

# ITIL<sup>®</sup> Intermediate Capability Stream

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## ITIL® Intermediate Capability Stream:

### OPERATIONAL SUPPORT AND ANALYSIS (OSA) CERTIFICATE

*Sample Paper 1, 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.*

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## Question One

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### Refer to Scenario One

Which one of the following sets of metrics can BEST be used to determine the cause of poor support levels and plan improvements?

A.

Metric	Description of usage
<ul style="list-style-type: none"><li>Percentage of changes responded to within the target time.</li></ul>	To identify which requests take the longest to handle, particularly TravelBook.
<ul style="list-style-type: none"><li>Incident first-line support fix rate per IT service.</li></ul>	To identify whether service desk agents have appropriate technical knowledge.
<ul style="list-style-type: none"><li>Breakdown of telephone calls by travel type, e.g. flight, accommodation, package.</li></ul>	To identify which systems cause the most problems.
<ul style="list-style-type: none"><li>Number of voicemail messages received.</li></ul>	To identify if user training is required for voicemail usage.

B.

Metric	Description of usage
<ul style="list-style-type: none"><li>Volume of telephone calls per IT service, per hour of the day, by day.</li></ul>	To identify patterns in call volume, staff numbers and shift patterns.
<ul style="list-style-type: none"><li>Average duration of telephone calls broken down by IT service and service desk agent.</li></ul>	To indicate time spent on each call, possibly indicating weak areas.
<ul style="list-style-type: none"><li>Number of incidents logged by IT service, type and by user department.</li></ul>	To identify trends by incident type and source of call to establish issues with TravelBook.
<ul style="list-style-type: none"><li>Incident first-line support fix rate per IT service.</li></ul>	To identify whether service desk agents have appropriate technical knowledge and information.

C.

Metric	Description of usage
<ul style="list-style-type: none"><li>Number of telephone calls to the service desk.</li></ul>	To indicate if target number of calls is achieved.
<ul style="list-style-type: none"><li>Number of incidents closed.</li></ul>	To indicate trends in call closure.
<ul style="list-style-type: none"><li>Number of changes raised.</li></ul>	To identify which requests take longest to handle.
<ul style="list-style-type: none"><li>Number of telephone calls not answered.</li></ul>	This may indicate errors in the telephone system.

*Question continues overleaf*

D.

<b>Metric</b>	<b>Description of usage</b>
<ul style="list-style-type: none"> <li>Percentage of telephone calls answered within target time.</li> </ul>	This may indicate staff or shift pattern problems.
<ul style="list-style-type: none"> <li>Percentage of changes responded to within target time.</li> </ul>	To identify which requests take longest to handle, particularly TravelBook
<ul style="list-style-type: none"> <li>Number of TravelBook calls as a percentage of all calls by day.</li> </ul>	To identify increases in TravelBook calls during deployment.
<ul style="list-style-type: none"> <li>Number of telephone calls received within service desk hours compared with calls received outside service desk hours.</li> </ul>	To identify if service desk hours are well-known, or if longer support hours are required.

## Question Two

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### Refer to Scenario Two

Which one of the following options is the BEST set of access management-related activities that must be undertaken to accommodate the telecommuter programme?

- A.
  - Create a service request model for use in authorizing or revoking telecommuter status
  - Identify managers authorized to grant telecommuter access requests
  - Identify any potential role conflicts and determine how they will be resolved
  - Establish access monitoring and control to ensure rights are being properly used
  - Work with incident management to resolve incidents caused by incorrect telecommuter access settings
  
- B.
  - Update the information security policy to include programme rules and regulations
  - Add the telecommuter programme to the service catalogue and create service level agreements
  - Create a user profile for each employee participating in the telecommuter pilot
  - Use a request for change to grant pilot participants access to the TOffice application
  - Ensure building security is notified immediately when a telecommuter's employment is terminated
  
- C.
  - Create a service request model for use in authorizing or revoking telecommuter status
  - Create a telecommuter group and reflect associated rights in the directory of services
  - Establish access monitoring and control to ensure rights are being properly used
  - Measure telecommuter access requests, instances of access granted, and related incidents
  - Work with incident management to resolve incidents caused by incorrect telecommuter access settings
  
- D.
  - Create a service request model for use in authorizing or revoking telecommuter status
  - Identify any potential role conflicts and determine how they will be resolved
  - Use a request for change to grant pilot participants access to the TOffice application
  - Use the directory of services to grant and manage TOffice access and rights
  - Revoke access immediately when a telecommuter's employment is terminated

## Question Three

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### Refer to Scenario Three

Which one of the following options BEST reflects how ITIL best practices and problem management can be used to resolve this problem?

