

## ITIL-Practitioner Dumps

### ITIL Practitioner Certification - IT Service Management

<https://www.certleader.com/ITIL-Practitioner-dumps.html>

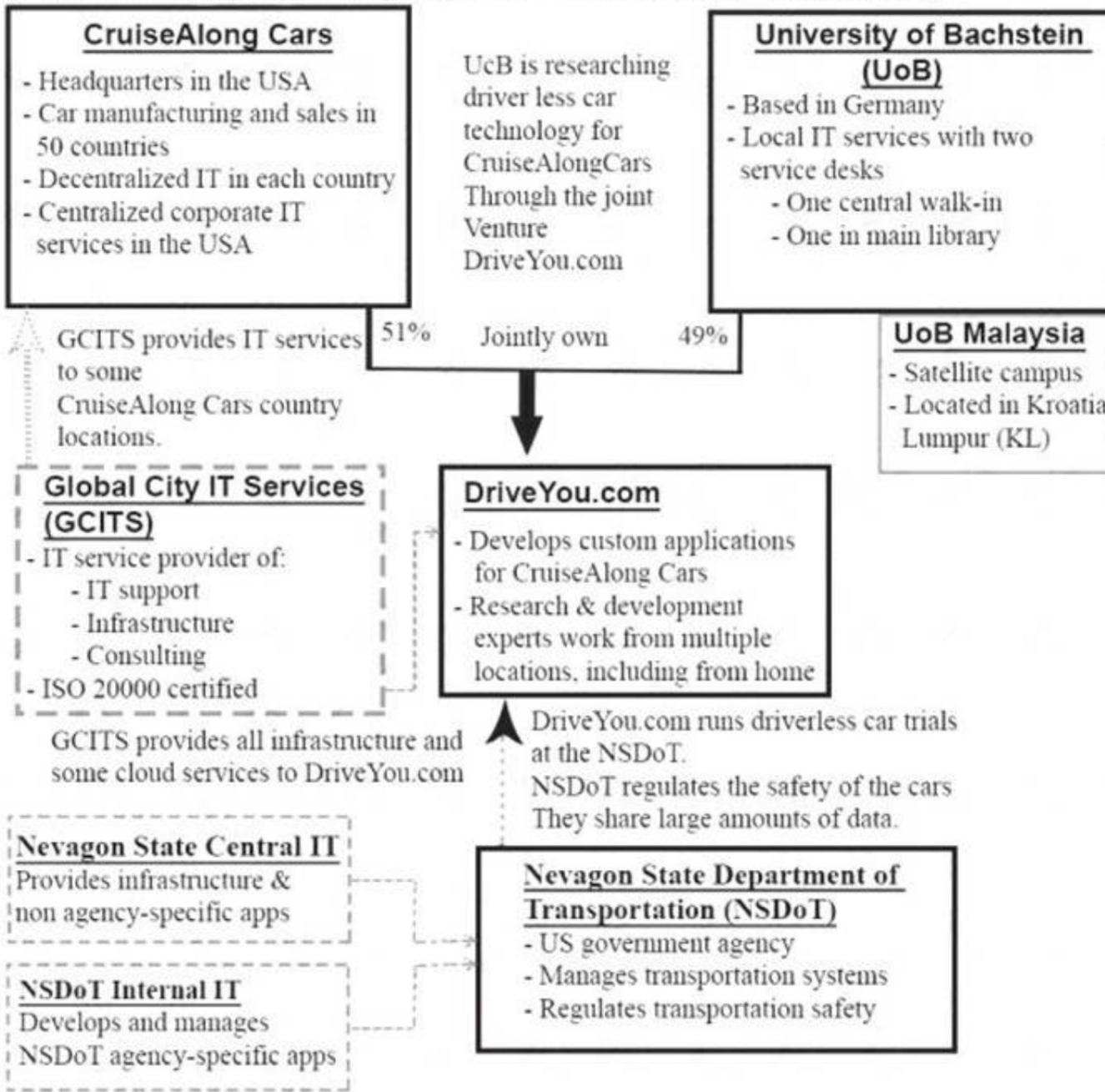


**NEW QUESTION 1**

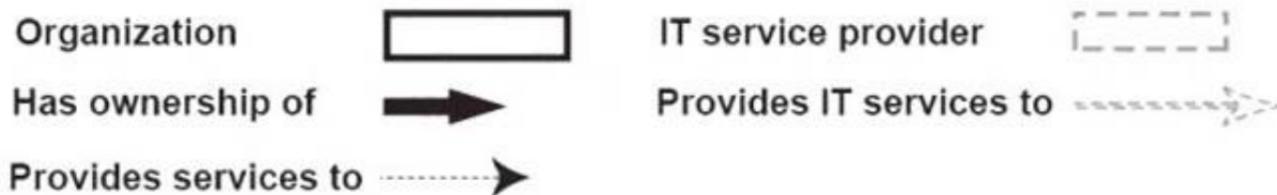
See the Scenario for additional information.

**Scenario:**

(Note: The companies and people within the scenario are fictional)



**Legend**



**CruiseAlong Cars**

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

- ▶ Inefficiencies caused by the current IT structure
- ▶ Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

**DriveYou.com**

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein (UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevagon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

- ▶ Compliance with safety and other regulatory requirements.

**University of Bachstein (UoB)**

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT
- ▶ Manage growth and increasing IT demand
- ▶ Demonstrate value through competitive, responsive and transparent services

Global City Services (GCITS)

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GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include:

- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT)

NSDot is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars central IT organization wants to implement a new ITSM toolset to replace their outdated system. The new ITSM toolset will be used by all CruiseAlong Cars' IT departments and their service desks.

The business case for the improvement has not been made yet. This could include financial contribution from various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

Which benefit is the MOST important to include in the business case for this improvement and why?

- A. A lower risk of overspending the IT budget, because this is aligned with the goal of the improvement.
- B. Fewer breaches of agreed service levels, because this will lead to improved business unit satisfaction.
- C. Provision of shared funding from many countries, because this will lead to improved business unit satisfaction.
- D. A reduction in the cost of service desks, because this is aligned with the goal of the improvement

**Answer: D**

#### **NEW QUESTION 2**

What is organizational change management (OCM) MOST likely to contribute to in an organization?

- A. The knowledge required to support the adoption of new technology platforms.
- B. Cultural changes required as a result of adopting new business processes.
- C. Standard changes that are made to IT service assets and configuration items.
- D. The development of underpinning processes for a change management standard.

