ITIL® 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 Question Booklet Sample 1 v5.1 and Case Study 1

Gradient Style, Complex Multiple Choice

ANSWERS AND RATIONALES

Question	Correct: 5 Marks	2nd Best: 3 Marks	3rd Best: 1 Mark	Distracter: 0 Marks
1	B	C	D	A
2	D	A	C	B
3	A	B	D	C
4	C	A	B	D
5	B	A	C	D
6	C	A	D	B
7	D	C	A	B
8	A	B	C	D
9	C	B	A	D
10	C	D	A	B

QUESTION NUMBER	One
Question Rationale	The table lists the recommendations and discusses the validity for each. It also provides some insight into the approach used to assist with evaluation of answer options. Judgement is also required to compare the overall set of recommendations between each answer option.

	Recommendation	Validity
1.	Improvements should be made in order to increase customer satisfaction, which has fallen due to performance issues on IT services that have recently changed.	**Positive** Customer satisfaction is important. Customers need to be satisfied with the level of service and feel confident in the ability of the service provider to continue providing that level of service – or even improving it over time. The links between the customer and IT must be strong to enable delivery of the required new services during the expansion initiative and therefore customer confidence is a key factor in their success. MALC01 Managing services and service management (Any 2.1.1)
2.	A programme should be developed to implement all ITIL processes.	**Neutral** Although ITSM's long-term aims would be to incorporate most of the processes this should not be done in isolation of the benefit to be obtained and is not the highest of the priorities with regard to this situation. MALC01 Organizing for service management (Any 2.2.3)
3.	Service portfolio management should be implemented.	**Positive** Without structure, our ITSM knowledge is merely a collection of observations, practices and conflicting goals. The structure of the service lifecycle is an organizing framework, supported by the organizational structure, service portfolio and service models within an organization. Without the structure that service portfolio management can provide there is a probability that, in an organization of this scale, some of the support processes and IT services are duplicated for different levels of service offerings. MALC01 Considering services from end-to-end: justification, design, measuring, testing, deploying, operating and looking for ways to improve (Any 2.4)
4.	A multilingual service management tool should be bought to increase process effectiveness.	**Neutral** A tool is already in place at the bank. The case study does not highlight this specific requirement although the bank's expansion means that the multilingual feature would potentially be an advantage. The need for automation to assist reporting and the number and variety of metrics increases, but this does not require a multilingual system.
5.	The process owners' main focus should be on improving their processes through the use of process metrics.	**Neutral** This focus could help in the improvement of an individual process but neglects to recognize the need for processes to consider linkage and interaction with other processes. If service management processes are implemented, followed or changed in isolation, they can become a bureaucratic overhead that does not deliver value for money. MALC01 Considering services from end-to-end: justification, design, measuring, testing, deploying, operating and looking for ways to

			improve (Any 2.4)
	6.	Additional training in customer care should be provided for all staff members who have direct contact with customers and users.	**Neutral** The case study states that service desk and incident management are working well; there is no evidence that there are any issues in this area, so this recommendation would not be of a high priority
	7.	Service design should be strengthened by the introduction of design co-ordination.	**Positive**. Design encompasses the whole IT organization, for it is the organization as a whole that delivers and supports the services. Good structure and repeatability of process and IT services development will provide a valuable base to support the activities to accomplish the growth plans. Currently, although design activities are being undertaken, this lacks the benefits of a cohesive, structured and repeatable approach. MALC01 The five stages of the service lifecycle and how they interact with each other (Any 1.2)
	8.	A single SDP should be created for use in all future bank acquisitions.	**Negative**. A SDP would not be created to support a major business change. This would be a business project which could spawn multiple IT projects, each of which would have a separate SDP.

MOST CORRECT (5)	**B**	This is the best evaluation for the bank given the circumstances in the scenario. **Option 1 Positive** **Option 2 Neutral** **Option 3 Positive** **Option 7 Positive**
SECOND BEST (3)	**C**	This answer is not as good as the 5 mark answer. There are two neutral options this time. **Option 1 Positive** **Option 4 Neutral** **Option 6 Neutral** **Option 7 Positive**
THIRD BEST (1)	**D**	This answer has one positive option, and three options that are neutral. **Option 2 Neutral** **Option 3 Positive** **Option 4 Neutral** **Option 5 Neutral**
DISTRACTER (0)	**A**	This answer option has three points that would not contribute to the preparation for growth and one that might have some value but only in a limited way. **Option 2 Neutral** **Option 5 Neutral** **Option 6 Neutral** **Option 8 Negative**
Syllabus Unit / Module supported		ITIL EX: MALC01 Key concepts of the service lifecycle
Bloom's Taxonomy Testing Level		Level 5 Evaluating - The ability to make judgements based on criteria and standards. Can detect inconsistencies or fallacies within a process or product; determining whether a process or product has internal consistency; detecting the effectiveness of a procedure as it is being implemented. Can detect inconsistencies between a product and external criteria; determining whether a product has external consistency; detecting the appropriateness of a procedure for a given problem.
Application		The candidate is expected to select positive evaluation points in the context of the recommendations provided in the question and within the circumstances described in the scenario. The question requires the candidate to make judgements based on criteria

	covered within ITIL that are part of the syllabus unit. The candidate is expected to detect inconsistencies or errors within the answer options, based on the scenario and ITIL.
Link to Case Study	The case study is used as a basis for evaluation. Failure to use the case study to answer this question could reduce the Bloom's level utilized and could result in the selection of an incorrect answer option.
Subjects/ Categories covered	• Managing services and service management • Organizing for service management • Considering services from end-to-end: justification, design, measuring, testing, deploying, operating and looking for ways to improve • The five stages of the service lifecycle and how they interact with each other.
Book Section Refs	Any 2.1.1 – Service management as a practice – Services and service management – Services Any 2.2.3 – Service management as a practice – Basic concepts – Organizing for service management Any 2.4 2 – Service management as a practice – The service lifecycle – Processes through the service lifecycle Any 1.2.2 – Introduction – Context – Service design
Difficulty	Moderate

QUESTION NUMBER	Two	
Question Rationale	The question asks for a recommendation to improve the extract from the communication plan. The best recommendations will improve the current situation, ensuring that the right people get the right information and that those receiving it have understood and will adopt the new guidance. **Case study relevant points:** The case study sets the context for the question. The communication plan is for the IT department that is shown at the end of the case study. The organization structure diagram shows the IT unit managers. These unit managers will attend the IT senior management meetings. There is an operational risk related to an information security breach for the online banking service that has been recorded in the company risk register. IT service management (ITSM) situation - Service Transition: Knowledge management is mostly carried out informally. There is a formal communication plan to keep staff up-to-date on new policies and requirements. There is awareness that, as the bank expands; work needs to be done to optimize use of data and information to improve effectiveness. (One answer option refers to the IT steering group (ISG). Although this group is not referred to in the case study, the fact that it is not mentioned does not mean it does not exist in the bank. Assumptions should not be made on the sole basis of something not being mentioned in the case study).	
MOST CORRECT (5)	**D**	This is the best recommendation given the circumstances in the case study, scenario and the question. The recommendation will improve the current situation, ensuring that the right people get the right information and that those receiving it have understood and will adopt the new guidance. It helps to cover the issue in the scenario relating to IT staff only being notified at the time of deployment, which is too late. **Positive.** 1st sentence: Adding IT team managers to row 1 will help to ensure that changes to policies are communicated more quickly and directly to relevant IT staff, *MALC 02, Communication during continual service improvement (CSI 8.5).* **Positive.** 2nd sentence. Although managers can use their judgement to communicate at the appropriate time through the service lifecycle, the recommendation to be more specific about points of communication in the service lifecycle is good, especially given the operational risk recorded in the company risk register and the late notification of the IT security policy just before deployment. This is consistent with the issue in the scenario and ITIL. *MALC 02 Communication during service transition (ST 5.1).* **Positive.** 3rd sentence. Adding a communication method that tests that staff have read and understood changes to policies offers a feedback mechanism that can be measured. *MALC 02 Communication during service transition (ST 5.1), Communication planning (ST 5.1.2).*
SECOND BEST (3)	**A**	This recommendation is not as good as the 5 mark answer. It does not cover the issue in the scenario relating to IT staff only being notified at the time of deployment, which is too late. **Neutral.** 1st sentence. This point adds little value but it is not wrong. It is not as good as the 5 mark answer which ensures that there is communication through IT team managers. **Positive**. 2nd sentence. It is important that IT staff confirm that they understand the policy through the method of communication. *MALC 02 Communication during service transition (ST 5.1), Communication planning (ST 5.1.2).*
THIRD BEST (1)	**C**	This recommendation has one positive evaluation point and one point