- A. Log the problem and record the results of the brainstorming session in the description field. Categorize the problem using the problem management coding system. Work with the desktop support team to recreate the problem in the lab and establish all possible causes. Verify that only the hard drive and memory failures recur, and conduct tests to determine whether the fan is the most probable cause. Use the configuration management system (CMS) to identify all affected PCs and initiate a project to proactively replace the fans. Raise a known error record with step-by-step procedures on how to replace the fan.
- B. Log the problem and cross-reference it to related incidents. Record all available details including the results of the brainstorming session. Categorize the problem in the same way as the incidents. Raise a known error record for information purposes. Use the CMS to understand fully how extensive the problem is and assign an appropriate priority. Engage the desktop support team and proceed to define and describe the problem, establish all possible causes, and begin testing the most probable cause.
- C. Record and publish the minutes of your meeting with the service desk team. As senior management is involved, log a known error and, in it, direct the service desk to assign all desktop incidents a high priority. Meet with the desktop support team and use a Pareto chart to determine the most likely cause of the PC failures. Target the most likely cause first, formulate a plan aimed at proactively repairing the sales team's laptops, and record that plan in the known error database.
- D. Log and categorize the problem and cross-reference it to all related incidents. Assign a high priority to it. Raise a known error record that provides a diagnostic script for handling similar incidents. Work with the desktop support group to define and describe the problem, including its identity, location, time and scope. Use incident data to determine the specific model of PC which is failing and the cause of those failures. Install that same model in the lab so the failure can be recreated without affecting users, and begin testing the most probable cause.

## ***Question Four***

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### **Refer to Scenario Four**

As the data centre manager, which one of the following options BEST describes your requirements of the service desk software?

- A. The service desk provides coverage for full business hours, so there are no specific data centre requirements for the service desk tool capability. The only general ongoing requirement linked to the service desk is the requirement to ensure that the tool permits the reporting and management of any infrastructure incidents, as does the current tool today.
- B. The service desk provides coverage for full business hours, so there are no specific data centre requirements for the service desk tool capability. Although it would be good to have an automated link to the new software, it is not essential. The only requirement is to ensure that the tool permits the reporting and management of any infrastructure incidents, as does the current tool today.
- C. The data centre's main requirement from the service desk software is to be able to automate event management; since often it will relate to ongoing incident management which the data centre is also accountable for. Furthermore, as the data centre team takes the service desk calls after hours, it will need to be able to support the same requirements as the service desk.
- D. The data centre's main requirement from the service desk software is to be able to automate the operational processes and infrastructure management functions, enabling much-needed reductions in personnel numbers to be made. Since data centre staff provide the service desk after-hours, these savings could be made by offering personnel the chance to remain as second line support, thereby keeping valuable years of experience.

## Question Five

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### Refer to Scenario Five

Which one of the following approaches is BEST for implementing a new tool that addresses the needs of this organization?

- A.
- To gain buy-in, examine the existing commercially-developed system and determine if it can support existing procedures enterprise-wide. Decide to either continue using it or prove that it fails to satisfy the requirements of the new shared services unit
  - Determine how many additional dedicated licences would be needed to use the existing system and produce a budget for their procurement. Compare that with the cost of acquiring a new system
  - Launch an awareness campaign and encourage senior management to show visible support for a common system
  - Raise a request for change (RFC) and assess the impact of deploying a common system enterprise wide
- B.
- Raise an RFC for the change and ensure all stakeholders are involved in assessing its impact and in scheduling the change
  - Examine existing procedures and update as needed to reflect ITIL best practices
  - Create a statement of requirements for an integrated ITSM tool that enables the centralization of key processes and interfaces with other tools (for example, the existing knowledgebase)
  - Select the solution, determine how many dedicated licences will be needed to deploy the new system enterprise-wide, and produce a budget for their procurement
- C.
- Establish a project. Raise an RFC for the new system and begin promoting awareness of the project
  - Use ITIL guidance to examine and formalize each process that the toolset will support and establish a common way of working across all organizations
  - Create a statement of requirements for an integrated ITSM toolset that enables the centralization of key processes and interfaces with other tools (for example, the existing knowledgebase)
  - Select the solution and create a licensing structure for the new system. Secure funding for its procurement, upgrade, deployment and ongoing maintenance
- D.
- Raise an RFC and schedule the change for the forthcoming holiday weekend
  - Create a statement of requirements for an integrated ITSM toolset which reflects all of the mandatory requirements that the tool must satisfy along with the number of dedicated licences required
  - Conduct a capacity check to ensure existing laptops, desktops and the network can handle the new system. Raise additional RFCs as needed
  - Ask senior management to communicate the importance of the new system and encourage its use

## Question Six

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### Refer to Scenario Six

You are an ITIL Expert hired to help with the improvement effort. Based on the issues identified in the scenario which one of the following recommendations BEST addresses the improvement needs at this point in time?

