

# ITIL<sup>®</sup> Managing Across the Lifecycle (MALC) Certificate

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## **ITIL® Qualification:**

### **MANAGING ACROSS THE LIFECYCLE (MALC) CERTIFICATE**

*Sample Paper 1, version 5.1*

*To be used with Case Study 1*

Gradient Style, Complex Multiple Choice

#### **QUESTION BOOKLET**

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**Gradient Style, Complex Multiple Choice**

**120 minute paper**

**10 questions, Closed Book**

#### **Instructions**

1. *All 10 questions should be attempted.*
2. *All answers are to be marked on the answer grid provided.*
3. *You have 120 minutes to complete this paper.*
4. *You must achieve 35 or more out of a possible 50 marks (70%) to pass this examination.*

## Question One

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### Please refer to the case study

The business executive board agreed that the CIO would provide a strategy for improving the bank's IT service management (ITSM) capability. The strategy must support the bank's growth plans and enable the bank to focus on value realization. The CIO therefore engaged an ITSM consultancy company to conduct a review of the current ITSM processes within the bank.

The review report concludes that the existing ITSM processes are, in general, meeting their performance targets. Currently, however, ITSM as a whole is not sufficiently robust to support the bank's globalization plans.

The review report recommends the following options for improvement:

1. Improvements should be made in order to increase customer satisfaction, which has fallen due to performance issues in IT services that have recently changed.
2. A programme should be developed to implement all ITIL processes.
3. Service portfolio management should be implemented.
4. A multilingual service management tool should be bought to increase process effectiveness.
5. The process owners' main focus should be on improving their processes through the use of process metrics.
6. Additional training in customer care should be provided for all staff members who have direct contact with customers and users.
7. Service design should be strengthened by the introduction of design co-ordination.
8. A single SDP should be created for use in all future bank acquisitions.

Due to the current financial constraints, the CIO recognizes that only some of the recommended options for improvement can be included in the strategy.

You are the service improvement manager within the bank. The CIO has asked you to evaluate the proposed improvements.

Which one of the following combinations of improvements will provide the BEST solution for the bank?

- A. 2, 5, 6, 8
- B. 1, 2, 3, 7
- C. 1, 4, 6, 7
- D. 2, 3, 4, 5

## Question Two

### Please refer to the case study

Recently HQ internal users received a security update to the desktop which resulted in significant incidents for HQ staff. The change management team sent an email notification of this change to all IT team managers and their staff just before deployment. The email included a specific reference to the new IT security policy on the intranet, however many IT staff did not understand the new policy.

The chief information officer (CIO) wants a pragmatic approach to improve the current practice of communicating changes. This is required to ensure successful deployment of similar security changes which are due next month. The CIO has assigned you to evaluate a key part of the existing IT communication plan for IT staff, which is shown below. The strategic communication plan for the business and IT is documented elsewhere.

Row	Messenger	Target audience	Message	Method of communication	Date and frequency
1	CIO	IT unit managers	Importance of complying with new and changed policies to maintain regulatory compliance	IT senior management meetings	Throughout the service lifecycle
2	Publish on the intranet	All IT staff	Read new or changed policies and practices. Confirm that you understand the message	Policy on the intranet	Available from the date of first deployment

Which one of the following answer options describes the BEST recommendation to improve the extract from the communication plan?

- A. Row 1 does not need to be changed, as it is important for all IT unit managers to understand the changes. In row 2, modify the method of communication to "Policy on the intranet with confirmation of understanding from the reader."
- B. In row 1, change the message to "Importance of complying with new and changed policies to maintain regulatory compliance by following the knowledge management process". In row 2, add to the method of communication "Questionnaire to check that staff members have understood the policy". Add a new activity to the table as row 3 to find out how people are affected by the 'change cycle' in order to establish the target audience.
- C. In row 1, change the target audience for CIO communications to "The IT steering group." In row 2 modify the message to "Importance of reading and understanding policies for new or changed services."
- D. In row 1, add IT team managers to the target audience. Under 'date and frequency', specify where in the service lifecycle the specific points of communication should happen. In row 2, change the method of communication to "Policy on the intranet and mandatory online test to be completed by all IT staff".

