix. (Literature: A, Chapter 16.1)
- D) Incorrect. SIAM focuses on defining a set of principles, practices and approaches used to manage, integrate, govern and coordinate the delivery of services from multiple service providers. SIAM does not specifically focus on minimizing costs associated with testing efforts.

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How can Agile be used to support service management?

- A) Agile cannot be used as it is a project management-only practice
 - B) For building products and services iteratively
 - C) For easy acceptance of all service management practices across the entire organization
 - D) To build all service management processes like traditional waterfall projects
-
- A) Incorrect. Agile practices can be used not only in project management but also in business-as-usual activities and in service management.
 - B) Correct. Iteratively building products and services follows Agile techniques. (Literature: A, Chapter 17.5)
 - C) Incorrect. Agile promotes an iterative approach of introducing change step by step; gaining ongoing acceptance of service management practices in entire organization is continuous process.
 - D) Incorrect. Agile practices promote the iteratively building of service management processes. Waterfall is the traditional approach for the building service management process.

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How does DevOps advance service management practices?

- A) DevOps advances service management practices by shifting them to the left, making them leaner.
- B) DevOps sets up the principles for service management practices.
- C) DevOps should be used only to develop new products and services.
- D) DevOps was established later than service management and therefore does not advance service management practices.

- A)** Correct. DevOps can advance service management practices by shifting them to the left, making them leaner and automating service management activities. (Literature: A, Chapter 18.7)
- B)** Incorrect. DevOps cannot set up principles as they are an inherent part of service management.
- C)** Incorrect. DevOps can be used to create new products and services as well as improving existing ones.
- D)** Incorrect. It does not matter DevOps was established later because it can influence existing service management practices by involving people, development, operations, quality and testing.

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What is the third layer between consumer and provider in Service and Integration Management (SIAM)?

- A)** Service advocate
- B)** Service installer
- C)** Service integrator
- D)** Service manager

- A)** Incorrect. There is no such role in SIAM, Best Management Practices and VeriSM™.
- B)** Incorrect. There is no such role in SIAM, Best Management Practices and VeriSM™.
- C)** Correct. This is the name of the third layer between consumer and provider in SIAM. (Literature: A, Chapter 19.2)
- D)** Incorrect. There is no such role in SIAM, Best Management Practices and VeriSM™.

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In Lean, different types of waste are distinguished.

What type of waste is “producing at levels of quality more than required by the customer”?

- A) Inventory
- B) Overdelivering
- C) Overprocessing
- D) Overproduction

- A) Incorrect. This type of waste is described as excess products and materials that are not being used.
- B) Incorrect. This type of waste does not exist in Lean.
- C) Correct. This is the description of overprocessing. (Literature: A, Chapter 20.7)
- D) Incorrect. This type of waste is described as creating more output than is needed and before it is needed.

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Shift Left is an approach which sees solution development, delivery and support pushed to earlier stages in their lifecycle and so gains efficiencies, cost savings and improved customer focus.

Which activity is **not** a feature of Shift Left?

- A) Auto-correction of operational issues after they have occurred
- B) Auto-detection of potential operational issues before they occur
- C) Automatic incident referral to second line support
- D) Self service incident diagnosis

- A) Incorrect. This is a feature of Shift Left. Automatically resolving incidents reduces potential service downtime by negating the need for human intervention. For example, the effects of a power failure may be minimized by detection by event management and the automatic fail-over of service to alternative processing resources.
- B) Incorrect. This is on the extreme left spectrum of Shift Left. Incidents are prevented and so support costs and service downtime are avoided. For example, event management may detect that a container is filling up and automatically triggers the addition of extra storage.
- C) Correct. This is not a Shift Left activity because comparatively expensive second line resources are involved. Automation, however, is a key component of Shift Left as it reduces the risk of human error. Automated incident referral to second line support may well be, in certain circumstances, the most appropriate process - but it is not Shift Left. (Literature: A, Chapter 21)
- D) Incorrect. Self-service is a Shift Left practice. It is “the backbone of level 0 support”. Consumers can interrogate knowledge bases and use community forums and many other tools to find a resolution to their difficulty without having to contact comparatively expensive IT support. It is important, however, that IT support is aware of consumers’ self-service activities so that they can moderate content.

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What is the **first** step in building a customer journey map?

- A) Define
- B) Investigate
- C) Plan
- D) Research

- A) Correct. This is the first step to build a customer journey map. (Literature: A, Chapter 22.7)
- B) Incorrect. This is not a step in building a customer journey map.
- C) Incorrect. This is a step in the Deming cycle but not in building a customer journey map.
- D) Incorrect. This is the second step in building a customer journey map.

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How does continuous delivery **positively** impact change control processes?

