



ITIL[®] Intermediate Capability Stream:

OPERATIONAL SUPPORT AND ANALYSIS (OSA) CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

ANSWERS AND RATIONALES

Answer Key:

Scenario	Question	Correct: 5 Marks	2nd Best: 3 Marks	3rd Best: 1 Mark	Distracter: 0 Marks
One	1	C	A	D	B
Two	2	B	C	D	A
Three	3	D	B	A	C
Four	4	B	D	C	A
Five	5	B	D	C	A
Six	6	D	C	B	A
Seven	7	D	A	C	B
Eight	8	B	C	A	D

QUESTION	One	Scenario	One
Question Rationale	To be able to understand the following: <ul style="list-style-type: none"> • The importance of senior management sponsorship • The benefits of project/programme management in service operations; the importance of risk assessment and risk management • The importance of involving IT operations staff in all phases of the programme, especially during the design and transition phases 		
MOST CORRECT (5)	C	This option represents the most correct answer as it highlights that the programme will have a significant impact on the services provided to current customers. Given that the IT service manager is the main sponsor, it is important that they attend the meeting to make their support and commitment to the programme visible. This option also identifies the importance of recognizing that IT operations staff need to be involved during the planning phases of the programme, rather than after the solution has been developed and tested and is ready for operations. The programme sponsor is actually verifying that this is the case by asking to look at the list of invitees to the meeting. This option also highlights the importance of risk assessment and management. It shows that the sponsor will look at, and sign off on, the identified risks, on the programme's assumptions and constraints, resourcing (shows commitment) and costs or funding (again demonstrates commitment).	
SECOND BEST (3)	A	This difference between this answer and the best answer is that it fails to recognize the importance of risk management, project assumptions, constraints, resourcing and costs.	
THIRD BEST (1)	D	This answer is less accurate compared to the previous option. It does not highlight the importance of making the sponsor's support visible by attending the meeting in person. It also shows that the sponsor is satisfied just to be copied in on the meeting's minutes, and the phrase "may wish to be included at a later date" indicates less interest in the programme.	
DISTRACTER (0)	B	This option demonstrates a totally relaxed approach on the part of the sponsor of the programme. It shows the sponsor's lack of interest in the early stages of the programme, which is when the main decisions need to be made and buy-in achieved. The sponsor's actions do not demonstrate a committed or supportive attitude towards the programme, and this attitude could be replicated in his direct reports and copied by programme team members. There seems to also be a lack of interest from the sponsor in making sure that the right parties be involved in the programme from the beginning.	
Syllabus Unit / Module supported	ITIL SC: OSA09 Technology and implementation considerations		
Blooms 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 must apply their knowledge of the need for management support, risk mitigation and acceptable project involvement in order to select the correct option that provides a balanced approach.		
Subjects covered	Categories covered: <ul style="list-style-type: none"> • Service operation and project management • Assessing and managing risk in service operation • Operational staff in service design and transition • Management support • Critical success factors and risks 		
Book Section Refs	SO 8.2 – Implementing service operation – Service operation and project management		

	SO 8.3 – implementing service operation – Assessing and managing risk in service operation SO 8.4 – Implementing service operation – Operational staff in service design and transition SO 9.2 – Challenges, critical success factors and risks – Critical success factors SO 9.3 – Challenges, critical success factors and risks – Risks
Difficulty	Easy