## Question Three

### Please refer to the case study

You are the service improvement manager.

You have recommended that the bank should improve its service design practices. Specifically, you propose that formal service design packages (SDPs) should be introduced with agreed standards for their content, methods for development and required inputs. You believe that significant benefits can be derived that would help resolve several existing issues in design, transition and operation.

The CIO has asked you to create a report that explains the importance of formal SDPs to the bank. The report will be used to encourage both staff and management support for this improvement effort.

Which one of the following answer options BEST summarizes the benefits arising from the SDPs that should be included in your report in order to make the strongest case for implementing the SDP improvements?

Item	Answer options			
	A	B	C	D
Deployment plans that specify required testing, allowing better change scheduling		✓	✓	
Service transition plans that identify all transition requirements, allowing better change co-ordination	✓			
The inclusion and documentation of more than just the functional requirements when designing services	✓			✓
The involvement of IT groups other than application development staff in design work	✓			
The identification of the appropriate times during design and transition to draw on knowledge of operations staff	✓	✓		
Drawing on knowledge of operations staff during design			✓	
Having a consistent and repeatable approach to design documentation, regardless of who in the organization is leading the effort	✓			
Having a consistent and repeatable approach to requirements documentation			✓	
Appropriately measured service design activities for continual improvement			✓	✓
The involvement of service implementation unit staff in design		✓	✓	✓
The inclusion of application development staff in transition activities		✓		✓
The inclusion of the business in transition activities	✓			
Ensuring business participation in functionality testing			✓	✓
Having clear design acceptance criteria to reduce failed changes			✓	✓
Ensuring testing and validation of all design and acceptance specifications for new or changed services	✓	✓		
Ensuring testing includes more than functionality		✓		
Specifying knowledge capture and documentation requirements	✓	✓		
Determining if the design is practical for the purpose specified		✓		✓
The inclusion of user training in all new or changed service designs			✓	✓

## Question Four

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### Please refer to the case study

Even though there is increased management attention on the interaction of operational staff with other service lifecycle stages, some of the IT unit managers still doubt the real value of such integration. As the availability of customer-facing and supporting services are business critical, the current policy is that operational staff should, in general, concentrate on maintaining service uptime. Effectively this isolates most operational staff from direct interaction with other parts of the service lifecycle.

You are the IT operations manager, and you believe that the current policy is outdated and should be replaced. You have been invited to a meeting with the CIO and other IT unit managers to present your view.

Many IT managers, including the IT strategy unit manager and the service improvement manager, do not agree with the idea of increased involvement of operational staff in other lifecycle stages. You have decided to present examples of activities from other service lifecycle stages which show how the organization would benefit from the involvement of service operation staff.

Which one of the following answer options is the BEST example of a list of activities carried out by service operation staff during other service lifecycle stages?

- A.
  - Gather and identify IT operational costs by key service operation process such as incident management and problem management
  - Create an overview of how the different customer-facing services utilize technology, as a basis for improving service asset and configuration management
  - Perform training on a new service supporting the new insurance ventures to reduce the probability of user errors
  - Communicate potential issues with the server environment to prevent incidents.
- B.
  - Indicate operational risks for a new IT strategy being developed, which would introduce contracted development services
  - Develop appropriate cost models for accounting and stock control services to support a policy change from “build before buy” to “buy before build”
  - Define IT service objectives and performance criteria, to improve the match between services delivered and business requirements
  - Initiate work on analysing the potential impact on infrastructure availability from an aggressive business expansion strategy.
- C.
  - Assess whether the data centre is equipped to handle the additional capacity needed to support the growth of internet banking
  - Develop mechanisms to increase visibility into the cost of the desktop support service to compare with similar 3rd party services
  - Ensure that business-critical changes have been undergoing sufficient integration testing
  - Identify how new monitoring tools could provide improved customer reporting.
- D.
  - Detect and diagnose events to prevent issues with the central banking services being exposed to customers
  - Document requests on the word processing service in the service knowledge management system to facilitate sharing of good practice
  - Conduct periodic reviews of operational logs to identify patterns and trends of activities
  - Maintain up-to-date records of personnel to ensure that users are given correct rights to use services.