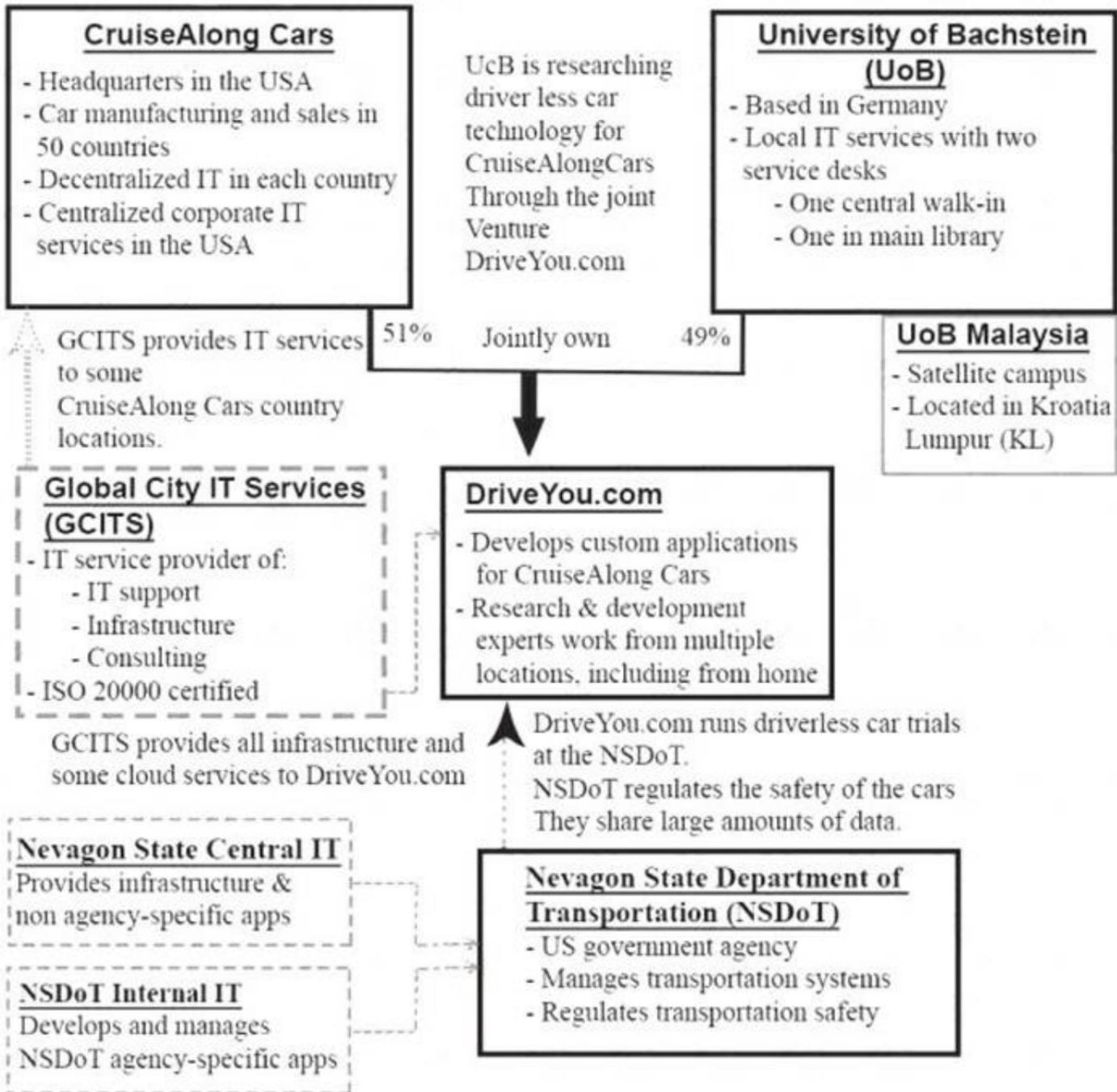
**Answer: B**

#### **NEW QUESTION 3**

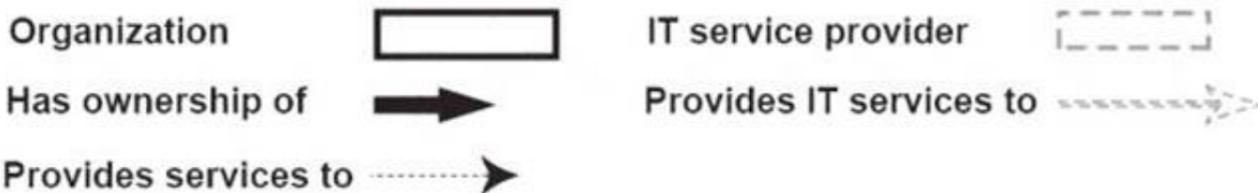
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- ▶ Inconsistency of IT services when employees are travelling

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Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

- ▶ Better structure and accountability around their work practices
- ▶ Compliance with safety and other regulatory requirements.

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The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT
- ▶ Manage growth and increasing IT demand
- ▶ Demonstrate value through competitive, responsive and transparent services

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GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include:

- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars

**Nevagon State Department of Transportation (NSDoT)**

NSDoT is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

GCITS will create a new 'global mobile VIP service' for CruiseAlong Cars senior executives, which will give them access to corporate IT services from mobile devices, from any location. The new service will be delivered by the existing GCITS centralized service desk. It will include 24/7 support, and reported incidents and requests will be treated as a high priority.

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider. Effective and efficient escalation of incidents will be crucial to the success of the global mobile VIP service. Staff in GCITS, CruiseAlong Cars and Mobilwork could be involved in escalation.

Which is the BEST tool to use, and to whom will it be provided?

- A. A RACI model authority matrix, provided to the project manager when approving the design costs.
- B. A stakeholder map, provided to the project manager when approving the design costs.
- C. A RACI model authority matrix, provided to the service desk during deployment.
- D. A stakeholder map, provided to the service desk during deployment.