		which is wrong within the context of the scenario and ITIL.
		Negative. 1st sentence. This recommendation is wrong and inconsistent with ITIL. In ITIL, the IT steering group (ISG) sets the direction for policies and plans from corporate to operational levels of IT organization (SD 3.1.6). The ISG has an important role to play in the alignment of business and IT strategies and plans. It is a strategic role and therefore not consistent with the scenario which states that the strategic communications plan is documented elsewhere. The focus of the scenario is communication within IT.
		Positive. 2nd sentence. This recommendation to change the message to "Importance of reading and understanding policies for new or changed services" is not as good as the 5 mark and 3 mark answers that include a method of communication. The 5 mark answer includes an online test. The method in the 3 mark answer includes the reader confirming their understanding of the policy. *MALC 02 Communication during service transition (ST 5.1), Communication planning (ST 5.1.2).*
DISTRACTER (0)	**B**	This answer option has one point that is wrong, one positive evaluation point and the last point incorrectly tries to add an activity to the extract of the communication plan that is not appropriate.
		Negative. 1st sentence. This refers to a knowledge management process that is inconsistent with the case study that refers to knowledge management being mostly carried out informally except for the communication plan.
		Positive. 2nd sentence. Good but not as good as also asking staff to confirm that they have understood the policy. *MALC 02 Communication during service transition (ST 5.1), Communication planning (ST 5.1.2).*
		Negative 3rd sentence. Adding an activity to this communication plan will not work in practice. ITIL does recognize that communication planning involves getting feedback about how people are feeling on their 'change cycle' to establish that the target is right but at Blooms level 5 the candidate should be able to make a judgment about the poor contribution of adding this to this extract of the communication plan. *MALC 02 Communication during service transition (ST 5.1), Communication planning (ST 5.1.2).*
Syllabus Unit / Module supported	ITIL EX: MALC02 Communication and stakeholder management	
Bloom's Taxonomy Testing Level	Level 5 Evaluating - The ability to make judgements based on criteria and standards. Can detect inconsistencies or fallacies within a process or product; determining whether a process or product has internal consistency; detecting the effectiveness of a procedure as it is being implemented. Can detect inconsistencies between a product and external criteria; determining whether a product has external consistency; detecting the appropriateness of a procedure for a given problem.	
Application	Candidates need to apply their knowledge of communication during service transition and CSI to assess the question in context of the case study and scenario. The question requires the candidate to make judgments based on criteria covered within ITIL that are part of the syllabus unit and to determine the most correct option. The candidate is expected to detect inconsistencies or errors within the answer options, based on the case study, scenario and on ITIL. This includes detecting errors in the answer option such as adding the wrong information to the extract of the communication plan. The question requires analysis and judgment in selecting the best recommendation for the scenario and question	
Link to Case Study	The case study is used as a basis for evaluation. Failure to use the case study to answer this question could reduce the Bloom's level utilized and could result in the selection of an incorrect answer option.	

Subjects/ Categories covered	• Communication during service transition (ST 5.1)
	• Communication during continual service improvement (CSI 8.5)
Book Section Refs	Any 2.1.5 – Stakeholders in service management
	ST 5.1 – Managing communications and commitment
	ST 5.1.2 – Communication planning
	ST 5.3 – Stakeholder management
	CSI 8.5 – Communication strategy and plan
Difficulty	Moderate

QUESTION NUMBER	Three
Question Rationale	This question is based on understanding the nature of the service design package (SDP) and its contribution to service design, service transition and service operation stages. Candidates must also consider the issues in the case study organization on which the development of formal SDPs with agreed standards for their content, methods for development and required inputs could have an impact. Preference is given to arguments that consider specific case study issues and the drive towards a comprehensive service-based approach. Less merit is given to arguments that either do not consider case study issues, or are too narrow in focus, or that are not at the heart of the role of the SDP. The table immediately below provides some insight into the thinking behind the specific answer elements, which has been used to assist in the evaluation of answer options. Elements rated as "Positive" are those which consider specific issues identified in the case study. Elements rated as "Neutral" are those which are valid in a generic way but do not consider specific case study issues, or which are less appropriate than other elements. Elements rated as "Negative" have inaccuracies and do not consider specific case study issues.

Item	Rating	Value as Argument for Improvement
Deployment plans that specify required testing, allowing better change scheduling	Neutral	While better testing is needed, this will not directly contribute to an issue in the case study.
Service transition plans that identify all transition requirements, allowing better change co-ordination	Positive	Transition plans cover the entire transition stage, so co-ordination of changes would be more comprehensive, reducing the likelihood of a recurrence of recent problem when deployments were done in parallel.
The inclusion and documentation of more than just the functional requirements when designing services	Positive	There appears to be an issue with application development staff doing most of service design and testing focusing on functionality.
The involvement of IT groups other than only application development staff in design work	Positive	This would help address the stated desire of the business to have more IT involvement in the development of new or changed banking services. Standards associated with developing SDPs would illuminate the need for more comprehensive, service-focused approach, naturally leading to collaboration on banking services.
The identification of the appropriate times during design and transition to draw on knowledge of operations staff	Positive	It is a stated issue that operations staff members have traditionally focused on operations stage activities, but an SDP includes operation plans and procedures which would be more effective with operations staff involvement.
Drawing on knowledge of operations staff during design	Neutral	It is a stated issue that operations staff members have traditionally focused on operation stage activities, but an SDP includes operation plans and procedures which would be more effective with operations staff involvement. Involvement in design, however, is not enough, making this argument weaker compared to other possibilities.
Having a consistent and repeatable approach to design documentation, regardless of who in the organization is leading the effort	Positive	As a significant amount of design work is done by outside contractors, there is potential for unacceptable variation in designs. Consistent and repeatable approaches to SDP production would help to consider this risk and provide the potential to improve design efficiency over time.