## Question Five

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### Please refer to the Case Study

You were recently appointed as the process owner and process manager responsible for knowledge management. This new position has been created following the bank's commitment to improve its IT service management capability and to support international operations.

You have established a project to develop and implement a formal knowledge management process across the service lifecycle. The knowledge management process needs to be delivered within the bank's regulatory and security constraints. Disposal of information is recognized as a challenge.

Last week, the key stakeholders on the project agreed that the purpose of knowledge management is:

- To share perspectives, ideas, experience and information and ensure that these are available in the right place at the right time to enable informed decisions to be made; and to improve efficiency by reducing the need to rediscover knowledge.

The next task for the project is to develop a knowledge management policy that supports the purpose of knowledge management. You are working with key stakeholders to develop this policy.

Which one of the following answer options describes the BEST set of policy statements to support the implementation of knowledge management at the bank?

- A.
- Knowledge, information and data will be available and accessible to staff, partners, and key suppliers, in different languages.
  - Definitive knowledge, information and data will be stored in a service knowledge management system (SKMS) and used to support the provision of services.
  - Knowledge management will facilitate knowledge transfer to support the implementation of new or changed services.
  - Documented procedures will be designed and developed for the creation, approval, maintenance and control of knowledge, information and data.
- B.
- Knowledge management will support knowledge transfer for all roles across the service lifecycle and across all time-zones.
  - Knowledge will be shared across the bank and with its partners to support decision-making and the lifecycle of IT services.
  - Definitive knowledge, information and data will be maintained in a system that supports different languages with secure and controlled access to accurate information.
  - Knowledge, information and data will be created, approved, maintained and disposed of using a documented process.
- C.
- Staff will be trained to optimize their use of information and to dispose of data.
  - Knowledge, information and data will be gathered, analysed and stored in a secure SKMS and maintained to support effective operational services.
  - The SKMS will provide controlled access for each member of staff.
  - IT service management and service delivery will be supported by a configuration management system (CMS) that is part of the SKMS.
- D.
- An SKMS will support the flow of information through all stages of the service lifecycle.
  - The SKMS will reduce the risks that arise from a lack of proper mechanisms for knowledge transfer.
  - Knowledge, information and data will be gathered, analysed, stored and maintained by each team.
  - Details of all operational IT services will be maintained in the service catalogue to ensure that staff, partners and key suppliers have access to information and data on live IT services.

## Question Six

### Please refer to the case study

Each time a new acquisition is undertaken the bank has difficulty integrating the people, processes and IT services into the existing organization. Some of the issues experienced are listed below:

- i. Some systems from the acquired companies have been retired before it was clear how this work would be managed in legacy systems.
- ii. On other occasions two or even three systems have been retained, even though they all perform the same work. These decisions seem to be driven at the business departmental level, without significant involvement of business leadership.
- iii. Designs of merged IT services have not fully taken operational realities into consideration.
- iv. Transitions have been executed in a rushed manner, focusing primarily on service functionality. As a result, training for support staff and users has been neglected, and there is insufficient knowledge documentation for the services. This has led to operational issues.
- v. Required technology and service metrics are not being collected to enable the services to be managed effectively.

You are the manager of the newly formed service management office (SMO). You believe that many of the issues that have been experienced can be traced back to poor integration between the stages of the service lifecycle. You undertake a review to determine if each lifecycle stage is providing the right outputs to be inputs into other stages. Based on your review, you will identify the highest priority items to be addressed in a first set of improvements. Other items, though they may be highly desirable, will be addressed in future improvement cycles.

Which one of the following options represents the BEST set of outputs/inputs to be addressed as high priority items for the bank in this first improvement cycle?