QUESTION	Two	Scenario	Two
Question Rationale	This question focuses on the request fulfilment process and requires an understanding of the types of requests that should be handled by the process.		
MOST CORRECT (5)	B	<p>All statements are correct.</p> <p>Sentence 1 – Correct. All are examples of service requests.</p> <p>Sentence 2 – This is a request to change a screen and therefore must be handled by the change management process. It is possible that the service desk could be used to log changes, but this will be done using the change management system, not the incident management system.</p> <p>Sentence 3 – Correct. All are examples of incidents.</p>	
SECOND BEST (3)	C	<p>Sentence 1 – Mostly correct, with the exception that 2 is a request to change a screen and therefore must be handled by the change management process. It is possible that the service desk could be used to log changes, but this will be done using the change management system, not the incident management system.</p> <p>Sentence 2 – Correct.</p>	
THIRD BEST (1)	D	<p>Sentence 1 – All are examples of service requests.</p> <p>Sentence 2 – 2 is a request to change a screen and therefore must be handled by the change management process. However, 9 is a very low-risk request to move a PC that could be handled via request fulfilment; particularly in an organization such as the one in the scenario that often receives this type of request.</p> <p>Sentence 3 – 8 is an access request but these should be logged as service requests which then trigger the access management process; particularly as it is a user that is requesting access.</p>	
DISTRACTER (0)	A	<p>Sentence 1 – 1 and 6 are incidents, not service requests. 2 is a request to change a screen and therefore must be handled by the change management process. It is possible that the service desk could be used to log changes, but this will be done using the change management system, not the incident management system.</p> <p>Sentence 2 – 9 is a very-low risk change that can be handled via the request fulfilment process; particularly in an organization such as the one in the scenario that often receives this type of request.</p> <p>Sentence 3 – It is correct that 10 is a service request, but 5 is not. Questions can be handled as service requests.</p>	
Syllabus Unit / Module supported	ITIL SC: OSA04 Request fulfilment		
Blooms Taxonomy Testing Level	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Application – The candidate must be able to distinguish between service requests, change requests and incidents to select the correct answer option.</p>		
Subjects covered	<p>Categories covered:</p> <ul style="list-style-type: none"> • Service desk • Request fulfilment 		
Book Section Refs	<p>SO 4.3.1 – Service operation processes – Request fulfilment – Purpose and objectives</p> <p>SO 4.3.2 – Service operation processes – Request fulfilment - Scope</p>		
Difficulty	Moderate		

QUESTION	Three	Scenario	Three
Question Rationale	This question focuses on data retention in relation to event management and, in particular, event categorization. The correct answers also involve good discussion – in this case discussion with the business and IT users to determine the most appropriate data retention periods for each separate event type, so as to best meet business needs and outcomes.		
MOST CORRECT (5)	D	This is the best solution. Consulting all of the stakeholders will generate a good discussion and will allow an accurate picture of retention needs to be established. By treating each event type separately and establishing a policy that matches the exact needs of each event type, no more or no less data than necessary will be retained	
SECOND BEST (3)	B	Consulting the stakeholders to determine exact retention needs is very valid but, in this solution, all event types are treated in the same way, which will inevitably mean retaining all of the data for the same amount of time as the type which must be retained longest. Although no required data will be deleted when it might still be needed, it is likely that a lot of data will be retained long after it ceases to be required.	
THIRD BEST (1)	A	To keep all data for more than six years on the basis that there MAY be a legal requirement to retain some of the data for this period would be excessive. The only redeeming feature is that the probably small amount of data that may be needed will definitely be available.	
DISTRACTER (0)	C	This is the wrong answer. Data will need to be kept, at least initially, long enough for trends to be established or problems requiring investigation to come to light. One week is likely to be totally insufficient for this. Stakeholders should be consulted to determine a realistic and acceptable retention period.	
Syllabus Unit / Module supported	ITIL SC: OSA02 Event management		
Blooms Taxonomy Testing Level	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Application – The candidate must apply their knowledge of event management, and balance the cost, risks and potential legislative requirements for data retention to distinguish which option is the best to meet the issues described in the scenario.</p>		
Subjects covered	Categories covered: <ul style="list-style-type: none"> • Event management 		
Book Section Refs	SO 4.1.5.6 – Service operation processes – Event management – Process activities, methods and techniques - Significance of events SO 4.1.5.9 – Service operation processes – Event management – Process activities, methods and techniques - Response selection		
Difficulty	Moderate		