Item	Rating	Value as Argument for Improvement
Having a consistent and repeatable approach to requirements documentation	Neutral	This is SDP basics, but focusing on requirements is not enough.
Appropriately measured service design activities for continual improvement	Neutral	While measurement is always needed, this will not directly contribute to an issue in the case study. Reasons that would directly benefit the business would make stronger arguments.
The involvement of service implementation unit staff in design	Neutral	This does not directly contribute to an issue in the case study, although such involvement is certainly desirable.
The inclusion of application development staff in transition activities	Neutral	While this is desirable, it does not directly contribute to an issue in the case study.
The inclusion of the business in transition activities	Positive	It is a stated challenge to have sufficient involvement from the business. Defining standards for transition plans should include requirements for business involvement.
Ensuring business participation in functionality testing	Neutral	Involving the business in testing is good, but limiting it to functionality is not enough, therefore this is not as strong an argument as to involve the business in all of transition.
Having clear design acceptance criteria to reduce failed changes	Negative	The focus on acceptance is good but design acceptance is not what is needed, rather service acceptance criteria. The item would be stronger if service acceptance were the focus.
Ensuring testing and validation of all design and acceptance specifications for new or changed services	Positive	Covers all aspects of the service, not just functionality, which is a stated issue.
Ensuring testing includes more than functionality	Neutral	This has been a stated issue, but it would be a stronger argument if it emphasized not only testing but also validation.
Specifying knowledge capture and documentation requirements	Positive	Knowledge management has been stated as a specific issue.
Determining if the design is practical for the purpose specified	Neutral	This is part of the work itself, not specifically a benefit of producing SDPs. While it could be claimed that standards for SDP production could identify where current practices are weak in this area, it does not directly contribute to an issue in the case study and would not make for the strongest argument for this particular improvement.
The inclusion of user training in all new or changed service designs	Neutral	While this should be included in any SDP this will not directly contribute to an issue in the case study, and this does not make for the strongest of arguments over other possibilities.

MOST CORRECT (5)	A	All the items listed are core requirements of SDP and/or address specific needs of the case study organization, and are rated as positive.
SECOND BEST (3)	B	Three of the items listed would support a positive case for improvement, but the answer also includes five items that are neutral - either less comprehensive than in the 5 mark answer, or which do not address case study issues.
THIRD BEST (1)	D	This option includes only one item rated as positive. Six of the remaining suggestions are rated as neutral in the circumstances and one is rated as negative. This option is not as good as the 3 mark answer.
DISTRACTER (0)	C	Seven of the items proposed are rated as neutral and one as negative, so this option is not as good as the 1 mark answer.
Syllabus Unit / Module supported		ITIL EX: MALC04 Managing services across the service lifecycle
Bloom's Taxonomy Testing Level		Level 5 Evaluating - The ability to make judgements based on criteria and standards. Can detect inconsistencies or fallacies within a process or product; determining whether a process or product has internal consistency; detecting the effectiveness of a procedure as it is being implemented. Can detect inconsistencies between a product and external criteria; determining whether a product has external consistency; detecting the appropriateness of a procedure for a given problem.

Application	The candidate is required to analyse the case study and scenario information provided and evaluate which benefits from SDP improvements would be the most important to solving the issues identified and to detect when a priority proposed in an answer is not consistent with the case organization's needs.
Link to Case Study	The case study is used as a basis for evaluation. Failure to use the case study to answer this question could reduce the Bloom's level utilized and could result in the selection of an incorrect answer option.
Subjects/ Categories covered	• How the service design package provides a link between service design, service transition and service operation.
Book Section Refs	SD 4.1.1 – Design co-ordination, Purpose and objectives ST 4.1.4 – Transition planning and support, Policies, principles and basic concepts SD Appendix A – The service design package ST 4.1.5.2 – Service transition lifecycle stages
Difficulty	Moderate

QUESTION NUMBER	Four	
Question Rationale	The main syllabus reference is SO 3.4 – Operation staff involvement in other service lifecycle stages.	
	The candidate is expected to judge which of the four lists contains the best examples of potential operation staff involvement in other service lifecycle activities, within the context of the overall case study.	
	The key to answering the question and assisting with evaluation of the answer options is to consider three aspects of the activities listed: • Activities should be indicating involvement with other service lifecycle activities • Activities should be balanced, that is covering the other service lifecycle stages • Activities should be addressing relevant topics in the case study	

MOST CORRECT (5)	**C**	Assess whether the data centre is equipped to handle the additional capacity needed to support the growth of internet banking	**Positive**. Refers to involvement with *service strategy*: "Identifying operational constraints that may impact IT strategies such as workforce union restrictions or inadequate physical environment capabilities" (SO 3.4.1). Good case study relevance, as the business expansion is likely to require increased capacity, and there is no mentioning of virtualization or infrastructure-as-a-service. Relevant in that those working with current services and infrastructure in operations are best placed to give the most up-to-date information on actual and likely capacity issues. This has the potential to reduce the number of capacity-related issues in the future and possibly also save costs on buying their way out of capacity issues.
		Develop mechanisms to increase visibility into the cost of the desktop support service to compare with similar 3rd party services	**Positive**. Refers to involvement with *service design*: "Appropriate cost models (e.g. customer or service based) to evaluate ROI and cost reduction strategies" (SO 3.4.2). Good case study relevance, as the lack of service costing is specifically mentioned, while cost-efficiency is a clear focus. Relevant again in that desktop support is an operations issue that contributes highly to overall costs – and, as desktop issues affect many services, operations is the logical point to measure and recommend improvement and to see how they affect the various services.
		Ensure that business-critical changes have been undergoing sufficient integration testing	**Positive**. Refers to involvement with *service transition*: "Participation in quality assurance activities such as validating operational readiness of a new service or major change to the live environment" (SO 3.4.3). Good case study relevance, as there have been issues with non-operational readiness for two changes, and because only software functionality testing takes place. Relevant since integration testing is an operational test and only operation staff will have the knowledge and skill to make such tests comprehensive
		Identify how new monitoring tools could provide improved	**Positive**. Refers to involvement with *continual service improvement*: "Identifying and proposing improvements that can

		customer reporting.	enhance the performance and quality of the IT services being delivered" (SO 3.4.4). Good case study relevance, as there is currently an issue in this area: Staff members do not collaborate in focusing improvements at a service level.
SECOND BEST (3)	**A**	Gather and identify IT operational costs by key service operation process such as incident management and problem management	**Positive / neutral**. Refers to involvement with *service strategy*: "Gathering and identifying IT operational costs" (SO 3.4.1). The case study does highlight some issues in terms of detailed financial costing at a service level, which this might address in part.
		Create an overview of how the different customer-facing services utilize technology, as a basis for improving service asset and configuration management	**Positive / neutral**. Refers to involvement with *service design*: "A mapping of services and technology" (SO 3.4.2). The only issue in the case study to which this relates is that the incident and problem teams feel that the data provided is inadequate.
		Perform training on a new service supporting the new insurance ventures to reduce the probability of user errors	**Positive / neutral**. Refers to involvement with *service transition*: "Training activities to learn how to operate a new service or for changes in how an existing service is currently operated" (SO 3.4.3). This does not contribute to any issues identified in the case study.
		Communicate potential issues with the server environment to prevent incidents	**Positive / neutral**. Refers to involvement with *continual service improvement*: "Identifying and promoting operational issues and concerns to CSI staff" (SO 3.4.4). This does not contribute to any issues identified in the case study. This is more focused on Service Operation and less on other Lifecycle phases.
THIRD BEST (1)	**B**	Indicate operational risks for a new IT strategy being developed, which would introduce contracted development services	**Neutral / negative**. Refers to involvement with *service strategy*: "Identifying operational risks for IT strategies being considered" (SO 3.4.1). Not relevant since the case study describes an already prevalent use of 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"	**Neutral / negative**. Refers to involvement with *service design*: "Appropriate cost models (e.g. customer or service based) to evaluate ROI and cost reduction strategies" (SO 3.4.2). Incorrect since the organization already maximizes use of purchased software, particularly in the two mentioned areas, indicating that the policy is already "buy before build".
		Define IT service objectives and performance criteria, to improve the match between services delivered and business requirements	**Neutral / negative**. Also refers to involvement with *service design*: "Clear definition of IT service objectives and performance criteria" (SO 3.4.2). Inappropriate since the case study indicates that there is a service catalogue available and being used, strong interaction between IT strategy unit and the business, and good involvement from the business in service design. This makes it likely that it already is a good match between services and business requirements.
		Initiate work on analysing	**Neutral / negative**. Also refers to