(Legend: SS = Service Strategy; SD = Service Design; ST = Service Transition; SO = Service Operation; CSI = Continual Service Improvement; All = All stages of the service lifecycle)

Item	From	To	Answer options			
			A	B	C	D
Business case	SS	SD		✓		✓
Comprehensive training plans	SD	ST	✓		✓	
Design errors identified in testing	ST	SD	✓	✓		✓
Details of how measurements and metrics will be produced	SD	ST, CSI	✓		✓	
Knowledge for the SKMS	All	All		✓		✓
Operating risks	SO	SS, SD, ST	✓		✓	
Operational requirements	SO	SD	✓		✓	✓
Operations plans and procedures	SD	SO		✓	✓	
Required service outcomes and service constraints	SS	SD		✓	✓	✓
Operational performance data	SO	CSI		✓		✓
Service design package (SDP)	SD	All	✓		✓	
Service models	SS	SD			✓	✓
Service portfolio	SS	All	✓		✓	
Vision and mission	SS	All	✓	✓		
Vital business functions	SS	SD		✓		✓
Operational level agreements	SD	ST	✓			✓
Patterns of business activity	SS	CSI		✓		



## Question Seven

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### Please refer to the Case Study

The bank has just started working on a new service offering, to be supported by a new business activity and new IT service.

As the CIO you have been asked to recommend an overall IT service strategy for the new IT service. An important element in the IT service strategy is to decide on the sourcing of service provision. You have asked the service owner to document key aspects of the new IT service. The service owner has returned with the following summary:

- The new IT service represents an innovative approach in banking for both the bank and the market, and is considered state-of-the-art with respect to both approach and use of technology.
- Time-to-market, low price and security are all vital to ensure that the bank maintains a competitive advantage related to the new IT service.
- Integration with financial management practices is key to measuring and ensuring success for the new IT service.
- The new business activity will generate a high transaction frequency, and requires close, manual attention and day-to-day follow-up according to a defined, written procedure.
- The new business activity will need to be closely integrated with the IT department's activities of business relationship management and service level management.

Which one of the following options is the BEST choice for sourcing the service provision of the new IT service?

- A. Outsource IT responsibilities to a 3<sup>rd</sup> party
- B. Outsource IT responsibilities and business activity to a 3<sup>rd</sup> party
- C. Establish a new IT group within the business unit responsible for the new business service
- D. Assign IT responsibilities to the existing Shared Services division

## Question Eight

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### Please refer to the case study

Operations management have raised a concern regarding the IT service supporting the business-critical customer call centre. They stress the need for better scalability and better reporting for the IT service.

The IT strategy unit has passed an authorized service charter for these issues to applications development. The IT strategy unit has specified that no changes to service utility or vital business functions are required at this time. Applications development has started a project to address the scalability and reporting issues. The project charter defines virtualization options that could address the need for better scalability, and it addresses the enhanced reporting capabilities for IT.

The IT operations manager is responsible for providing information for service strategy, service design, service transition and continual service improvement stages.

At this point in the project, which one of the following answer options is the BEST list of outputs that the IT operations manager should provide to ensure success of the revised service?

- A.
  - Historical information on incidents and problems to capacity management and availability management processes
  - Feedback on issues concerning validation and testing and change management processes
  - Service metric and key performance indicator achievements to service level management process
  - Logged improvement opportunities to the service asset and configuration management process.
- B.
  - Information in the service knowledge management system to the continual service improvement (CSI) stage
  - Feedback on the knowledge management process
  - Requests for change to resolve operational issues to the change management process
  - Actual performance data to capacity management and availability management processes.
- C.
  - Operational impact assessment from service level agreement changes to the service level management process
  - Results of post-incident user satisfaction surveys to the CSI stage
  - Logged improvement opportunities to the service portfolio management process
  - Business communication plan to address varying user support expectations from cultural differences.
- D.
  - Feedback on operational risk to the change evaluation process
  - Information on vital business functions to the availability management process
  - List of known errors and answers to typical business questions to the operations control centre
  - Demand forecasts to the capacity management process.

## Question Nine

### Please refer to the case study

Independent financial advisors (IFAs) use the third-party sales support service to sell the bank's financial products. It is important that the service is easy to use and reliable.

You are the service owner for an enhanced IT service which will extend the hours of operation to support the IFAs sales activities. A new application will replace the existing application and will adopt the bank's new policy of 'virtual first'. All transactions will be in real-time via a web interface. This environment will improve the bank's capability to develop and automate the delivery of new banking products for third-party sales.