QUESTION	Four	Scenario	Four
Question Rationale	This question examines a candidate's understanding of the access management process, particularly relative to users, groups, roles and service groups.		
MOST CORRECT (5)	B	<p>This reflects all of the factors that must be considered.</p> <p>Bullet 1 – Having a catalogue of roles enables access management to function more efficiently and so helps reduce costs and maximize resources. Defining roles also makes it possible to grant and restrict access more quickly and as required by the business.</p> <p>Bullet 2 – Supports the business goal to improve enterprise-wide information security.</p> <p>Bullet 3 – Ensures security is considered throughout the user lifecycle.</p> <p>Bullet 4 – Supports the business goal to ensure compliance with legislative and regulatory controls and also supports the business goal to reduce costs and maximize resources by automating the granting of access.</p>	
SECOND BEST (3)	D	<p>This answer addresses most factors but lacks some necessary specifics.</p> <p>Bullet 1 - Having a catalogue of roles enables access management to function more efficiently and so helps reduce costs and maximize resources. Defining roles also makes it possible to grant and restrict access more quickly and as required by the business.</p> <p>Bullet 2 – Supports the business goal to function more efficiently by defining and using 'groups' to grant and restrict access.</p> <p>Bullet 3 - Supports the business goal to ensure compliance with legislative and regulatory controls.</p> <p>Bullet 4 - Supports the business goal to improve enterprise-wide information security. Also supports the business goal of reducing costs and maximizing resources by automating the granting of access.</p> <p>While each of these answers is accurate, this answer fails to mention working in conjunction with human resources (HR) to maintain the catalogue of roles. As unclear roles and responsibilities is one of the challenges to be overcome, this is not the best answer.</p>	
THIRD BEST (1)	C	<p>This answer has some merit but lacks specifics.</p> <p>Bullet 1 – Defining roles enables access management to function more efficiently and so helps reduce costs and maximize resources. Defining roles also makes it possible to grant and restrict access more quickly and as required by the business. This answer would be better if it suggested creating a catalogue of roles.</p> <p>Bullet 2 – This is an accurate statement but does not address the need to work with HR to maintain the catalogue of roles.</p> <p>Bullet 3 – While important, this answer fails to mention roles and responsibilities, which is a key challenge to be overcome.</p> <p>Bullet 4 - Supports the business goal of reducing costs and maximizing resources by automating the granting of access.</p> <p>This answer, in general, fails to clarify roles and responsibilities. It also fails to mention engaging security at all and so does not support a key business goal.</p>	
DISTRACTER (0)	A	<p>This answer is wrong. It is too broad and impractical and does not reflect ITIL guidance, nor does it support business goals.</p> <p>Bullet 1 – While defining a standard set of services is appropriate, granting access to all users is not. For example, customers and contractors are not typically granted access to internal systems.</p> <p>Bullet 2 – This answer is highly impractical and so would not support the business goals of reducing costs and maximizing resources.</p> <p>Bullet 3 – This answer incorrectly suggests using technology to grant access based on <u>individual</u> needs. This would be a highly ineffective use of technology. Using roles and groups would allow access to be granted and restricted much more quickly, would be more cost-effective, and would be a better use of resources.</p>	

	Bullet 4 – This answer incorrectly states that information security will be responsible for informing access management about new employees (vs. HR). Neither does it address how to grant access to contractors and customers. This answer, in general, fails to support business goals and accurately reflect ITIL guidance. It does not clarify roles and responsibilities. It also fails to mention the need to ensure compliance with local data protection legislation.
Syllabus Unit / Module supported	ITIL SC: OSA06 Access management
Blooms Taxonomy Testing Level	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Application – The candidate must apply their knowledge of access management and also assess the objectives described in the scenario to select a balanced option that meets the needs defined by the process and the business.</p>
Subjects covered	<p>Categories covered:</p> <ul style="list-style-type: none"> • Access management
Book Section Refs	SO 4.5.7.2 – Service operation processes – Access management – Information management – Users, groups, roles and service groups
Difficulty	Hard