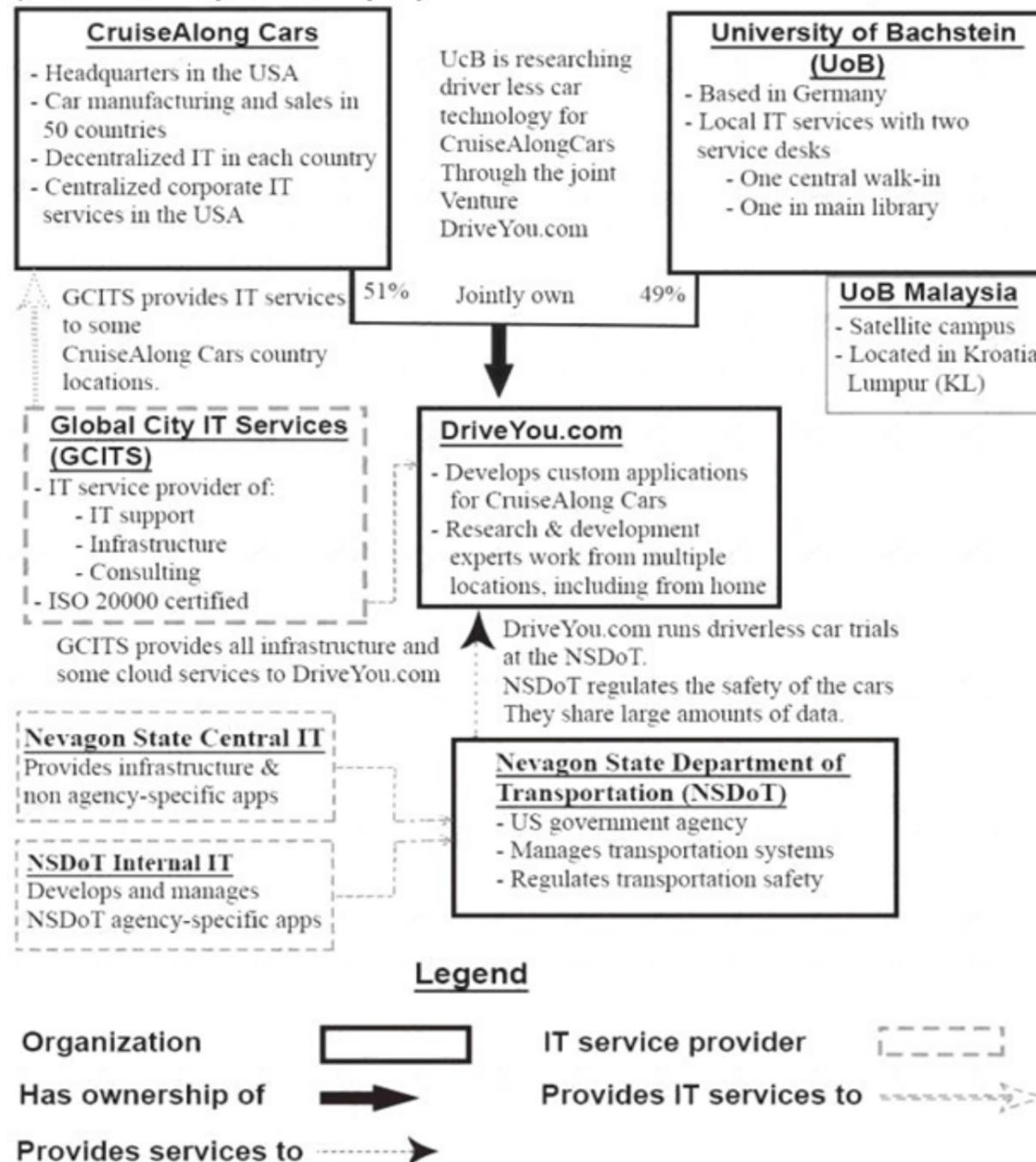
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**NEW QUESTION 4**

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Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

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Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevegon State central IT department. DriveYou.com decided to move the storage and management of their testing data to a new platform so that they can share it more effectively with the UoB. They also need to facilitate data transfer from new CruiseAlong Cars research facilities in Japan and Australia.

The DriveYou.com project manager needs to establish an effective channel of communication with CruiseAlong Cars' new research facilities. There is already a plan for communicating with other stakeholders.

Which is the BEST approach?

A. Create a new comprehensive communications plan for all stakeholders before engaging with the research teams.

B. Use the existing communications plan and send all previous communications to the research teams.

C. Make contact with the research teams and build a specific communications approach to address their needs.

D. Include the named contacts immediately on the project email distribution list and ask them for feedback.

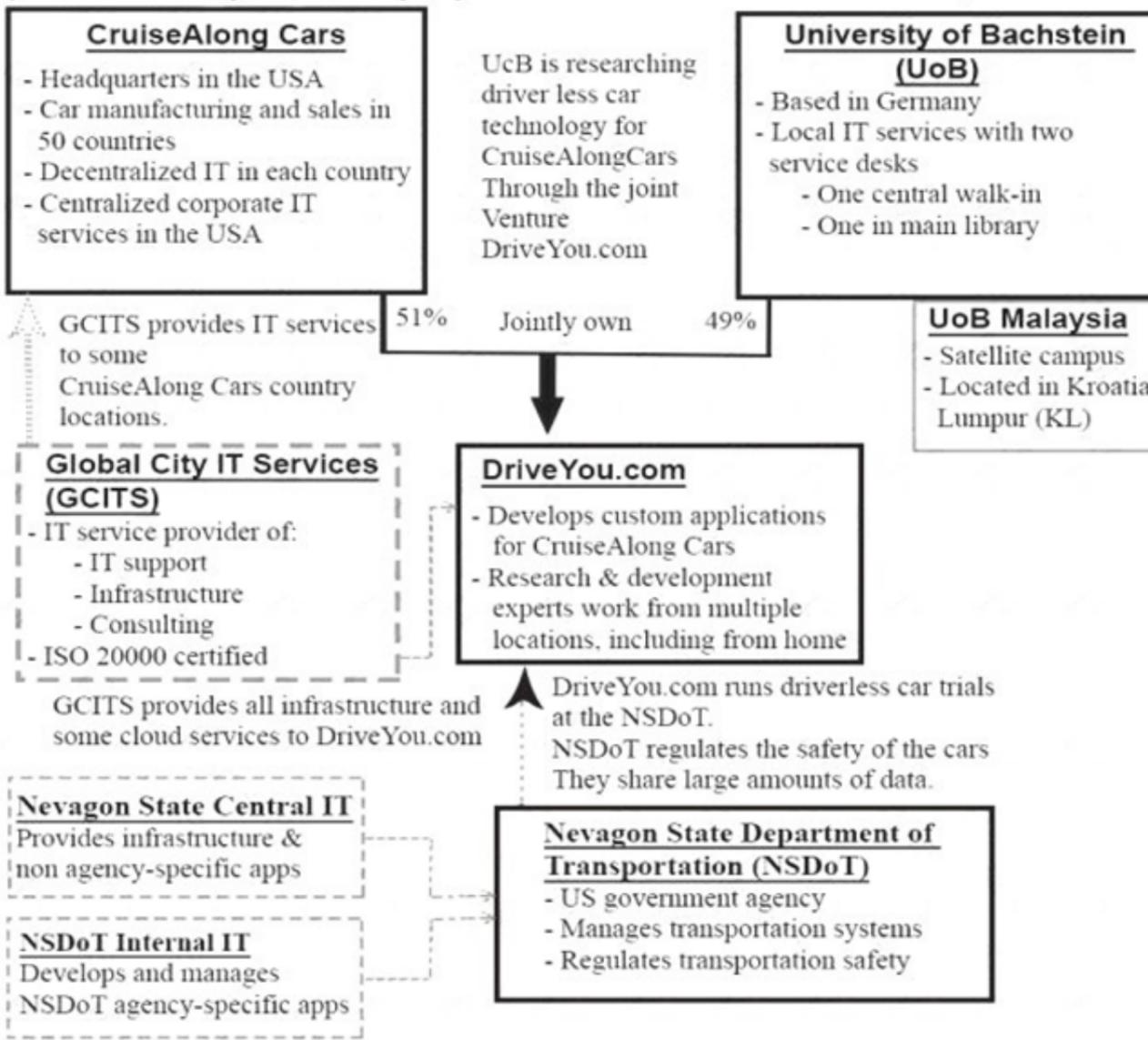
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#### **NEW QUESTION 5**

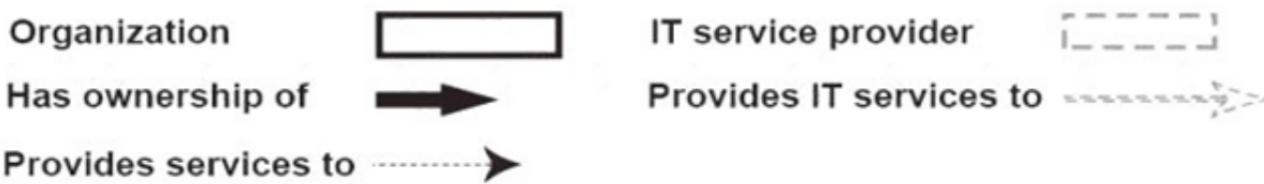
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- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars Nevegon State Department of Transportation (NSDoT)

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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevada State central IT department.