- A) It does not impact the change control processes.
- B) It impacts the processes through automated testing facilities.
- C) It impacts the processes through delivering more information.
- D) It impacts the processes through less rigorous change control.

- A) Incorrect. Continuous delivery may positively impact change control processes by automation of the integration and testing process without human intervention or discussion.
- B) Correct. Continuous delivery may impact change control process through the elimination of human intervention/human factor or discussion. (Literature: A, Chapter 23.7)
- C) Incorrect. Adding more information means longer decision-making. This can negatively impact change control processes and not eliminate human errors.
- D) Incorrect. A less rigorous change control process can impact more human failures and may negatively impact the whole process.

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Technology is changing fast and this provides significant challenges for service management.

What is a generic challenge identified for service management?

- A) Ensuring cost is matched to budget
- B) Matching expectations to business relationships
- C) More complexity and less visibility
- D) Service management approaches support constraints

- A) Incorrect. Ensuring cost is matched to budget is not one of the identified challenges for service management.
- B) Incorrect. The challenge is to match expectations to reality, not to the relationships within the organization.
- C) Correct. A recognized challenge is that emerging technologies and access to new technology can make the service provider's environment more complex. (Literature: A, Chapter 25.1)
- D) Incorrect. Service management approaches need to support the organization, not the constraints.

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What is a **key** benefit of cloud?

- A) Enhanced internal communication
- B) Increased quality of the infrastructure
- C) Increased speed of infrastructure service
- D) Reduced operating risks

- A) Incorrect. Using cloud for the infrastructure will not have an impact on your ability to communicate internally. Using cloud may lead to benefits like reduced operating risks, quick provisioning of hardware and software resources, and increasing the ability to pay as you go.
- B) Incorrect. Although putting infrastructure in the cloud may result in better quality, it is not a given. If there is a good internal infrastructure setup to begin with, you cannot expect an increase in quality merely by lifting it to the cloud. Using cloud may lead to benefits like reduced operating risks, quick provisioning of hardware and software resources, and increasing the ability to pay as you go.
- C) Incorrect. Although you may experience higher speed of infrastructure service, this will only happen if your internal infrastructure was slow to begin with. If you have fast and efficient infrastructure service already, you cannot expect an improvement on this factor, merely by putting your infrastructure in the cloud. Using cloud may lead to benefits like reduced operating risks, quick provisioning of hardware and software resources, and increasing your ability to pay as you go.
- D) Correct. The complexities of managing infrastructure servers, storage and applications is handled by the cloud provider allowing organizations to focus on core activities instead of IT technical tasks. (Literature: A, Chapter 25.2)

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An organization decides to use a SaaS solution to control their new Internet of Things (IoT) monitoring devices.

What is **most** important to consider from a service management point of view?

- A) A key requirement is that IoT devices have unique identifiers and IP addresses.
- B) IoT services provide better behavior tracking to support real-time marketing.
- C) It is an outsourced service, so no specific considerations are required.
- D) The guardrails for the services must be respected also for SaaS solutions.

- A) Incorrect. This is a valid technical requirement, but not important from a service management view.
- B) Incorrect. This is a benefit that IoT services provide, but not important from a service management view.
- C) Incorrect. The service management principles apply for all services.
- D) Correct. The guardrails are overall principles for all services, outsourced or not. (Literature: A, Chapter 1.4 and 25.6)

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What is the advantage of Robotic Process Automation (RPA) in service management processes?

- A) RPA automates tasks and therefore will always reduce headcount.
- B) RPA helps in enabling employees to perform more complex tasks.
- C) RPA increases the quality of the produced products as it automates tasks.
- D) RPA is a manufacturing technique which cannot be used effectively in service management.

- A) Incorrect. RPA is not always about reducing headcount.
- B) Correct. Redeployment of staffing resources to more valuable activities is a clear benefit, and it has also automated more complex tasks involving advanced logic. (Literature: A, Chapter 25.8)
- C) Incorrect. RPA in service management is not about product, but process task automation.
- D) Incorrect. RPA is about automating (service management) process tasks.

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An organization wants to break out of fire-fighting mode and move to the proactive mode.

On which element(s) of the VeriSM™ model should the focus be **first**?

- A) Define and Produce
- B) Governance
- C) Management Mesh
- D) Provide and Respond

- A) Correct. Improving things from the start and producing better services is the way to go. The focus is on the Define and Produce activities, rather than repairing what went wrong. (Literature: A, Chapter 26.1)
- B) Incorrect. Although these elements are important, they are not the first to focus on.
- C) Incorrect. This is a necessary element for moving towards the VeriSM™ model, but does not help breaking out of the fire-fighting mode in the short term.
- D) Incorrect. Focusing on what went wrong and trying to repair that, keeps the organization in fire-fight mode. The focus is on the Define and Produce activities, rather than repairing what went wrong.