QUESTION	Five	Scenario	Five
Question Rationale	This question tests the candidates' understanding of the technical and application management functions and their relationship to the service desk and IT operations management functions.		
MOST CORRECT (5)	B	<p>This answer best addresses the issues in the scenario.</p> <p>Bullet 1 – Addresses the CEO's goal of consolidating operational activities. This approach will also help relieve the over-utilization of the technical and application management functions.</p> <p>Bullet 2 – Addresses the need to improve data gathering standards.</p> <p>Bullet 3 – Addresses the CEO's goal of sharing resources. It also acknowledges the need to devote resources to problem management.</p> <p>Bullet 4 – Having a known error database (KEDB) will support problem management activities and help reduce the impact and cost of outages.</p> <p>Bullet 5 – Addresses the need to reduce and/or prevent problems with new services by engaging technical and application management staff in service design and service transition activities.</p>	
SECOND BEST (3)	D	<p>This answer is good but lacks some specifics.</p> <p>Bullet 1 – While accurate, this answer is a bit narrow in focus. Other activities that could be delegated include back-up, restore, and routine maintenance and operational activities.</p> <p>Bullet 2 – Addresses the need to improve data-gathering standards.</p> <p>Bullet 3 – Partially correct – logging all incidents is important and is the responsibility of the service desk. However, the service desk is not responsible for logging all problems – that is the responsibility of technical and application management via the problem management process.</p> <p>Bullet 4 – Although this answer addresses the need to devote resources to problem management it does not support the CEO's goal of sharing resources.</p> <p>Bullet 5– Having a KEDB will support problem management activities and help reduce the impact of outages.</p>	
THIRD BEST (1)	C	<p>This answer has some merit but fails to address some of the issues presented in the scenario.</p> <p>Bullet 1 – Partially supports the CEO's goal of consolidating operational activities.</p> <p>Bullet 2 – While accurate, this answer is a bit narrow in focus. It does not state what happens if incidents are detected. There is no indication that the service desk is rectifying the situation, so significant technical support involvement could still be required.</p> <p>Bullet 3 – Having a KEDB will support problem management activities and help reduce the impact of outages.</p> <p>Bullet 4 – Providing users with access to a KEDB is a bit premature.</p> <p>Bullet 5 – While this is an accurate statement, involving technical and application management resources early in the service lifecycle will better help resolve the issues in this scenario.</p> <p>This answer does not address devoting resources to problem management activities and so does not address the CEO's challenge to determine why problems are occurring. Furthermore, because there are no formal problem management activities, it is unlikely that the KEDB will be accurate, complete, and current at all times.</p>	
DISTRACTER (0)	A	<p>This answer is incorrect.</p> <p>Bullet 1 – While it may be perceived that expanding the service desk will result in cost savings, there is really nothing in the scenario to indicate this is necessary or a priority.</p> <p>Bullet 2 – Partially correct – logging all incidents is important and is the responsibility of the service desk. However, without data-gathering standards, the data will not be as valuable as it could be as input to the problem management process. Also, the service desk is not responsible for logging all</p>	

	<p>problems – that is the responsibility of technical and application management via the problem management process.</p> <p>Bullet 3 – It is technical and application management’s responsibility to validate and maintain the KEDB.</p> <p>Bullet 4 – Providing users with access to the KEDB is a bit premature</p> <p>Bullet 5 – While this is an accurate statement, involving technical and application management resources early in the service lifecycle will better help resolve the issues in this scenario.</p> <p>This answer is wrong because it does not address many of the issues in the scenario such as consolidating operational activities and sharing resources. It does not address devoting resources to problem management activities and so does not address the CEO’s challenge to determine why problems are occurring. Nor does it address defining data-gathering standards and so it is unlikely that the KEDB will be accurate, complete, and current at all times.</p>
Syllabus Unit / Module supported	ITIL SC: OSA08 Functions
Blooms Taxonomy Testing Level	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Application – The candidate must have a sound knowledge of service operation functions in order to assess the issues in the scenario and the proper use of the functions and to select the answer option which provide the best balance for each for these.</p>
Subjects covered	<p>Categories covered:</p> <ul style="list-style-type: none"> • Technical management • IT operations management • Application management
Book Section Refs	<p>SO 6.4.1 – Organizing for service operation – Technical management – Technical management role</p> <p>SO 6.4.2 - Organizing for service operation – Technical management – Technical management objectives</p> <p>SO 6.4.3 - Organizing for service operation – Technical management – Generic technical management activities</p> <p>SO 6.5.1 – Organizing for service operation – IT operations management – IT operations management role</p> <p>SO 6.5.2 - Organizing for service operation – IT operations management – IT operations management objectives</p> <p>SO 6.5.3 - Organizing for service operation – IT operations management – IT operations management organization</p> <p>SO 6.6.1 – Organizing for service operation – Application management – Application management role</p> <p>SO 6.6.2 - Organizing for service operation – Application management – Application management objectives</p> <p>SO 6.6.5 - Organizing for service operation – Application management – Application management generic activities</p>
Difficulty	Moderate

QUESTION	Six	Scenario	Six
Question Rationale	This question focuses on the value of the problem management process, its separation from incident management and its impact on recurring incidents.		
MOST CORRECT (5)	D	It is ITIL best practice to separate the incident and problem manager roles. Also, this option focuses on the recurrence of incidents on the ERP system to prevent them from recurring and to begin a more proactive problem management practice.	
SECOND BEST (3)	C	Getting the service desk manager to put more focus on problem management will help the situation, but with this volume of incidents it is difficult to imagine that this is a job that can be completed satisfactorily in only one day each week.	
THIRD BEST (1)	B	This will produce a small effect in terms of reducing the incident downtime, but will have very little effect on preventing recurring incidents.	
DISTRACTER (0)	A	This is the worst reaction. Not reacting to a rising number of user complaints, that are proven to be justified, is the best way to compromise a good reputation very quickly and to lose user confidence, impacting harshly on user satisfaction.	
Syllabus Unit / Module supported	ITIL SC: OSA05 Problem management		
Blooms Taxonomy Testing Level	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>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.</p> <p>Application – The candidate must apply their knowledge of problem management and be able to determine that part of the issue described in the scenario stems from a lack of role separation and that ITIL recommends separating them, thereby leading to the correct answer option.</p>		
Subjects covered	Categories Covered: <ul style="list-style-type: none"> • Problem management 		
Book Section Refs	SO 4.4 – Service operation processes – Problem management SO 4.4.1 – Service operation processes – Problem management – Purpose and objectives		
Difficulty	Easy		