GCITS have a major audit coming up to verify continued compliance to the ISO/IEC 20000 standard. In preparation for the audit, they are conducting a series of internal audits.

GCITS has grown through acquisition. The latest acquisition, Optimsolv, does not comply with ISO/IEC 20000.

Optimsolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimsolv is compliant.

The project manager has identified the relevant stakeholders in the initiative.

What is the BEST step to take next in the stakeholder management process, and why?

	Action	Why
a)	Devise a communication plan for each stakeholder	To understand how the new Optimsolv staff are likely to react, and win their support
b)	Devise a communication plan for each stakeholder	To understand the importance of each stakeholder to the initiative
c)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand the importance of each stakeholder to the initiative
d)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand how the new Optimsolv staff are likely to react, and win their support

A. Action: Devise a communication plan for each stakeholderWhy: To understand how the new Optimsolv staff are likely to react, and win their support

B. Action: Devise a communication plan for each stakeholderWhy: To understand the importance of each stakeholder to the initiative

C. Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor' Why: To understand the importance of each stakeholder to the initiative

D. Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'Why: To understand how the new Optimsolv staff are likely to react, and win their support

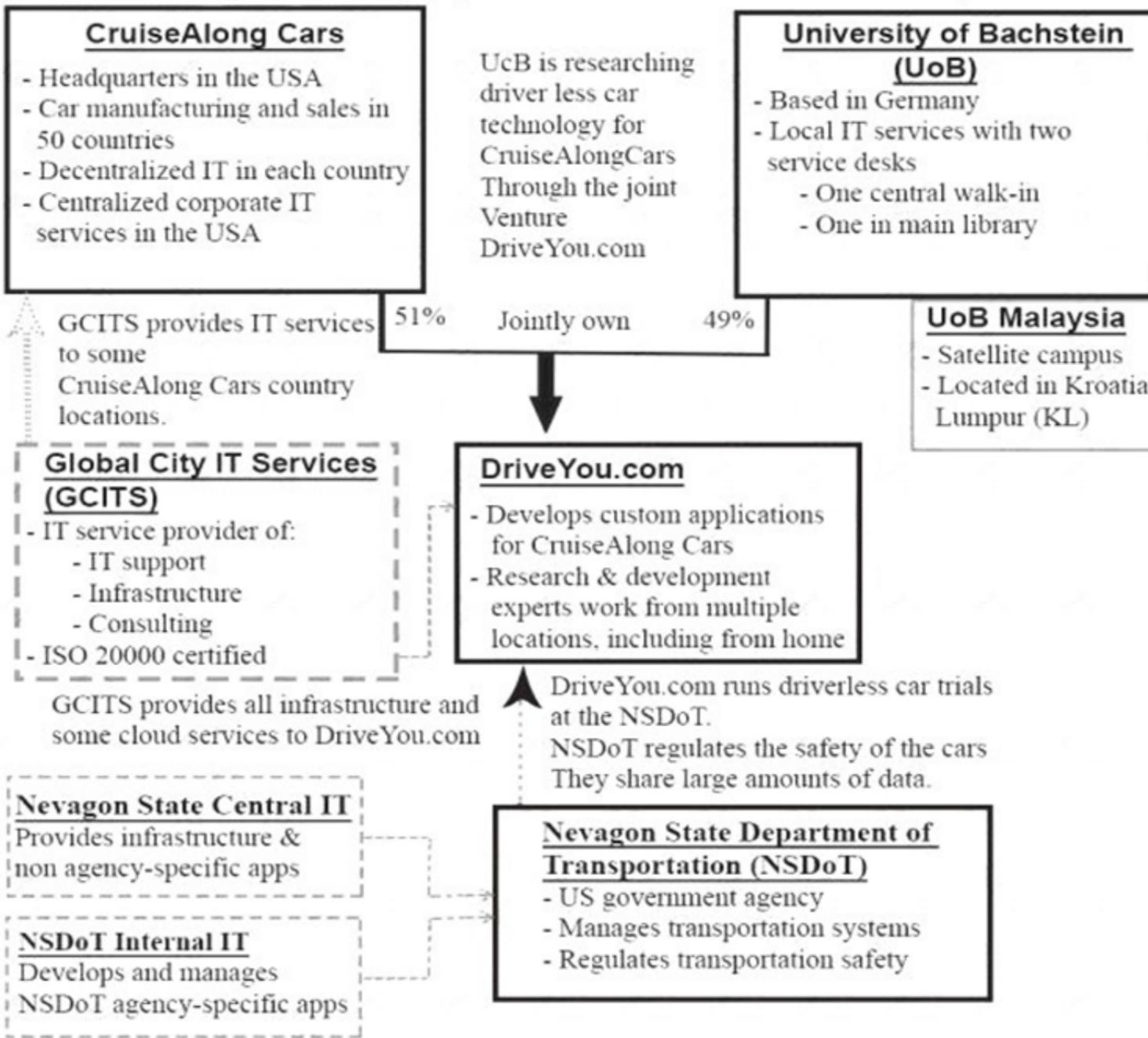
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**NEW QUESTION 6**

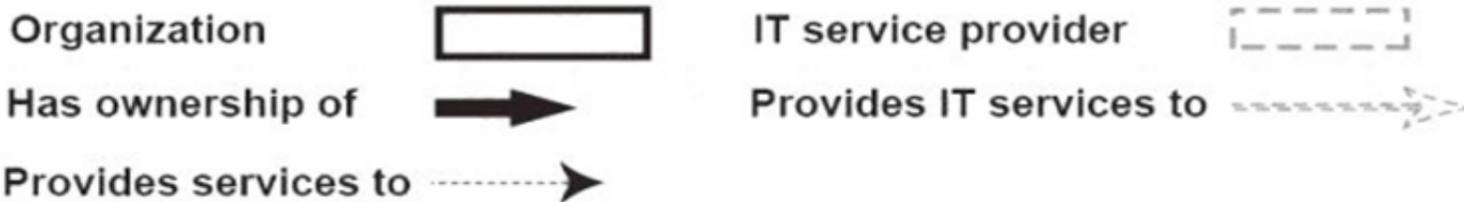
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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative. Some KPIs have been defined to assess the 'did we get there?' step of the CSI approach. Two of these are:

KPIs
25% reduction in security audit compliance failures for the mobile service over the last year
50% reduction in the number of mobile service related incidents over the last three months

Are these KPIs SMART?

