ITIL® Intermediate Lifecycle Stream:

CONTINUAL SERVICE IMPROVEMENT (CSI) CERTIFICATE

Sample Paper 1, version 6.2

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

This booklet contains the scenarios upon which the 8 examination questions will be based. All questions are contained within the Question Booklet and each question will clearly state the scenario to which the question relates. In order to answer each of the 8 questions, you will need to read the related scenario carefully.

On the basis of the information provided in the scenario, you will be required to select which of the four answer options provided (A, B, C or D) you believe to be the optimum answer. You may choose ONE answer only, and the Gradient Scoring system works as follows:

- If you select the CORRECT answer, you will be awarded 5 marks for the question
- If you select the SECOND BEST answer, you will be awarded 3 marks for the question
- If you select the THIRD BEST answer, you will be awarded 1 mark for the question
- If you select the DISTRACTER (the incorrect answer), you will receive no marks for the question.

In order to pass this examination, you must achieve a total of 28 marks or more out of a maximum of 40 marks (70%).

Scenario One

A medium-sized company specializing in educational products was started seven years ago and has a great reputation. The company is now looking for further expansion.

The company currently has one manufacturing plant which employs 200 people and which has recently experienced difficulty keeping production in line with demand. The company now aims to expand both locally and abroad, and so has recently announced the following business strategies:

- Streamline business operations to reduce the bottlenecks impeding the launch of new products

- Concentrate on increasing the market share of key products by eliminating the manufacturing of products that are not selling well

- Improve production capacity and capabilities by moving to new production sites in different territories.

The chief information officer (CIO) is now considering the IT department's strategic response to these requirements. One consideration is to increase the awareness and acceptance of a continual service improvement (CSI) approach among IT staff. The CIO believes that the CSI programme will lead to closer integration between IT and the business. You have recently taken over as the CSI manager and have been given the task of considering the goals and objectives for CSI.

You have been given the results of a SWOT analysis that was conducted by IT staff a few months before the business strategies were agreed and published, and before your appointment.

The results of the SWOT analysis are shown below:

STRENGTHS	WEAKNESSES
• IT management demonstrates commitment to CSI • A CSI manager is in place • People in the company have the right attitude, values and commitment • IT processes are based on ITIL and at maturity level three	• The IT department is predominantly reactive in its CSI initiatives • The IT department has somewhat stagnant processes which have not been reviewed for improvement for some time • A lack of monitoring and reporting tools means that service management data is insufficient to provide insight into CSI opportunities • The ITIL processes are poorly integrated
OPPORTUNITIES	THREATS
• Invest in an integrated IT service management tool to remove IT bottlenecks • Implement a new reporting mechanism and tools for knowledge management in order to streamline IT operations • Institute knowledge transfer and coaching for staff to make them more productive	• Competition is already in existence • New regulatory requirements will require additional effort • New technology resulting from business expansion plans will need to be supported • Lack of trained staff creates bottlenecks in support activities • Lack of use of formal knowledge management

Scenario Two

During an internal review meeting the service owner of a critical service reported that the business regularly complains at service review meetings about the deterioration in the quality of the service.

Within the IT organization service management is at a mixed level of maturity. The change, incident, problem, service asset and configuration, and supplier management processes are between maturity levels three and four. The remaining processes are generally between maturity levels two and three, with availability management only at level two.

Evidence shows that most elements of the service lifecycle are in place but are not formally recognized. The most obvious missing element is the lack of strategic thinking taking place from a service perspective.

Service reporting is carried out but, owing to of the immaturity of some parts of the process, the results are not considered accurate. Component measurement is carried out by the technical and application teams but the results are only used within their own teams. There is also evidence that IT operations is not carrying out routine maintenance tasks on time.

You are the newly appointed CSI manager and, as yet, little has been done on the introduction of CSI into the organization. You have a policy which has been signed off by senior management, a vision statement that you are communicating, and you are now starting to formulate a plan of action. You want your plan to include some quick wins to show the effectiveness of CSI and win over some sceptics from IT and the business.

Scenario Three

You have just started a new job as a change manager. You are committed to ensuring that the change management process is aligned to the business needs of your company. Initial investigations show that the only documentation available within the company is a change management process flowchart showing how the process is currently carried out. Currently, no reports on process performance are produced.

Changes are logged into a tool that has been designed and implemented in-house. Although the database structure is sound and the information is useful, you suspect that more changes are made than are actually recorded.