QUESTION	Seven	Scenario	Seven
Question Rationale	This question requires candidates to apply their knowledge of incident management (IM) and the service desk (SD) to a typical scenario. It involves analysing the incident report provided to identify deficiencies and to identify areas of improvement within the SD function and the IM process.		
MOST CORRECT (5)	D	All statements are supported by evidence in the report. The resolution action in the report shows that the incident category assigned during incident recording is often inaccurate, which results in routing the incident to the wrong resolving group. Further, the SD does not seem to own incidents throughout the incident lifecycle as they do not solely close incidents or coordinate their re-routing when required.	
SECOND BEST (3)	A	Three of the four bullets within this option are supported to some degree by evidence within the scenario. However, there is no evidence within the scenario to support the first bullet.	
THIRD BEST (1)	C	Two of the four bullets within this option are supported to some degree by evidence within the scenario. However, there is no evidence within the scenario to support either the first or fourth bullets.	
DISTRACTER (0)	B	The fact that incidents are passed between support groups is not evidence of a poor first-line fix rate. There is no evidence in the report to indicate poor prioritization. There is no evidence in the report that users are bypassing the SD. Nor is there evidence to support the claim that the CMS is at fault.	
Syllabus Unit / Module supported	ITIL SC: OSA03 Incident management ITIL SC: OSA07 Service desk		
Blooms Taxonomy Testing Level	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>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.</p> <p>Application – The candidate must be able to distinguish the cause and effect of how the SD is handling incidents, the reasons that precipitate this and what this evidence points to, along with what effect this has.</p>		
Subjects covered	Categories covered: <ul style="list-style-type: none"> • Incident management • Service desk 		
Book Section Refs	SO 4.2.5.3 – Service operation processes – Incident management – Process activities, methods and techniques – Incident categorization SO 4.2.5.6 - Service operation processes – Incident management – Process activities, methods and techniques – Incident escalation SO 6.3.5 – Organizing for service operation – Service desk – Measuring service desk performance		
Difficulty	Moderate		

QUESTION	Eight	Scenario	Eight
Question Rationale	This question focuses on the overview and context of service operation within the lifecycle. It tests the candidate's knowledge of OSA01 – Introduction.		
MOST CORRECT (5)	B	Candidate #2: This candidate has described service operation correctly. The purpose of the service operation stage of the service lifecycle is to coordinate and carry out the activities and processes required to deliver and manage services at agreed levels to business users and customers. Service operation is also responsible for the ongoing management of the technology that is used to deliver and support services.	
SECOND BEST (3)	C	Candidate #3: This candidate begins to describe service operation correctly but goes on to introduce too many elements of continual service improvement such as achieving service quality, operational efficiency and business continuity and ensuring that the portfolio of supported services continues to be aligned with business and user needs. These are not elements of service operation.	
THIRD BEST (1)	A	Candidate #1: This candidate's focus is very much confused with service transition. While they have some elements referring to operation, the answer is very much centred on moving the organization from one state to another.	
DISTRACTER (0)	D	Candidate #4: Has no correct elements described. It is more focused on service strategy, if anything.	
Syllabus Unit / Module supported	ITIL SC OSA: 01 Introduction		
Blooms Taxonomy Testing Level	<p>Level 2 Comprehending - Understand or grasp the meaning of what is being communicated and make use of the idea. Tasks include illustrating, inferring, summarizing and interpreting.</p> <p>Application – This question requires the candidate to accurately recall the purpose and main objectives of service operation in the context of the service lifecycle.</p>		
Subjects covered	<p>Categories covered:</p> <ul style="list-style-type: none"> • Overview • Introduction – Context 		
Book Section Refs	<p>SO 1.1 – Introduction – Overview</p> <p>SO 1.2 – Introduction – Context</p>		
Difficulty	Easy		