- A. No, because one of them is not relevant to the project goals.
- B. No, because one of them is not time-bound.
- C. Yes, they are SMART KPIs.
- D. No, because one of them is not measurable

**Answer: C**

#### NEW QUESTION 7

A number of service desk staff do not like the planned improvements and have offered alternative solutions. The project manager has decided to involve them in the design and review process.

This is an example of using which tactic?

- A. Prioritize the change against other changes.
- B. Be open and honest.
- C. Create and communicate quick wins.
- D. Resistance is not always necessarily negative.

**Answer: D**

#### NEW QUESTION 8

See the Scenario for additional information.

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They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

One CSF for the project is to provide an improved service to senior executives. Which two KPIs are BEST to underpin this CSF?

	KPIs
1	Increased end-to-end availability of the new mobile technology
2	Improved senior executive satisfaction at incident closure
3	Reduction in costs for the provision of mobile services
4	Improved availability of servers within the data centre

A. 1 and 2.

B. 2 and 3.

C. 3 and 4.

D. 1 and 4.

**Answer: A**

#### NEW QUESTION 9

See the scenario for additional informational.

CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

▶ Inefficiencies caused by the current IT structure

▶ Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein

(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

▶ Complete the centralization and consolidation of IT

▶ Manage growth and increasing IT demand

▶ Demonstrate value through competitive, responsive and transparent services

Global City Services (GCITS)

GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include:

▶ Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT)

NSDot is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative. During which two activities is it MOST important to measure average cost per incident?

	Activity
1	Agreeing the high-level objectives for the improvement initiative
2	Understanding the current situation
3	Reviewing the improvement initiative to see if it has succeeded
4	Defining the detailed objectives for the improvement initiative

- A. 1 and 2.
- B. 2 and 3.
- C. 3 and 4.
- D. 1 and 4.

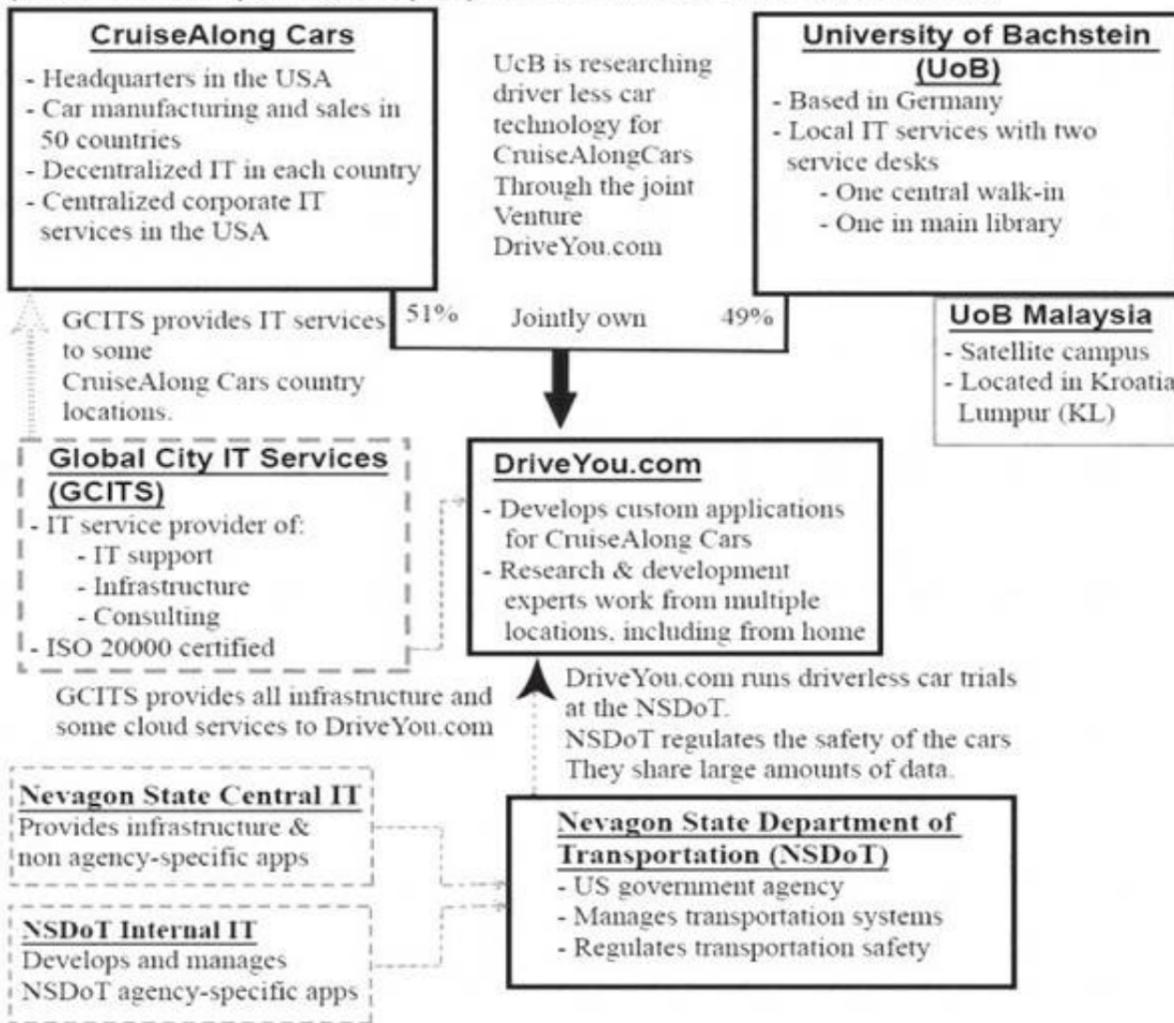
Answer: A

**NEW QUESTION 10**

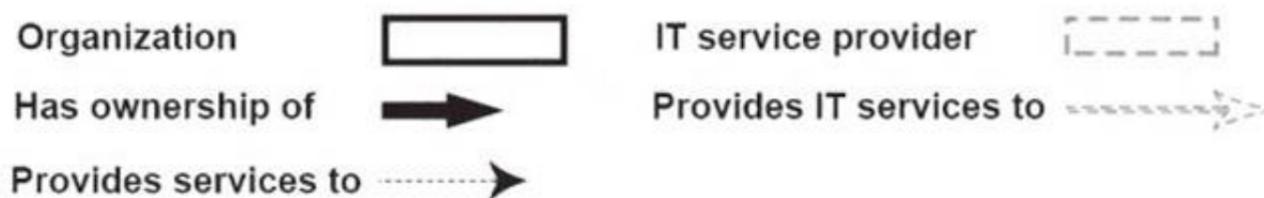
See the Scenario for additional information.

Scenario:

(Note: The companies and people within the scenario are fictional)



**Legend**



CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include: Inefficiencies caused by the current IT structure  
Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein (UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

- ▶ Better structure and accountability around their work practices
- ▶ Compliance with safety and other regulatory requirements.