You need to decide what set of service metrics to use for the sales support service and at which service lifecycle stage the metrics can be measured. You have brainstormed the following service metrics:

1. Sales performance of IFAs
2. Bank internal customer and IFA satisfaction survey results with the potential to offer a broader range of products
3. Interrupted sales support service transactions during agreed service hours
4. Predicted achievement in the IFAs' sales of bank products due to the IFAs' use of the sales support service
5. Variation from predicted achievement in the IFAs' sales of bank products due to the IFAs' use of the sales support service
6. IFAs' satisfaction with the sales support service
7. Predicted batch turnaround time during the agreed service hours
8. Variation from predicted batch turnaround time during the agreed service hours
9. Mean time between failure (MTBF) of the web application during the agreed service hours
10. Decrease in the total cost of handling IT service incidents
11. Predicted downtime of the sales support service during the agreed service hours
12. Actual downtime of the sales support during the agreed service hours.

From the following answer options, which one provides the BEST combination of SERVICE metrics and the stages in the service lifecycle at which they CAN be measured?

A.

Service strategy	Service design	Service transition - pilot	Service operation
1, 6, 11	2, 3	2, 12	1, 3, 6, 12

B.

Service strategy	Service design	Service transition - pilot	Service operation
2, 6	2, 3, 4, 6	2, 3, 5, 6	2, 3, 5, 10

C.

Service strategy	Service design	Service transition - pilot	Service operation
4, 6	4, 6, 11	3, 6, 12	3, 5, 6, 12

D.

Service strategy	Service design	Service transition - pilot	Service operation
6, 7	6, 7	6, 8	6, 8, 9, 10

## Question Ten

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### This question does **NOT** use the case study

An organization providing IT services to universities has had rapid growth for 5 years. The turnover and the number of customers have both increased by 700% in that period. The number of IT staff has increased from 30 five years ago to the present 300.

Partly as a result of this rapid growth, it is thought that there are many areas where the organization could improve in terms of IT service management (ITSM). There are no recognized ITSM functions or processes in place, with the exception of a service desk and the incident management and service request processes. There is minimal customer contact: for example, customers and users are not allowed to call the service desk but instead have to raise incidents and service requests via the intranet.

There are many areas of ITSM that must be improved in order to support existing customers appropriately and to cope with continuing growth. The management team, however, does not agree on the way forward and has various opinions on what it should start improving or implementing first.

Which one of the following answer options describes the BEST approach to meet the needs of the organization at this time?

- A. Conduct a strategic assessment looking at the internal and external environment. Hold meetings within the IT senior management team to fully discuss and understand the position regarding finances, resources, relationships with business units, the existing services and the projects underway. The feeling is that, at this time, the organization is not mature enough (especially in the ITSM areas) to carry out an extensive assessment with IT staff and customers. Once this strategic assessment has been completed the next steps will be first to set the strategy and then next year to undertake a further detailed assessment. This further assessment should involve both IT staff and customers and produce the required return on investment.
- B. Encourage better communications with customers as a top priority. A business relationship manager should be appointed to initiate communication channels with customers. This manager should act as an interface between the IT service provider and the customers to identify areas of concern, changes in business plans, service priorities and required service levels amongst other things. At the same time the incident management and service request processes used by the service desk should be amended to enable customers to speak to service desk representatives if they wish to do so. A new service desk integrated toolset should be purchased to enable this interaction to work better. A further review should be undertaken in 6 months' time.
- C. Conduct an assessment of the current situation by first understanding the vision by discussing this with senior IT and business management. Then interview key stakeholders in both the IT service provider unit and within the business units. Although only two documented processes are in place, informal work is being undertaken in many other areas so understanding how this is achieved and identifying gaps where improvements could be made will be possible. Where available, documentation will be analysed, meetings attended and the service desk observed. A detailed report will be produced and a CSI register created with improvement initiatives for achieving short-, medium- and longer-term goals. Each initiative will show the return on investment that will be achieved.
- D. Understand the high level vision from an IT perspective and define the strategy. Conduct interviews with representatives from all business units to ascertain the processes they follow when reporting incidents, asking for changes, requesting new services etc. From these interviews it will be possible to determine the areas that are concerning the customer base the most and to ensure that these areas are addressed first. A customer satisfaction survey should be undertaken with all users who did not attend the interviews. A detailed report will be produced and a prioritized CSI register created. Prioritized improvement initiatives will be documented in the register and each initiative will show the return on investment that will be achieved.