You extract some data for analysis that raises some concerns about emergency changes (see table 1 below).

Your initial observation is that there are a high percentage of emergency changes compared with what you have experienced in other companies. Emergency changes are, by their nature, risky and error-prone.

Table 1 – Extract from the change management database

Change Priority:	Low	Medium	High	Emergency	Total	Emergency %
Period_1	11	25	25	21	**82**	25.69
Period_2	15	34	24	23	**96**	23.95
Period_3	9	39	28	18	**94**	19.14
Period_4	12	33	21	17	**83**	20.48
Period_5	16	27	19	9	**71**	12.67

You believe that improving the change management process is important in order to address the concerns you have after reviewing this information.

Scenario Four

Your company's IT organization is proud of their achievements in delivering IT services. A single report covering all services is issued regularly but, despite this, the business customers are not fully aware of what is achieved.

Regular service reviews are carried out with the customers, however these meetings are becoming more and more confrontational. At a recent meeting one of the internal customers was very annoyed at results published in the service level agreement (SLA) report that showed availability levels had dropped from an average of 99% to an actual 98% for this period. The SLA target for availability is 98% and the report showed a change from green to amber on the SLA monitoring report. The customer demanded to know what this actually means and what action the IT organization will to take to resolve the issue. Unfortunately the service owner was not prepared for the question and did not provide an adequate answer.

The customer took his complaint to the chief information officer (CIO) and asked for action to be taken. During the meeting the customer suggested that the current report, though comprehensive, is difficult to understand. This opinion is shared by other internal customers who receive the same report.

Within the IT organization there is enough suitable data to generate the report but the activity is very resource-intensive. The generation of the report is undertaken within the service level management (SLM) team where there is little capacity to take on more work due to the high level of data processing activities undertaken.

Scenario Five

A major overhaul of the problem management process of a multi-national company is about to take place. A series of workshops is planned to identify a suitable solution. Currently there are several "problem groups" working in different company regions – all with differing levels of success. The process overhaul will create a large amount of organizational change.

In the past similar initiatives have been successful in delivering the required improvements but subsequently the old ways of working have returned and the level of quality has regressed. This has caused concern for both the business and IT management, and a sceptical outlook on future improvements from most of the IT staff. Recent attempts at arranging meetings have met with resistance, resulting in staff not accepting meeting invitations or not turning up when required.

As the problem manager and process owner you wish to avoid this situation and are looking for ideas and techniques that will help. Your first meeting was with the CSI manager who gave you some ideas derived from the ITIL best practice guidance. These include;

- Kotter's "Eight-step approach to transforming your organization"
- The Deming cycle
- The seven-step improvement process
- ISO/IEC 20000 accreditation
- Reward schemes.

Scenario Six

As CSI manager you are reviewing and prioritizing new entries in the CSI register. The next entry to be considered is shown below:

Opportunity number:	21
Date raised:	<today's date>
Size:	Large
Timescale:	Short
Description:	A high number of service level breaches have occurred on the email service because incidents have not been resolved within agreed timescales. Investigation has shown that the information in the known error database is of poor quality and unusable. This means that all email incidents are currently escalated to second line as they cannot be resolved at first line by the service desk.
Priority	High
KPI	75% decrease in email incidents escalated to second line
Justification	Increase in cost of resolving incidents because second line resource is more expensive than first line
Raised by	Application support analyst
To be actioned by	Service desk manager
Date required by	<one week from today>

Scenario Seven

As the CSI manager for an organization you have been asked to deliver an awareness campaign to describe clearly who should do what from a CSI and related activities perspective. This initiative has been started owing to organizational changes that have been made to align the IT department with good practice guidelines as described in the ITIL framework.

Your initial session is to a group of service owners, process owners and process managers who want to know what they may be accountable and responsible for, and what other interactions they may have with CSI. They are also interested in your role and where your accountabilities lie in order to try to avoid the duplication of effort that has occurred frequently in the past.

The group has given you the following list:

1. Managing resources assigned to the process.
2. Identifying improvement opportunities for inclusion in the CSI register.
3. Reviewing and prioritizing improvement opportunities.
4. Building an improvement plan.
5. Reviewing the analysed data.
6. Monitoring and reporting on process performance.
7. Producing trends and providing feedback on trends.
8. Making improvements to processes and process implementation.
9. Ensuring the process is fit for purpose.