



## ITIL® Intermediate Capability Stream:

### OPERATIONAL SUPPORT AND ANALYSIS (OSA) CERTIFICATE

*Sample Paper 2, version 6.1*

Gradient Style, Complex Multiple Choice

#### **QUESTION BOOKLET**

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**Gradient Style Multiple Choice**  
**90 minute paper**  
**8 questions, Closed Book**

#### ***Instructions***

- 1. All 8 questions should be attempted.*
- 2. You should refer to the accompanying Scenario Booklet to answer each question.*
- 3. All answers are to be marked on the answer grid provided.*
- 4. You have 90 minutes to complete this paper.*
- 5. You must achieve 28 or more out of a possible 40 marks (70%) to pass this examination.*

## Question One

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### Refer to Scenario One

As the IT service manager you are the main sponsor of the transformation programme. You have not been invited to the initial programme launch meeting.

Which one of the following options BEST describes the actions that should be taken?

- A. You recognize that this is a major programme which will impact the services provided to your customers. As the main sponsor of the programme it is important for you to demonstrate your support and to understand in detail exactly what is going on, and you therefore ask to be included in the meeting. You also ask to check the meeting invitation list so that you can ensure that all IT operations areas and functions are appropriately represented in the different phases of the programme's life cycle.
- B. The programme is only just starting and has two years to run, so it is unlikely that any important information will be provided at this meeting. You have learned that some of your direct reports have been invited so you have asked them to update you following the meeting. Your plan is to let things progress before you get involved as your main concern is the delivery and operation of the new service.
- C. You recognize that this is a major programme which will significantly impact the services provided to your customers. As the main sponsor of the programme it is important for you to demonstrate your support and to understand and sign off on the programme's components, especially programme risks, assumptions, constraints, resources and costs. You therefore ask to be included in the meeting. You also check the meeting invitation list to ensure that all IT operations areas and functions which will play a role in the different phases of the programme's life cycle are appropriately represented.
- D. You recognize that this is a major programme which will impact on the services being provided to your customers. As the main sponsor of the programme it is important for you to understand exactly what is going on and you therefore ask at this stage to be copied in on the minutes and actions from the meeting. You may wish to be included in the meetings at a later date. You also check the meeting invitation list to ensure that all IT operations areas and functions which will play a role in the different phases of the programme's life cycle are appropriately represented.

## Question Two

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### Refer to Scenario Two

Which of the following BEST describes those items that could be handled using a request fulfilment process?

- A. 1, 2, 3, 4, 6, 7 and 8 can be handled by request fulfilment because they are common tasks that can follow a predetermined procedure. 9 is a request for change and should be logged and handled using the change management process. 5 and 10 require investigation to determine the nature of the issue and therefore should be handled as incidents.
- B. 3, 5, 7, 8, and 9 can be handled by request fulfilment because they are common tasks that can follow a predetermined procedure. 2 is a request for change and should be logged and handled using the change management process. 1, 4, 6 and 10 require investigation to determine the nature of the issue and therefore should be handled as incidents.
- C. 2, 3, 5, 7, 8, and 9 can be handled by request fulfilment because they are common tasks that can follow a predetermined procedure. 1, 4, 6 and 10 require investigation to determine the nature of the issue and therefore should be handled as incidents.
- D. 3, 5 and 7 can be handled by request fulfilment because they are common tasks that can follow a predetermined procedure. 2 and 9 are requests for change and should be logged and handled using the change management process. 8 should be handled by the access management process. 1, 4, 6 and 10 require investigation to determine the nature of the issue and therefore should be handled as incidents.

## Question Three

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### Refer to Scenario Three

Based on ITIL best practice, which one of the following solutions is CORRECT?

- A. There is a clear need for the 'informational' events to be retained. The data will be needed for trending purposes and may be used by problem management, capacity management, availability management and, potentially, by several other processes. You take into account the suggestions of the organization's legal department regarding legislative and compliance issues and define a policy that ensures the data will be retained for a minimum of six years and three months.
- B. You believe that the 'informational' events should be retained for a longer period than just one week, but you are uncertain as to what the correct retention period should be. You decide to consult the business users and those IT groups that might use the data, and to hold specific discussions with the legal and compliance departments to decide exactly how long the data should be retained. You then document a retention policy that ensures that all of the data is retained for the agreed period.
- C. You agree with the senior technical groups that the data is extremely unlikely to be needed beyond one week and that, on the balance of risk, the cost of retaining this data is a waste of resources. In order to achieve the most cost-effective solution you document and implement the one-week retention policy. You advise the legal department of your decision in case any related IT governance issues arise in the future.
- D. You believe that the 'informational' events should be retained for a longer period than just one week, but you are uncertain as to what the correct retention period should be. You decide to consult the business users and those IT groups that might use the data, and to hold specific discussions with the legal and compliance departments to decide exactly how long the data relating to each event type is needed. You then document a retention policy that handles each event type in accordance with the specific business need.

## Question Four

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### Refer to Scenario Four

Which one of the following options BEST describes how to utilize user profiles in support of business goals?