		the potential impact on infrastructure availability from an aggressive business expansion strategy	involvement with *service strategy*: "Identifying operational risks for IT strategies being considered" (SO 3.4.4). Irrelevant since the case study mentions several challenges and issues already identified, particularly related to IT support.
DISTRACTER (0)	**D**	Detect and diagnose events to prevent issues with the central banking services to be exposed to customers Document requests on the word processing services 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	All of these activities are operations internal, with no particular, balanced involvement with other service lifecycle stages. None of the activities contribute to issues identified within the case study.
Syllabus Unit / Module supported	ITIL EX: MALC04 Managing services across the lifecycle		
Bloom's Taxonomy Testing Level	Level 5 Evaluating - The ability to make judgements based on criteria and standards. Can detect inconsistencies or fallacies within a process or product; determining whether a process or product has internal consistency; detecting the effectiveness of a procedure as it is being implemented. Can detect inconsistencies between a product and external criteria; determining whether a product has external consistency; detecting the appropriateness of a procedure for a given problem.		
Application	The candidate is required to apply their knowledge of the service lifecycle and how operation staff can be integrated with other processes in the service lifecycle, and judge between examples of how integration would benefit the organization within the case study and scenario.		
Link to Case Study	The case study is used as a basis for evaluation. Failure to use the case study to answer this question could reduce the Bloom's level utilized and could result in the selection of an incorrect answer option.		
Subjects / Categories covered	• Flow of knowledge/experience/skills between lifecycle stages		
Book Section Refs	SO 3.4 – Operation staff involvement in other service lifecycle stages		
Difficulty	Moderate		

QUESTION NUMBER	Five

Question Rationale	Each answer option needs to include policy statements that contribute to implementing the knowledge management (KM) process and its purpose provided in the question. The ITIL definition of policy is: Policies are used to direct decisions, and to ensure consistent and appropriate development and implementation. Points used in the evaluation of the policy statements are:
	
	• Are they clear and unambiguous?
	• Do they set direction and direct decisions to support the process purpose (rather than deal with capabilities that are already established)?
	• Do they support a consistent and appropriate development and implementation within the context and constraints at the bank?
	• Do they support an open culture and organizational change required for knowledge-sharing, within strategic constraints?
	• Do they support a quality implementation of knowledge management? (i.e. comprehensive process, procedures, definitive and accurate information, secure SKMS.)
	• Are all stages of the service lifecycle included/are any stages excluded?
	• Do they help with recognized challenges and issues at the bank?
	
	Case study: The case study provides the background for the question. Key points that have an impact on knowledge management are:
	• Challenges and issues: The commitment to expansion has created some direct and immediate challenges, including:
	  a) Language and time-zone concerns as they acquire, and partner with, companies in other countries
	  b) Cultural and organizational issues. This has especially shown itself in the different levels of expectation for IT support.
	• IT service management situation: knowledge management is mostly informal, via sharing of approaches, fixes etc., but there is a formal communication plan to keep staff up to date on new policies and requirements. The bank is aware that, as they expand, work needs to be done to optimize use of the data and information they have to improve effectiveness.
	• The bank has a strategy, undeclared to its partners, to take a lead in certain activities, including design and development of services. This means there will be knowledge, information and data NOT to be shared across all partners, and potentially needing confidentiality within the staff too. Secure access control will be important.
	• There are legislative, regulatory and security constraints which need to be considered.
	• Current situation:
	  a) Service strategy: There is an IT service catalogue maintained and available to staff showing the services available.
	The bank has adopted the service lifecycle, and the knowledge management process supports the whole service lifecycle.
	
	Scenario:
	• Defines the agreed purpose of knowledge management at the bank.
	• As the process owner for knowledge management you are accountable for ensuring that the process is fit for purpose. The process owner's responsibilities include sponsorship, design, change management and continual improvement of the process and its metrics. (ITIL glossary)
	• As the process manager for knowledge management you are responsible for the operational management of a process. The process manager's responsibilities include planning and co-ordination of all activities required to carry out, monitor and report on the process. (ITIL glossary).
	• The scenario refers to the need to ensure that the knowledge management solution is delivered within the bank's regulatory and security constraints, particularly with regard to the disposal of

		information.
MOST CORRECT (5)	**B**	All the policy statements for knowledge management are valid and provide the most comprehensive coverage.
		Coverage This answer option provides a comprehensive set of policy statements that are relevant to the situation at the bank. It supports the scenario which refers to international operations and the challenges related to expansion. The first and third bullets include "all time-zones", "different languages" and a secure SKMS, and these recognize the challenges in the case study.
		Positive: • Knowledge management will support knowledge transfer for all roles across the service lifecycle and across all time-zones.
		This statement will support the design and implementation of the knowledge management process. The scope is comprehensive for all roles and all stages of the service lifecycle. The statement supports global expansion where the bank has challenges in supporting different languages as it acquires and partners with companies in other countries.
		Positive: • Knowledge will be shared across the bank and with its partners to support decision-making and the lifecycle of IT services.
		This statement supports the purpose of knowledge management and helps to deal with the recognized cultural issues at the bank. It will help to set the right direction and contribute to the purpose of the process.
		Positive: • Definitive knowledge, information and data will be maintained in a system that supports different languages with secure and controlled access to accurate information.
		This statement supports the implementation of the knowledge management process by ensuring that definitive quality information is available in a system (global SKMS) to enable informed decisions and reduce the need to rediscover knowledge.
		Positive: • Knowledge, information and data will be created, approved, maintained and disposed of using a documented process.
		This statement supports the implementation that you require in your role as the process owner and process manager for knowledge management. It is clear that the activities need to cover the full lifecycle management of knowledge, information and data from creation to disposal.
SECOND BEST (3)	**A**	All the policy statements are valid to an extent but this answer option does not support the case study as comprehensively as the 5 mark answer option.
		Coverage: This set of policy statements is not as comprehensive as the 5 mark answer. The first bullet refers to "different languages" that are a concern in one of the challenges in the case study related to expansion. However, different time-zones are also a concern but these are not mentioned. This is an important aspect for the design and implementation of the knowledge management solution and process. Secure access control, accurate information and disposal of information are not mentioned.

Positive:
- Knowledge, information and data will be available and accessible to staff, partners and key suppliers, in different languages.

This statement recognizes that partners and suppliers may need to be involved in knowledge management, to maximize its benefit. It also supports global expansion where the bank has challenges in supporting different languages as it acquires and partners with companies in other countries.

Positive:
- Definitive knowledge, information and data needed to support the provision of services will be stored in a service knowledge management system (SKMS).

This statement supports the implementation of the knowledge management process by ensuring that definitive quality information is available in an SKMS to enable informed decisions and reduce the need to rediscover knowledge. It does not mention the need for accurate information, nor security like the 5 mark answer.

Positive:
- Knowledge management will facilitate knowledge transfer to support the implementation of new or changed services.