University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT
- ▶ Manage growth and increasing IT demand
- ▶ Demonstrate value through competitive, responsive and transparent services

Global City Services (GCITS)

GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include:

- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT)

NSDot is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

GCITS will create a new 'global mobile VIP service' for CruiseAlong Cars senior executives, which will give them access to corporate IT services from mobile devices, from any location. The new service will be delivered by the existing GCITS centralized service desk. It will include 24/7 support, and reported incidents and requests will be treated as a high priority.

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider. During the 'how do we get there? Step, a plan will be created for implementing changes to the service desk procedures. Some issues with the service desk staff are anticipated.

Which OCM activity is the BEST to address the relevant service desk issue?

	Service desk issue	OCM activity
a)	Inconsistent engagement in the project	Create a plan for regular measurement and reporting
b)	Poorly defined roles and responsibilities for the new procedures	Conduct a training needs analysis
c)	Resistance to using the new procedures	Invite users to share success stories
d)	Lack of training for the new service and procedures	Implement a staff reward scheme

- A. Service desk issue: Inconsistent engagement in the project OCM activity: Create a plan for regular measurement and reporting
- B. Service desk issue: Poorly defined roles and responsibilities for the new procedures OCM activity: Conduct a training needs analysis
- C. Service desk issue: Resistance to using new procedures OCM activity: Invite users to share success stories
- D. Service desk issue: Lack of training for the new service and procedures OCM activity: Implement a staff reward scheme

**Answer: A**

#### NEW QUESTION 10

See the Scenario for additional information.

CruiseAlong Cars CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries.

Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

- ▶ Inefficiencies caused by the current IT structure
- ▶ Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

CruiseAlong Cars CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries.

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Some of the issues that CruiseAlong Cars needs to address include: Inefficiencies caused by the current IT structure

Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share. DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein (UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevada State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

▶ Better structure and accountability around their work practices

▶ Compliance with safety and other regulatory requirements.

The UoB is a University of Bachstein (UoB) university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

▶ Complete the centralization and consolidation of IT

▶ Manage growth and increasing IT demand

▶ Demonstrate value through competitive, responsive and transparent services

Global City Services (GCITS)

GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars.

Some of the issues that GCITS needs to address include:

Succeed in establishing a strategic partnership with CruiseAlong Cars Nevada State Department of Transportation (NSDoT)

NSDoT is a government agency in the US state of Nevada, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bidirectional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevada State central IT department.

GCITS will create a new 'global mobile VIP service' for CruiseAlong Cars senior executives, which will give them access to corporate IT services from mobile devices, from any location. The new service will be delivered by the existing GCITS centralized service desk. It will include 24/7 support, and reported incidents and requests will be treated as a high priority.

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider. During the 'how do we keep the momentum going?' step of the CSI approach, the service desk manager has become aware that some service desk staff are using the old working practices. This is affecting the service to the VIPs.

Which is the BEST way to apply the guiding principles in this case?

- A. Design for experience by engaging with the VIPs to identify improvements to the service.
- B. Collaborate with the service desk staff to design improvements to the new processes.
- C. Be transparent and explain that non-compliance to procedures will lead to disciplinary action.
- D. Observe directly in order to understand who is not using the new procedures and why.

**Answer: D**

### NEW QUESTION 13

The project manager is writing a business case for the improvement. This business case explains how following the CSI approach will contribute to the improvement work.

Which is a correct description of the purpose of a CSI step in this improvement work?

- A. "Where are we now?" will document process issues that need to be resolved.
- B. 'How do we get there?' will specify the objectives and business case for the project.
- C. 'What is the vision?' will identify the best ITSM software tool to use.
- D. 'Did we get there?' will define measurable steps for the project.

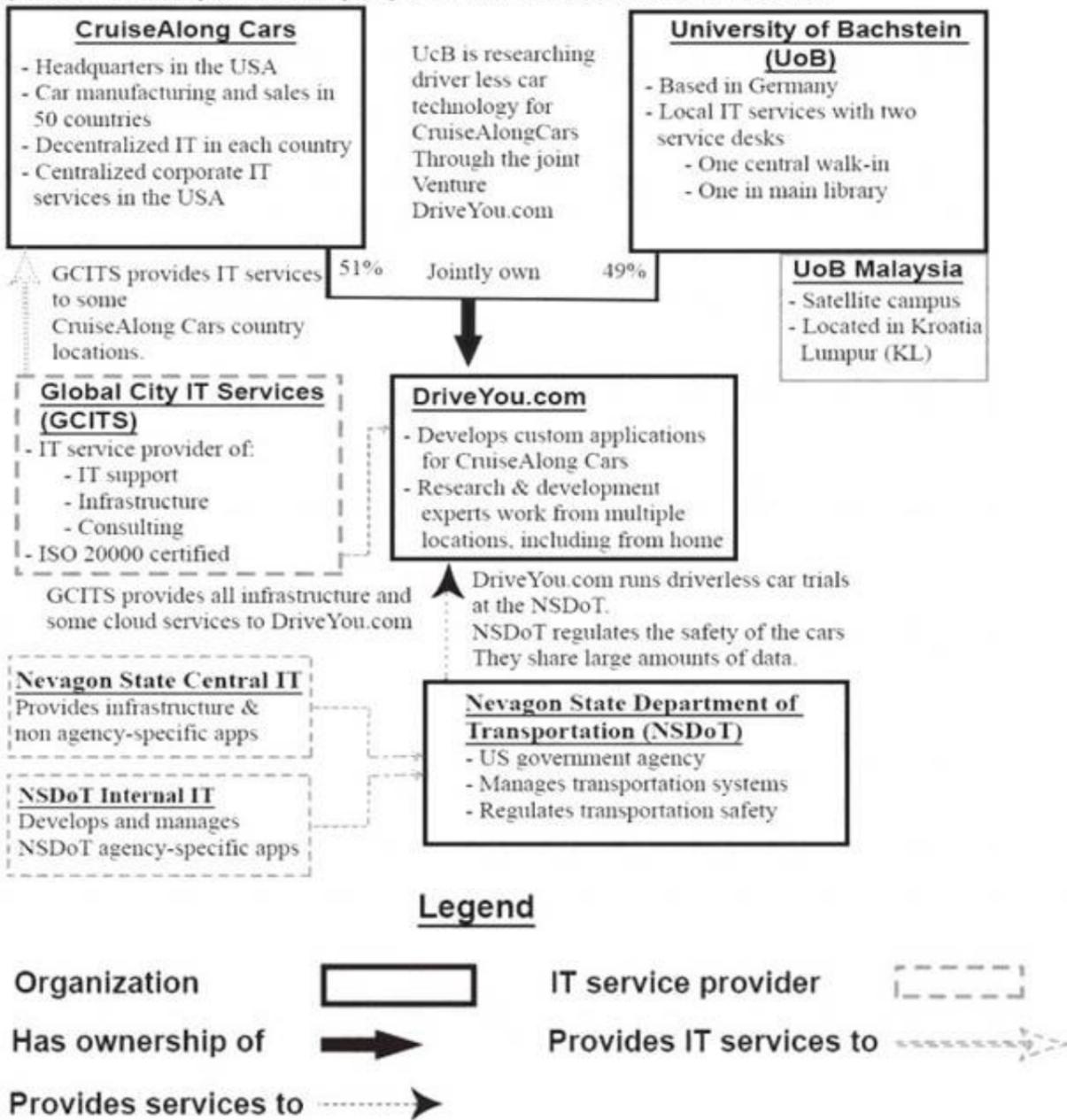
**Answer: A**

### NEW QUESTION 18

See the Scenario for additional information.