- A.
  - Ensure that technical and application management staff are responsible for maintaining system documentation
  - Document escalation paths to ensure that failures detected by technical or application management functions are escalated to IT operations in a timely manner for resolution
  - Ensure that application management resources are involved in the design and correction of application-related error messages
- B.
  - Ensure that IT operations resources are actively involved in the definition of problem classification and coding and in the validation and maintenance of the known error database (KEDB)
  - Ensure that IT operations is accountable for flaws in the design and testing of new IT services
  - Ensure that IT operations monitors and manages specialized external vendors
- C.
  - Restructure the IT organization's technical resources based on their skill set in IT operations in order to optimize resource utilization
  - Ensure that technical and application management are involved in the design and support of IT services
  - Ensure that the technical and applications management functions design and deliver documentation and user training in a timely manner
- D.
  - Ensure that technical and application management staff are responsible for maintaining system documentation
  - Ensure that technical management resources are actively involved in the definition of problem classification, coding, and in the validation and maintenance of the KEDB
  - Ensure that IT operations delivers user training in a timely manner

## ***Question Seven***

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### **Refer to Scenario Seven**

To ensure the process is followed correctly the service desk manager wants the list not only to be in the correct sequence but also to have an accurate description for each of the steps.

Which of the following options gives the correct steps to service request fulfilment?

- A. **Authorization** - No work should take place to fulfil any of the requests until they have been properly authorized. Service requests that cannot be properly authorized should be closed and returned to the requestor.

**Review** - Determine the proper function to fulfil the requests.

**Execution** - The appropriate request model should be chosen for each of the requests, based on the type of request being fulfilled. The process steps and activities indicated in the model are then executed by the function to fulfil the request.

**Close** - Service desk checks that the requests have been fulfilled and closes the requests.

- B. **Authorization** – Fulfil the requests, as service requests are pre-authorized requests.

**Execution** – The pre-authorized, pre-determined model for service requests should be followed while the function is fulfilling the requests, to ensure a consistent set of actions are always undertaken and to minimize the risk of delays or failures.

**Review** - A review is carried out to determine what was done correctly, what was done incorrectly and what can be done better in the future.

**Close** - Service Desk checks that the requests have been fulfilled and closes the requests.

- C. **Authorization** – No work should take place to fulfil any of the requests until they have been properly authorized. Service requests that cannot be properly authorized should be updated and returned to the requestor.

**Review** - Determine the proper functions that will fulfil the requests.

**Execution** – The appropriate request model should be chosen for each of the requests, based on the type of request being fulfilled. The process steps and activities indicated in the model are then executed by the function to fulfil the request.

**Close** – Service desk checks that the requests have been fulfilled, and that the users are satisfied and willing to agree that the requests can be closed.

*Question continues overleaf*

- D. **Authorization** – Fulfil the requests, if the requestors are authorized to make the request. If not, the requests should be updated as rejected and returned to the requestors.

**Execution** - The appropriate request model should be chosen for each request, based on the type of requests being fulfilled. The process steps and activities indicated in the model are then executed by the function to fulfil the request.

**Review** – Review the fulfilment to ensure the requests have been carried out correctly and the proper procedures were followed.

**Close** - Service desk checks that the requests have been fulfilled and closes the requests.

## Question Eight

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### Refer to Scenario Eight

Which one of the following sequences of activities BEST describes what this organization should do in support of the business goals?

- A.
- Centralize the service desk in the head office and train staff
  - Implement a new service desk tool enabling incidents to be appropriately recorded
  - Define the incident management process.

Although the emphasis is on the incident management process, it is essential that request fulfilment, problem management, event management and change management are fully implemented at the same time, as they all have significant interfaces into incident management.

- B.
- Centralize the service desk in the head office
  - Assess the incident management processes of the three other companies
  - Define a new incident management process based on ITIL.

Once the incident management process has been agreed, documented and approved, a service management tool can be implemented and the staff trained to use the product. Integration with event management, request fulfilment, service level management and problem management can then be implemented so that the interfaces can be fully utilized.

- C.
- Implement a central service desk in the head office with local service desks at three other locations, all utilizing the same tool
  - Share information between the service desks via an integrated configuration management system (CMS)
  - Define the incident management process.

Once the incident management process has been documented and approved, a service management tool can be implemented in all locations and the staff and customers trained to use the product. It is intended that the tool will be used for several other processes. Full integration with event management, request fulfilment, service level management and problem management should be planned for even though these processes will not be implemented immediately.

- D.
- Centralize the service desk in the head office
  - Assess the incident management processes and service desk functions of the three other companies
  - Revise the process based on ITIL and existing processes, tailoring it to fit the four separate elements of the business.

Once the incident management process and service desk function have been agreed, documented and approved, a service management tool can be selected and implemented and the staff and customers trained to use the product. As the company plans on implementing the ITIL framework, full process integration should be planned even though each of the processes will not be implemented immediately.