This statement supports the implementation of the knowledge management process through the facilitation of knowledge transfer. It includes support for the transition of new and changed services that will support the bank's adoption of the service lifecycle.

Positive:
- Documented procedures will be designed and developed for the creation, approval, maintenance and control of knowledge, information and data.

This statement supports the development and implementation of a formal knowledge management process but is not as good as the 5 mark answer as it does not include the disposal of knowledge etc.

THIRD BEST (1)	**C**	Two policy statements are valid / partly valid. The coverage is not as comprehensive as the 5 mark and 3 mark answer options.

Coverage:
This answer option does not include any points that support the international operations and the challenges related to expansion in the scenario and case study. It does not include any statements about a consistent and appropriate development and implementation of a process that would help you in your role as process owner / process manager. Without a clear direction from top management the process will be difficult to implement.

Positive:
- Staff will be trained to optimize their use of information and to dispose of data.

This statement supports the purpose of knowledge management, but it only refers to staff and not suppliers or partners. It is limited in scope.

Positive:
- Knowledge, information and data will be gathered, analysed, stored and maintained in a secure SKMS to support effective operational services.

		This statement supports the purpose of knowledge management, but it only refers to effective service operation and is limited in scope. **Positive:** • The SKMS will provide controlled access for each member of staff. This statement supports the purpose of knowledge management. However, it does not mention access for partners and key suppliers that will support the bank's expansion plans. **Neutral** • IT service management and service delivery will be supported by a configuration management system that is part of the SKMS. A better approach would be to incorporate the CMS in the second bullet.
DISTRACTER (0)	**D**	The first three bullet points are not policy statements. The fourth statement is about staff, partners and key suppliers accessing the service catalogue that is already implemented at the bank. Secure access control to the service catalogue will be important but this is not mentioned. **Coverage:** This answer option has the same omissions as the 1 mark answer. **Negative:** The first three bullet points are not policy statements which can be used to direct decisions and to ensure consistent and appropriate development and implementation. **Negative:** • 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. The case study refers to an existing and well-maintained IT service catalogue which is easily accessible to staff and which shows the services available. Therefore, this policy statement states what is happening now rather than setting any direction. This statement does not mention secure access control. The bank has a strategy, undeclared to its partners, to take a lead in certain activities, including design and development of services. This means there will be knowledge, information and data NOT to be shared across all partners, and potentially needing confidentiality within the staff too.
Syllabus Unit / Module supported	ITIL EX: MALC01 Key concepts of the service lifecycle	
Bloom's Taxonomy Testing Level	Level 4 Analysis - The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.	
Application	Candidates are expected to know about and understand knowledge management policies and knowledge transfer. They are required to apply their understanding of knowledge management and use of policies in the development and implementation of a knowledge management solution. (ST 4.7.4.1 Knowledge management policies). Candidates are also expected to know about knowledge transfer (ST 4.7.5.2). For example, knowledge needs to be transferred to other people and to other parts of the organization at specific points in the lifecycle. The selection of the BEST answer option is based on analysing the case study, scenario and answer options. Candidates need to apply their understanding of knowledge management to select correct and relevant policy statements for	

	knowledge management within the context of the case study and scenario.
Link to Case Study	The case study is used to provide the context for the question, and also provides information which needs to be considered in order to fully analyse the answer options. Failure to use the case study could lead to selection of the incorrect answer.
Subjects/ Categories covered	• Sharing knowledge across the lifecycle, and the use of knowledge management
Book Section Refs	ST 4.7.4.1 – Knowledge management policies ST 4.7.5.2 – Knowledge transfer CSI 5.8.11.1 – Knowledge management concepts Any Glossary Definitions: policy, knowledge management
Difficulty	Easy

QUESTION NUMBER	Six
Question Rationale	This question is based on a combination of the inputs and outputs of the service lifecycle stages. The candidate is expected to evaluate the case study and additional scenario information and determine the highest priority inputs and outputs, and then to determine if they are produced and provided throughout the service lifecycle to address the case company's issues. Note: All the terms used are either part of the MALC syllabus or are required in ITIL 2011 Foundation.
	From the scenario all the key issues mentioned are related to the integration of people, processes and services, so the high-priority action items should be those that focus on the planning, design and execution of integrating services after the business acquisitions. Action items concerning the review and output of service vision and mission, vital business functions, business case and recognizing patterns of business activity are lower priority items.

#	Item	Output From	Input To	Priority and Relevance
1	Business case	SS	SD	**Medium:** While it would be helpful to have access to the business case beyond the SS stage, when it comes to integrating the lifecycle stages it is a higher priority to have the details that are available in other sources that are listed as high and which will reflect much of what is in the business case. These sources include the service model, the required service outcomes and service constraints and later the SDP.
2	Comprehensive training plans	SD	ST	**High:** The scenario does indicate that this is an issue (issue iv). Due to the special concern regarding training at this time, it may be useful to emphasize this input/output but, as more maturity is embedded in SD and the production of the SDP, it probably doesn't need such special reference later. If an SDP is not produced, a comprehensive training plan is not sufficient on its own to meet the priorities.
3	Design errors identified during testing	ST	SD	**Medium:** It is definitely important for SD to learn from its mistakes. The case study indicates that testing in ST has not always identified issues that make a service difficult to support. However, if the service model, required service outcomes and service constraints, operational requirements and SDP are provided, along with the SD efforts already undertaken, the quality of the service solution design should improve. Relative to these items, design errors are themselves a next level priority.
4	Details of how measurements and metrics will be produced	SD	ST, CSI	**High:** Before good data can be produced, the measurement and metrics requirements need to be established and the approach to provide them needs to be designed. Otherwise a great deal of time may be wasted.
5	Knowledge for the SKMS	All	All	**Low:** This item is too generic to be of value as a priority in the current situation. Of course we need knowledge and of course it is part of the SKMS but, at this time, the bank needs to know which specific knowledge to focus on.
6	Operating risks	SO	SS, SD, ST	**High:** Issue iii in particular can be addressed by ensuring that during other stages there is full awareness of operating risks and that work can be done to address them. Also, the case study mentions the increased business focus on operations, making this a high priority.
7	Operational requirements	SO	SD	**High:** Both the case study and the scenario indicate the importance of service operations in the current situation. If SO can provide clear operational requirements to SD then the resulting service solution design is more likely to accommodate sound transition and operation of the service. Transition can verify that operational requirements are met and operations will be more successful and cost-effective. This will help address issues iii, and iv.