**Scenario:**

(Note: The companies and people within the scenario are fictional)



**CruiseAlong Cars**

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

- Inefficiencies caused by the current IT structure
- Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

**DriveYou.com**

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein (UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevagon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

- Better structure and accountability around their work practices
- Compliance with safety and other regulatory requirements.

**University of Bachstein (UoB)**

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- Complete the centralization and consolidation of IT
- Manage growth and increasing IT demand
- Demonstrate value through competitive, responsive and transparent services

**Global City Services (GCITS)**

GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include:

- Succeed in establishing a strategic partnership with CruiseAlong Cars

**Nevagon State Department of Transportation (NSDoT)**

NSDoT is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and

safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars central IT organization wants to implement a new ITSM toolset to replace their outdated system. The new ITSM toolset will be used by all CruiseAlong Cars' IT departments and their service desks.

The business case for the improvement has not been made yet. This could include financial contribution from various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

Which row of information BEST supports the business case?

A. Key stakeholders: Central IT CIO Selected country CIOs Baseline value: Time taken to produce weekly reports = 1 day Expected result: Time taken to produce weekly reports = 0.5 day

B. Key stakeholders: Central IT CIO All country CIOs Baseline value: Number of incorrectly categorized incidents per month = 50 Expected result: Number of incorrectly categorized incidents per month = 30

C. Key stakeholders: Central IT CIO Selected country CIOs Baseline value: Total IT headcount = 470 Expected result: Total IT headcount = 500

D. Key stakeholders: Central IT CIO All country CIOs Baseline value: Average cost per incident = \$12.50 Expected result: Average cost per incident = \$9.00

**Answer: D**

### NEW QUESTION 19

See the scenario for additional informational.

CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

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- Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

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Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- Complete the centralization and consolidation of IT
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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative. KPIs have been defined to measure the success of the improvement initiative. They will be measured quarterly Which KPI is the MOST appropriate?

- A. Customer satisfaction with mobile services is higher than 90%.
- B. Network availability for mobile services is maintained at 99.6%.
- C. Incident turnaround time for mobile services is improved by 15%.
- D. Cost per incident for mobile services is within 2% of target

**Answer: A**

### NEW QUESTION 24

See the scenario for additional informational.

#### CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries. Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

- ▶ Inefficiencies caused by the current IT structure
- ▶ Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

#### DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein

(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

#### University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT
- ▶ Manage growth and increasing IT demand
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GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include:

- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars Nevegon State Department of Transportation (NSDoT)

NSDoT is a government agency in the US state of Nevegon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevegon State central IT department.

GCITS have a major audit coming up to verify continued compliance to the ISO/IEC 20000 standard. In preparation for the audit, they are conducting a series of internal audits.

GCITS has grown through acquisition. The latest acquisition, Optimolv, does not comply with ISO/IEC 20000.

Optimolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimolv is compliant. Which OCM activity will BEST help Optimolv to overcome any staff resistance, and comply with ISO/IEC 20000 within six months?

- A. Create a sense of urgency for the change.
- B. Demonstrate enough value to business.
- C. Make compliance the top corporate priority.
- D. Maintain a focus on continual improvement.

**Answer: C**

#### NEW QUESTION 29

See the scenario for additional informational.

#### CruiseAlong Cars

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- ▶ Inconsistency of IT services when employees are travelling

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Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

#### University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main

library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved. The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area. Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT
- ▶ Manage growth and increasing IT demand
- ▶ Demonstrate value through competitive, responsive and transparent services

**Global City Services (GCITS)**

GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include:

- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars Nevagon State Department of Transportation (NSDoT)

NSDoT is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

GCITS have a major audit coming up to verify continued compliance to the ISO/IEC 20000 standard. In preparation for the audit, they are conducting a series of internal audits.

GCITS has grown through acquisition. The latest acquisition, Optimsolv, does not comply with ISO/IEC 20000.

Optimsolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimsolv is compliant. The project manager is designing a resistance management plan for Optimsolv IT staff. Which is the BEST 'what's in it for me?' statement?

- A. "I am part of an important company initiative".
- B. "I can use the opportunity to learn valuable new skills".
- C. "Optimsolv gets ISO/IEC 20000 certification".
- D. "GCITS achieves its corporate goals".