- A.
  - Define a standard set of services (for example, messaging and office automation) and grant access to all users.
  - On a case-by-case basis, determine the additional services that only select customers can access.
  - Use directory services-type technology to automate the granting of access to individuals, based on their needs.
  - Establish a process with information security management that ensures that the access management team is informed when new employees join the company so that the appropriate level of access can be granted.
- B.
  - Catalogue each user role requiring access and the services each role can access.
  - Determine any groups users belong to that require additional access or a different level of access such as tighter security – for example, contractors and customers.
  - Work with human resources to determine the secure data that identifies each user and how changes to the status of users such as new hires, terminations, moves, and transfers will be communicated.
  - Work with information security management to ensure compliance with local data protection legislation and to automate the granting of access.
- C.
  - Document the role performed by each user, along with the standard and specialized services that support each role.
  - Regularly review each role to ensure the appropriate level of access is being provided to the associated services.
  - Establish a process that ensures access management is informed when new employees join the company so that the appropriate level of access can be granted.
  - Use directory services-type technology to automate the granting of access to individuals based on their roles.
- D.
  - Catalogue each user role requiring access and the services each role can access.
  - Determine any groups of users that may have unique requirements such as mobile users and home office workers.
  - Work with the information security management team to develop procedures for the handling of user data to ensure compliance with local data protection legislation.
  - Work with the information security management team to address the granting of access to roles that require a tighter level of security, such as contractors and selected customers, and also to automate the granting of access.

## Question Five

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### Refer to Scenario Five

Which one of the following options is the BEST approach to resolve these challenges and support the chief executive officer's (CEO's) goals?

- A.
  - Expand the scope of the centralized service desk to include all services
  - Ensure the service desk is logging all incidents and problems
  - Provide training and have the service desk update a known error database (KEDB) as incidents are resolved
  - Provide users with self-service access to the KEDB
  - Ensure technical and application management resources are involved in continual service improvement activities
- B.
  - Delegate routine maintenance, back-up, restore and monitoring activities to IT operations management
  - Initiate a project to define and deploy a common set of incident and problem categories
  - Establish virtual teams to handle problems, using specialists as needed
  - Use technical and application management resources to populate and maintain the KEDB
  - Ensure technical and application management resources are engaged early in the service lifecycle
- C.
  - Delegate back-up, restore and routine maintenance activities to IT operations management
  - Delegate monitoring activities to the centralized service desk
  - Use technical and application management resources to populate and maintain the KEDB
  - Provide users with self-service access to the KEDB
  - Ensure technical and application management resources are involved in continual service improvement activities
- D.
  - Delegate monitoring activities to IT operations management
  - Initiate a project to define and deploy a common set of incident and problem categories
  - Ensure the service desk is logging all incidents and problems
  - Establish a corporate problem management team and hire or transfer individuals who are skilled in problem investigation and diagnosis techniques
  - Use technical and application management resources to populate and maintain the KEDB

## Question Six

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### Refer to Scenario Six

Which one of the following actions BEST describes what the chief information officer (CIO) should do regarding the user complaints?

- A. As the statistics show clearly that IT support is functioning optimally no actions are required at this time. The service desk is solving 81 percent of all incidents while on the phone. Incident management is solving nearly all the remaining incidents inside the agreed resolution times and problem management is particularly effective, solving 103 problems out of 104.
- B. Increase the external consultancy budget so that service desk and incident management can call external support earlier and as required to help deal with the additional incidents during peak periods. Even though the service level agreements are being met, this will help to satisfy the user complaints.
- C. As well as owning the problem management process, appoint the service desk supervisor as the problem manager and ensure one day each week is spent looking at the cause of incidents to determine if more problems can be identified to enable prevention of recurring incidents
- D. Appoint a new problem manager to separate the role from the incident management and service desk roles. The problem manager should be tasked with analysing existing data to see if more problems can be identified to enable prevention of further recurring incidents.

## Question Seven

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### Refer to Scenario Seven

From the information contained within the report, which one of the following BEST identifies the issues?

- A.
  - Many requests are logged as incidents, indicating a deficiency in communicating the difference between standard and normal changes
  - Re-routing of incidents by support teams indicates a lack of incident coordination by the service desk (SD)
  - Evidence that resolution of many incidents is unrelated to the original category indicates a lack of understanding of categorization
  - Poor and incomplete incident recording indicates a lack of guidance for, or training of, the SD staff
- B.
  - Re-routing of incidents by support teams is evidence of poor first-line fix rate
  - Evidence of incorrect incident prioritization indicates a lack of guidance to, or training for, the SD staff
  - Evidence suggests that the configuration management system is out of date or does not support incident management (IM)
  - Evidence that some users are bypassing the SD is an indication that the awareness campaign aimed at users about SD's role is incomplete
- C.
  - Evidence that the SD has no access to common solutions or workarounds indicates a poor problem management process
  - Poor and incomplete incident recording indicates a lack of guidance to, or training for, the SD staff
  - Simple requests are dealt with as incidents and escalated to support teams, indicating the need for a request fulfilment process
  - Re-routing of incidents by support teams indicates an inadequacy in support teams' operational procedures
- D.
  - Evidence that the resolution of many incidents is unrelated to the original category indicates inconsistent and incorrect use of categorization
  - Re-routing of incidents by support teams indicates a lack of incident coordination by the SD
  - Low first-line resolution rates and inconsistent handling of incidents of similar types indicate a lack of knowledge, guidance and training
  - A lack of incident ownership by the SD



## ***Question Eight***

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### **Refer to Scenario Eight**

Which of the following candidates would MOST LIKELY be called back for a second interview?

- A. **Candidate #1**
- B. **Candidate #2**
- C. **Candidate #3**
- D. **Candidate #4**