8	Operations plans and procedures	SD	SO	**High:** Due to the emphasis on operations as well as the need to ensure SD takes operational needs into account, ensuring that operations plans and procedures are produced deserves specific focus. This will help to address issues iii and iv.
9	Required service outcomes and service constraints	SS	SD	**High:** IT needs to understand what the bank needs from each service, not just what a department might want, and the constraints governing the design. These outputs from SS are critical to improvement in issues i, ii and v, as well as addressing the issues mentioned in the case study of not being able to leverage data and information. If this is understood as a critical business outcome, design efforts will be focused on producing it.
10	Operational performance data	SO	CSI	**Low:** While performance data is needed, without a plan for what to collect and a design that ensures it can be collected, it will be difficult to provide more performance data than is currently available through event and incident management. Considering the information in the case and scenario, this item is lower priority at this time.
11	Service design package (SDP)	SD	All	**High:** The case study and scenario state numerous issues that can be traced back to incomplete design. Transitions will be more successful with comprehensive testing and training plans that are part of the SDP. The SDP should define the service operation plan that will help address issue iii. The case study indicates that a significant part of the work to develop and maintain systems is performed by short-term contract staff, so the transition and operations plans that are part of the SDP should help ensure that all contributors have the same understanding. Since there is no indication in the case study that a formal SDP is currently produced, this is a high priority.
12	Service models	SS	SD	**High:** Per SS 8.3.1.2: "Service models provide the basic architecture that is used to develop services during service design. These are the starting point for defining and developing a service design package. As such, ensuring that service models are created and provided to SD will help address issues i and iii.
13	Service portfolio	SS	All	**High:** Without the service portfolio, issues i and ii will persist. Decisions about what to do with IT services when a new company is acquired will only be made properly when the bank has full visibility into all the services they are managing.
14	Vision and mission	SS	All	**Low:** The case study indicates that the corporate vision and strategy are well-defined and that there is good collaboration between IT and the business. This suggests that, while developing a formal IT vision and strategy would be valuable contextual information it would not, in and of itself, help resolve the issues described in the short term.
15	Vital business functions (VBFs)	SS	SD	**Low:** There is no indication in the case study or scenario that the organization is unaware of these or that IT service continuity is improperly managed. Because of this, specific attention to VBFs is not warranted at this time.
16	Operational level agreements (OLAs)	SD	ST	**Medium:** While developing OLAs is valuable to ensure that all internal contributors to service are working in a manner that effectively and efficiently supports the commitments in the SLAs, neither the case study nor the scenario indicate that there is a significant issue with this at this time. Compared to other items, development of formal OLAs can be delayed to a future improvement cycle.

17	Patterns of business activity (PBAs)	SS	CSI	**Low:** This more strategic view of demand should certainly be valuable going forward, but the case study specifies that there is good collaboration between the business and IT at both the service strategy and service design stages. This implies that the linkage between IT service design and the needs of the business is already fairly well addressed. With other needs more pressing, this does not need immediate attention.
MOST CORRECT (5)	*C*			All the items listed are identified as "High" priority. While many other items might be desirable, this list covers all issues identified and moves the organization in the right direction.
SECOND BEST (3)	*A*			While this answer has many "High" priority items, it also includes two "Medium" priority (Items 7 & 14) and one "Low" priority (Item 5).
THIRD BEST (1)	*D*			This answer correctly identifies three of the "High" priorities (Items 2, 8 & 16), but overlooks six others in favour of three "Medium" priorities (Items 7, 13 & 14) and three "Low" priorities (Items 1, 9 & 10).
DISTRACTER (0)	*B*			This answer is extremely weak. It includes two of the "Medium" (Items 13 & 7) and all of the "Low" priorities and identifies only two of the "High" priority items (Items 2 and 12).
Syllabus Unit / Module supported				ITIL EX: MALC03 Integrating service management processes across the lifecycle
Bloom's Taxonomy Testing Level				Level 5 Evaluating - The ability to make judgements based on criteria and standards. Can detect inconsistencies or fallacies within a process or product; determining whether a process or product has internal consistency; detecting the effectiveness of a procedure as it is being implemented. Can detect inconsistencies between a product and external criteria; determining whether a product has external consistency; detecting the appropriateness of a procedure for a given problem.
Application				Application – The candidate is required to analyse the case study and scenario information provided and evaluate which lifecycle stage inputs and outputs would be the most important to solving the issues identified and to detect when a priority proposed in an answer is not consistent with the case organization's needs.
Link to Case Study				The case study is used as a basis for evaluation. Failure to use the case study to answer this question could reduce the Bloom's level utilized and could result in the selection of an incorrect answer option.
Subjects / Categories covered				• The inputs and outputs of processes and stages in the service lifecycle
Book Section Refs				SS 3.9 – Service strategy inputs and outputs SD 3.12 – Service design inputs and outputs ST 3.3 – Service transition inputs and outputs SO 3.8 – Service operation inputs and outputs CSI 3.12 – CSI inputs and outputs Any appendix 'Examples of inputs and outputs across the service lifecycle' SS 8.3 – The impact of service strategy on other lifecycle stages
Difficulty				Hard

QUESTION NUMBER	Seven
Question Rationale	The key syllabus reference is SS 3.3, particularly the question list in the middle of SS 3.3.4.

The candidate is expected to judge the best choice for sourcing of service provision of the new service, within the context of the overall case study.

The key to address this question is to recognize that the answer options represent use of different service provider types:

• Establish a new IT group within the business unit responsible for the new business service:
Type I
• Assign IT responsibilities to the existing Shared Services division:
Type II
• Outsource IT responsibilities to a 3rd party:
Type III
• Outsource IT responsibilities and business activity to a 3rd party:
Type III

The following is the key information for the candidate to use to assist the evaluation of these different service provider types: |

Information	Impact	
The new IT service represents an innovative approach in banking for both the bank and the market, and is considered state-of-the-art both in respect to approach and use of technology	The fact that the service is state-of-the-art reduces the breadth and depth of relevant knowledge and experience that a 3rd party can likely contribute, a key driver for choosing to outsource (SS 3.3.3).

Type I: Yes
Type II: Yes
Type III: No | |
| Both time-to-market, low price and security are vital to ensure that the bank maintains a competitive advantage related to the new IT service | As time-to-market is critical, the transaction cost related to finding and selecting a suitable external provider, identifying requirements, negotiating an agreement etc. is likely to be too high (SS 3.3.4).

The vital aspect of security reduces the applicability of a Type III provider even further (SS 3.3.3).

Conversely, the use of the existing Shared Services division would be sound, as the division already has established service management practices and a focus on cost-efficiency. This would have an impact on both time-to-market and price when positively compared to establishing a new IT group from scratch (SS 3.3.2).

Type I: No
Type II: Yes
Type III: No | |
| Integration with financial management practices is key to measuring and ensuring success for the new service | The information describes a situation with close integration with existing activities in the bank. This suggests a Type II approach (SS 3.3.4).

Type I: No
Type II: Yes | |

		Type III: No
	The new business activity will generate a high transaction frequency, and require close, manual attention and day-to-day follow-up according to a defined, written procedure	The business activity will require daily, manual follow-up, so it is neither infrequent nor sporadic. This reduces the applicability of a Type III approach, although a Type III approach is still perceivable. On the other hand the manual follow-up is described in a written procedure, reducing the likelihood of the activity being highly complex and removing the absolute grounds for a Type 1 approach, although a Type I approach should still be applicable. Overall all three service provider types could be valid here. Type I: Yes Type II: Yes Type III: Yes
	The new business activity will need to be closely integrated with the IT department's activities of business relationship management and service level management	Business relationship management and service level management should never be outsourced, as they are key to maintaining and developing business relationships (SS 3.3.3). As the new business activity requires close integration with these processes, Type III service provision of both the IT responsibilities and business activity would be a poor choice. Type I: Yes Type II: Yes Type III: No

This is a summary of points made for each service provision type:
Type I: 3
Type II: 5
Type III: 1

MOST CORRECT (5)	D	Assign IT responsibilities to the existing Shared Services division	Reflects a good choice given all the key aspects of the new service.
SECOND BEST (3)	C	Establish a new IT group within the business unit responsible for the new business service	A good answer, but it will not address information in the scenario related to, for example, time-to-market and close integration with other activities and assets, and it fails to take into consideration key drivers from the case study, e.g. both business strategy and IT focus on integration.
THIRD BEST (1)	A	Outsource IT responsibilities to a 3rd party	This answer fails to address most of the key aspects of the scenario, e.g. state-of-the-art, time-to-market, high security and integration with other activities and assets.
DISTRACTER (0)	B	Outsource IT responsibilities and business activity to a 3rd party	This answer both fails to address the same aspects in the scenario as the third answer, and suggests outsourcing the business activity itself which needs close integration with business relationship management and service level management.
Syllabus Unit / Module supported	ITIL EX: MALC05 Governance, roles, people, competence and the organization		