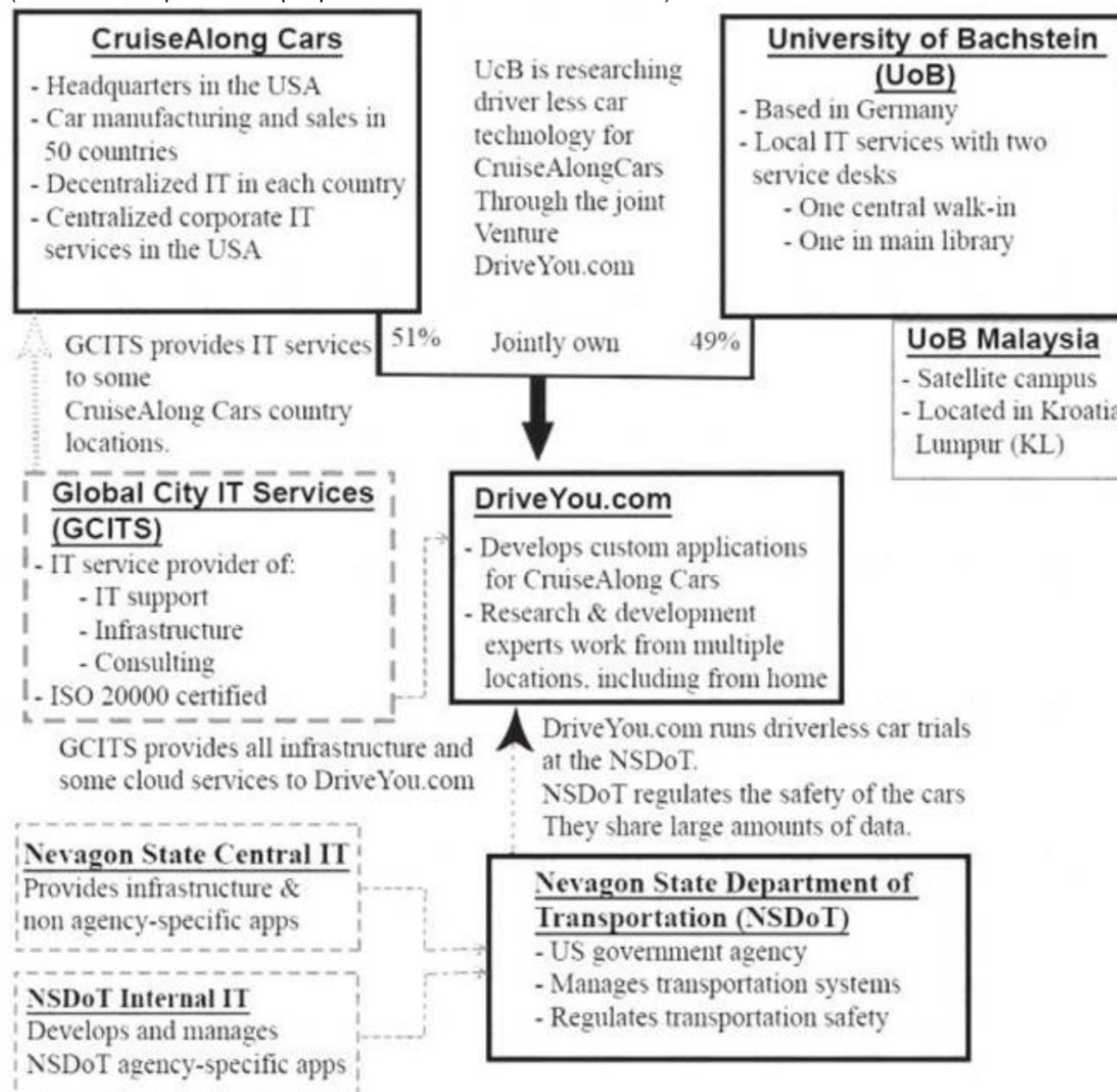
**Answer: B**

**NEW QUESTION 31**

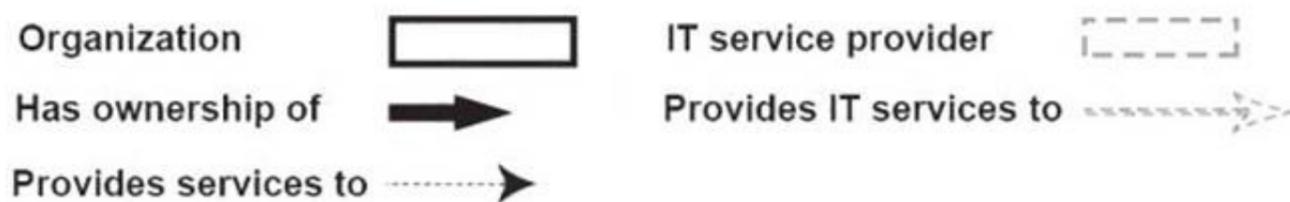
See the Scenario for additional information.

Scenario:

(Note: The companies and people within the scenario are fictional)



### Legend



#### CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries.

Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

- ▶ Inefficiencies caused by the current IT structure

- ▶ Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

#### DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein

(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevada State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

- ▶ Better structure and accountability around their work practices

- ▶ Compliance with safety and other regulatory requirements.

#### University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT

- ▶ Manage growth and increasing IT demand

- ▶ Demonstrate value through competitive, responsive and transparent services

#### Global City Services (GCITS)

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GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars.

Some of the issues that GCITS needs to address include:

- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars

#### Nevagon State Department of Transportation (NSDoT)

NSDoT is a government agency in the US state of Nevada, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevada State central IT department.

CruiseAlong Cars central IT organization wants to implement a new ITSM toolset to replace their outdated system. The new ITSM toolset will be used by all CruiseAlong Cars' IT departments and their service desks.

The business case for the improvement has not been made yet. This could include financial contribution from various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

CruiseAlong Cars' CIO recognizes that they must adopt an approach that focuses on service, and adapt ITIL best practices to achieve value from the processes that are underpinned by the new toolset.

What is the BEST way for best practice to be adapted to achieve the project goals?

- A. Utilize the process flows already available in the ITSM toolset because this requires least rework and is the lowest cost option.
- B. Use the best of the current processes from each country because costs will be reduced if the same solution is accepted by all of them.
- C. Utilize the ITIL guidance as a framework for the new processes because this will improve support and achieve cost reduction.
- D. Replace all current processes with fully ITIL aligned versions because this will allow easy automation to cut costs.

**Answer: C**

#### NEW QUESTION 33

Which is an example of using the communication principle 'timing and frequency matter'?

- A. Repeating a training video in a variety of languages because there are staff in different countries.
- B. Creating a multi-media briefing to update all staff on major changes to organizational structure.
- C. Repeating a presentation to allow for the hours of work in a global organization.
- D. Creating a targeted bulletin that allows different staff groups to feedback on improvement opportunities.

**Answer: D**

**NEW QUESTION 36**

See the scenario for additional informational.

**CruiseAlong Cars**

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Some of the issues that CruiseAlong Cars needs to address include:

- ▶ Inefficiencies caused by the current IT structure
- ▶ Inconsistency of IT services when employees are travelling

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Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices  
Compliance with safety and other regulatory requirements.

**University of Bachstein (UoB)**

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT
- ▶ Manage growth and increasing IT demand
- ▶ Demonstrate value through competitive, responsive and transparent services

**Global City Services (GCITS)**

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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.  
The IT department at the UoB does not have a service catalogue or a service portfolio, and there is limited understanding of the structure and value of services in the organization. Many of the individual departments and faculties are resistant to the CIO's vision for global services.  
They have decided to appoint business relationship managers (BRMs) who will be expected to address many of the challenges, in order to support collaboration and help to define global services. Some business analysts are going to be transferred to these new positions.  
The newly appointed BRMs are starting to define services and want to ensure that value, outcomes, costs and risks are included in every service definition.  
Which definition is the MOST complete?

- A. Grant application service: increases the number of successful grant applications by helping researchers to write effective grant proposals. reduces cost of support staff needed increases reliability of grant submissions.
- B. User device access service: provides connectivity for phones, laptops and tablet
- C. includes service desk support and software deployment. supports cost-effective remote access to central services for people working from home.
- D. Exam administration service: increases productivity of administrative staff by reducing downtime of exam marking and grade tracking. reduces cost of managing exams. provides centralized storage of exam materials in the cloud.
- E. Centralized email service: reduces overall costs for the university IT department by enabling retirement of many smaller email services. provides connectivity to central cloud email service
- F. supports calendar and shared distribution lists

**Answer:** D

### NEW QUESTION 39

See the Scenario for additional information.

### CruiseAlong Cars

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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative. The project manager is creating a set of metrics to measure the service provided to senior executives once the improvements have been made. There must be a balance of technology, process and service metrics.

	Metric
1	Average number of incidents resolved per agent per day
2	% of time that mobile users can send and receive emails
3	% availability of mobile access servers
4	Average cost of resolving incidents
5	Mean time between failure of mobile devices
6	Length of time to provide senior executives with new mobile device

Which set of metrics provides a suitable balance?

- A. 1, 3 and 4.
- B. 1, 5 and 6.
- C. 2, 3 and 5
- D. 2, 4 and 6

**Answer: C**

**NEW QUESTION 42**

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