Bloom's Taxonomy Testing Level	Level 5 Evaluating - The ability to make judgements based on criteria and standards. Can detect inconsistencies or fallacies within a process or product; determining whether a process or product has internal consistency; detecting the effectiveness of a procedure as it is being implemented. Can detect inconsistencies between a product and external criteria; determining whether a product has external consistency; detecting the appropriateness of a procedure for a given problem.
Application	The candidate is required to apply knowledge of the different service provision types, and evaluate service provision strategies in the context of the case study and scenario.
Link to Case Study	The case study is used in this question primarily for context setting.
Subjects / Categories covered	• The different service provider types, and the implication of choosing a specific type
Book Section Refs	SS 3.3 – Service providers
Difficulty	Easy

QUESTION NUMBER	Eight
Question Rationale	The candidate needs to identify which of the suggested outputs from service operation would make the best contribution to helping solve the issues described in the question, in the context of the case study. For each suggested output the candidate should decide: • Is this a valid output from service operation or should it come from a different lifecycle stage? • Will this output help to address the issues of enhanced scalability and reporting? • Is this an output that is more relevant to improving service utility (which is not needed here)? • Is the output relevant in the context of the case study?

MOST CORRECT (5)	A	**Positive:** 1st bullet: "Historical information on incidents and problems to capacity management and availability management processes". Historical incident and problem records are one of the key outputs from service operation to service design. Since the customer call centre service is considered business-critical, it is required to get this information to the availability management process. Also since one of the objectives of the service charter is better scalability, and since the case study states that increasing the utilization of hardware is one of the drivers behind the virtualization policy, capacity management's consideration of incidents and problems from other services moving to a virtual platform is also necessary. **Positive:** 2nd bullet: "Feedback on issues concerning validation and testing and change management processes". Since the customer call centre service is considered business-critical, changes to the service should not be allowed to lead to incidents. Service operation should therefore suggest extending testing beyond the current software functionality testing, as well as improving scheduling within the change management process to prevent parallel deployments leading to incidents as previously experienced. **Positive:** 3rd bullet: "Service metric and key performance indicator achievements to the service level management process". Achievements against metrics, KPIs and CSFs are a key output from service operation in this situation to help with the design of the improved warranty. This is particularly important in this situation, as the scenario states that one of the objectives of the service charter is improved reporting. Also the case study states that most IT staff members tend to consider process improvement without considering service measurement. **Positive:** 4th bullet: "Logged improvement opportunities to the service asset and configuration management process". The case study states that incident and problem teams find the information from service asset and configuration management inadequate for diagnosing issues easily. The process should therefore seek to extend the information made available to the service operation teams, again since the customer and call centre service is business-critical and quick incident resolution therefore is vital.

| SECOND BEST (3) | B | **Neutral:**

1st bullet: "Information in the service knowledge management system to the continual service improvement (CSI) stage".

Although this is a key output from service operation, the case study states that the information from both service asset and configuration and management and knowledge management is quite limited. The value from this point is therefore questionable.

Positive:

2nd bullet: "Feedback on the knowledge management process".

As mentioned above, existing knowledge management practices are limited. Since the design co-ordination calls for contract staff to do the work, it is important to capture the knowledge of this staff, for instance using an expanded knowledge base, to ensure that the changed service can be properly supported and operated. This is further supported by the case study stating that 60% of the actual work of service design is delivered by short term contract staff, and that the policy on "virtual first" is new, suggesting that there is limited in-house competence on virtualization.

Positive:

3rd bullet: "Requests for change to resolve operational issues to the change management process".

RFCs to service transition is a key output from service operations, and, although the case study states that the change management process is already well-developed, operational issues may require RFCs to get them resolved.

Positive:

4th bullet: "Actual performance data to capacity management and availability management processes".

Getting sufficient information, e.g. on performance of previously virtualized services, as well as on the changed customer call centre service following go-live, to capacity and availability management is vital to address the business-criticality of the service. Also the use of shared hardware for virtualization makes capacity management critical to ensure that the business-critical customer call centre service has sufficient performance following service transition.

In addition to the assessment of the above points, this answer option misses the objective of improved reporting. |
| THIRD BEST (1) | C | **Positive:**

1st bullet: "Operational impact assessment from service level agreement changes to the service level management process".

Will help those involved in service level management to better understand the consequences of changed warranty levels for the daily operation of the revised service.

Positive:

2nd bullet: "Results of post-incident user satisfaction surveys to the CSI stage". |

		This will support continual service improvement by assessing impact from the virtualization initiative on the revised service, and make adjustments if needed.
		Neutral / negative:
		3rd bullet: "Logged improvement opportunities for the service portfolio management process".
		Although logging improvement opportunities is a key output from service operation, and the case study states that the service portfolio is not formally maintained, the scenario states that the service charter has been handed over to application development, thus the service design stage. As service portfolio management is within service strategy, suggesting improvements to the process at this stage will have no impact.
		Neutral / negative:
		4th bullet: "Business communication plan to address varying user support expectations from cultural differences".
		The scenario states that there will be no changes to utility. Therefore the change should not lead to other support expectations than those which already exist.
DISTRACTER (0)	*D*	**Negative:**
		1st bullet: "Feedback on operational risk to the change evaluation process".
		The case study states that there is no formal change evaluation process in place.
		Negative:
		2nd bullet: "Information on vital business functions to the availability management process".
		This is an output of service design. Also the scenario states that there will be no changes to vital business functions.
		Negative:
		3rd bullet: "List of known errors and answers to typical business questions to the operations control centre".
		This is an output from service transition. Also the case study states that business questions are handled by separate business teams as opposed to the operations control centre.
		Negative:
		4th bullet: "Demand forecasts to the capacity management process".
		This is an output from service strategy.
Syllabus Unit / Module supported		ITIL EX: MALC03 Integrating service management processes across the lifecycle
Bloom's Taxonomy Testing Level		Level 4 Analysis - The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.
Application		Application – the candidate is required to apply knowledge of inputs and outputs of the various service lifecycle stages, particularly service operation, and assess the impact from different lists of output on the success of a service charter within

	the context of the scenario and overall case study.
Link to Case Study	The case study provides context for this question, and also provides some facts against which to base analysis of answer options.
Subjects / Categories covered	• The inputs and outputs of processes and stages in the service lifecycle
Book Section Refs	SS 3.9 (Table 3.21) – Service strategy principles – Service strategy inputs and outputs SD 3.12 (Table 3.7) – Service design principles – Service design inputs and outputs ST 3.3 (Table 3.1) – Service transition principles – Service transition inputs and outputs SO 3.8 (Table 3.5) – Service operation principles – Service operation inputs and outputs CSI 3.12 (Table 3.1) – Continual service improvement principles – CSI inputs and outputs Any appendix 'Examples of inputs and outputs across the service lifecycle'
Difficulty	Moderate

QUESTION NUMBER	Nine
Question Rationale	Service metrics are a measure of the end-to-end service performance rather than individual technology and process metrics that are used when calculating the end-to-end service metrics. Technology metrics are often associated with component and application-based metrics such as performance, availability etc. Process metrics are captured in the form of critical success factors (CSFs), KPIs and activity metrics for the service management processes.

The BEST answer includes metrics that are relevant to the case study and scenario and those that:

    a) Measure IT quality in business/user terms, reporting what is relevant to users (e.g. customer satisfaction, business value)
    b) Provide end-to-end performance monitoring and measurement of IT services supporting business processes that can be regularly reported against SLA targets
    c) Are a balanced combination, e.g. cover performance, availability, reliability
    d) Include availability metrics as the service is considered as critical to the bank's business operation and to support the bank's customers
    e) Can be measured at the specified service lifecycle stages.

Case study:
The case study is used to provide the context for the question, and a basis for analysis. Specific points are:

    • The bank's ability to extend the hours of operation and offer a broader range of products.
    • The bank supplies a range of banking service packages to its customers. Some banking services are considered as critical to the bank's operation and to support the bank's customers and this includes third party sales support.
    • Third-party sales support service (usually delivered to independent financial advisors (IFAs) on their own laptop computers, and without which they cannot sell directly to their clients).

Question specific scenario:

    • The IFAs need the service to be easy to use, available during service hours and reliable.
    • There is a new application hosted on virtual servers and this makes the availability and reliability metrics important.
    • 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.

Metrics to avoid when selecting the right answer are:

    • Case study: IFAs use their own laptop computers. The bank cannot measure the availability and reliability of these laptops and the metric is outside scope.
    • Scenario: All transactions will be in real-time via a web interface. Therefore, a metric of batch job turnaround time is not a good example.
    • Technology metrics are incorrect because the question asks for SERVICE metrics.
    • Process metrics including key performance indicators (KPIs) are incorrect because the question asks for SERVICE metrics.
    • You can only predict certain metrics during the service strategy and service design stages of the service lifecycle. When a service is in pilot you can measure the variation from predicted.
    • An availability metric would be predicted for a new application during service design, not service strategy.
    • Some metrics are out of scope of the sales support service that the bank provides.

The types of metrics in the scenario are: |

		• 1 appears to be business-focused, but it is not relevant to the bank's delivery of the sales support service. • 2 is a good IT service quality metric which is aligned with the bank's recent initiative to offer a broader range of products and increase profit. • 3 is a good metric for reliability. • 4 and 5 are good metrics that are aligned with the bank's strategy. • 6 is a good user satisfaction metric which is aligned with the need for ease of use in the scenario. • 7 and 8 are not good metrics as there are no batch jobs (scenario: "All transactions will be in real-time via a web interface"). • 9 is a reliability metric which is a requirement in the scenario. However, mean time between failures (MTBFs) of the web application is not meaningful for end-to-end service monitoring and measurement. The network may be unavailable and IFAs would be unable to work. • 10 is a process metric. It is not specifically related to the sales support service. • 11 is a good metric for predicting availability in service design • 12 is a good metric for actual downtime in service transition and service operation.
MOST CORRECT (5)	*C*	This is the BEST combination as the set of service metrics and when to measure them are the most correct and illustrate how to link IT service provision and business value. It does not include any incorrect metrics and the balance of metrics is good for the situation in the scenario: 3 – reliability 4, 5 – service performance / value creation 6 – service performance / IFA satisfaction 11, 12 – availability (of sales support service) 4 and 6 are present during service strategy where they can influence strategic decisions for the service. 11 (predicted downtime) is added during service design when sufficient information about the service is present to assess this. 3, 6 and 12 are present in an early operational phase (during the pilot) when actual performance and the impact on the business can be identified, while 3, 5, 6 and 12 are used throughout the service operation phase.
SECOND BEST (3)	*B*	This answer option does not include an availability metric but in the case study the service is considered as critical to the bank's business operation and to support the bank's customers. It includes 10 which is a process metric, but does not include any availability metrics, so the answer option is overall less balanced than the most correct answer: 2 – service performance / IFA satisfaction 3 – reliability 4, 5 – service performance / value creation 6 – service performance / IFA satisfaction 10 – process metric
THIRD BEST (1)	*A*	This answer option includes metric 1 which is not relevant to the delivery of the sales support service. 3 is included in service design when the service is not live yet, so the number of interrupted service transactions cannot be measured. 11 is included too early during the service strategy stage when insufficient information is available to predict availability levels of the underlying infrastructure. 1 – not relevant to delivery of service 2 – service performance / IFA satisfaction 3 – reliability 6 – service performance / IFA satisfaction

		11 – availability but cannot measure this in service strategy stage 12 – availability
DISTRACTER (0)	*D*	This answer option contains four metrics (7, 8, 9, 10) that are not relevant in the given context. 6 – service performance / IFA satisfaction 7, 8 – not relevant to delivery of service 9 – reliability but not meaningful in an end-to-end perspective 10 – process metric
Syllabus Unit / Module supported		ITIL EX: MALC06 Measurement
Bloom's Taxonomy Testing Level		Level 4 Analysis - The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.
Application		The candidate is expected to identify the context in the case study and understand the upgraded third-party sales support service described in the scenario. The candidate is expected to identify inconsistencies compared to ITIL good practices on service measurement and service metrics. There are also inconsistencies with the scenario that need to be identified in order to select the best combination of service metrics and examples.
Link to Case Study		The case study provides context for this question, and also provides some facts against which to base analysis of answer options.
Subjects/ Categories covered		• Measuring and demonstrating business value • Service, process and technical metrics
Book Section Refs		SD 3.1.4 – Measuring and demonstrating business value CSI 5.5 (up to but not including 5.5.1) – Metrics
Difficulty		Hard

QUESTION NUMBER	Ten	
Question Rationale	This question specifically relates to implementing and improving service management capability.	
MOST CORRECT (5)	**C**	Has defined the strategy and then assesses the situation from both IT and business perspectives. It makes no assumptions about the current situation. As well as talking to all stakeholders, documentation is inspected and processes are observed in operation. A CSI register is created with prioritized, cost-justified recommendations for improvement.
SECOND BEST (3)	**D**	Has defined the strategy and carries out a full assessment but only from the IT perspective which, while important, will not give the complete picture. A CSI register is created with prioritized cost justified recommendations for improvement.
THIRD BEST (1)	**A**	Undertaking a strategic assessment is a good starting point but this option is going to take far too long before an improvement in service provision actually occurs.
DISTRACTER (0)	**B**	It may well be that the appointment of a business relationship manager is one of the key recommendations to enable improvement in this organization but too many assumptions are made with this appointment. Looking at service desk processes and tools without understanding the overall vision, the strategy or the area of greatest need from the customer perspective is not a valid approach.
Syllabus Unit / Module supported	This question specifically relates to MALC 07 - Implementing and improving service management capability, and to a lesser extent MALC 03 (BRM).	
Bloom's Taxonomy Testing Level	Level 4 Analysis - The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.	
Application	The candidate is required to make an evaluation of the 4 different potential answers to select the most appropriate for this organization. The candidate must use their judgement to identify the most appropriate way for forward in light of the current situation.	
Link to Case Study	None - this question does not use the case study	
Subjects / Categories covered	- Strategic assessment - SWOT analysis - Having the appropriate business case which shows the return on investment or the return on value - Gap analysis and IT service management maturity assessment - Using the CSI approach and Deming Cycle to ensure that the organization continues to move forward with continual improvement	
Book Section Refs	SS 4.1.5.1 to 4.1.5.3 – Strategic assessment CSI 5.5.9 – SWOT analysis CSI 5.6 – Return on investment CSI 3.1 – Continual service improvement approach CSI 5.2.5 – Gap analysis	
Difficulty	Moderate	