



ITIL® Intermediate Lifecycle Stream:

SERVICE OPERATION CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

This booklet contains the scenarios upon which the eight 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 eight 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 large financial institution has recently completed implementing of a new IT service management framework, and has selected its new service management tools. Although staff are following the new processes there are many functionality gaps with their existing service management tools that require time-consuming manual workarounds. This has led to considerable pressure to implement the new tools as soon as possible.

The new service management tools are modular and can be introduced using a phased implementation, although the IT department would prefer to introduce the complete solution as quickly as possible to address the functionality issues being experienced and to take advantage of new features. The tools allow for remote support of desktop PCs, which will greatly improve the level of IT support and reduce costs. However, to activate this functionality, software will need to be deployed to over 70,000 workstations across the organization. Business managers are nervous about this major implementation.

The business is a global enterprise and some of the IT services are required 24 hours a day and seven days a week. The business cannot function without these services for more than two hours. There are some opportunities during the weekends for short periods of downtime to conduct essential maintenance.

There has been some investment in gathering and storing support data in the existing tools although the accuracy and integrity of the data is suspect. The value of this data needs to be considered before a decision is made to transfer the data into the new system.

As the release and deployment manager, you need to consider how best to implement the new service management tools, while ensuring there is minimal disruption to the business.

Scenario Two

An organization recently acquired another company that operates in a similar but complementary market. The company was acquired because of its expertise in an emerging market. The IT department of the parent company adopted ITIL-based service management some years ago. The IT department of the newly acquired company has not adopted ITIL. A business team in the acquired company uses an IT service that is supported by technology that is new to the parent company.

The parent company and the acquired company are in different towns 25 miles apart and while there are no plans to merge the two premises, the organizational structure of the companies will be merged.

The parent company employs 1,000 staff in total and 150 staff in IT. The acquired company employs 100 staff in total and 10 staff in IT. The two IT departments will be integrated into a single organization structure. Management requires that there should be minimal impact upon service provision as a result of the integration.

The IT department of the parent company is divided into technical, application and IT operations management functions that are organized into a number of specialized teams. In addition, there is a service desk which is well managed and uses established incident management and problem management processes. These processes are supported by a mature configuration management system (CMS) that incorporates a known error database (KEDB). The processes ensure that incidents and problems are escalated to the correct technical teams. This is essential as many services rely on specialized technology where only certain staff members have the required skill to resolve issues. The service desk works with IT operations management to provide IT support 24 hours a day and seven days a week. Shift hand-over meetings and an integrated service management tool ensure continuity of support.

The current situation is that all services from both companies, including the specialized IT service from the acquired company, have been integrated into the service catalogue. All services in the service catalogue will be used at both sites. The systems and networks have been integrated to support this.

Scenario Three

You are the IT operations manager for a large utility company that provides electricity to four cities. IT service failures have recently caused power outages to small sections of these cities.

The chief information officer (CIO) launched an investigation and discovered the following:

- IT teams are organized around technology and do not understand how they support business goals
- Some outages were the result of aging technology, poor maintenance and under-skilled staff
- Incident management is informal; most technical teams have their own procedures for handling failures
- Reported uptime for most applications is 99% or greater
- Some critical IT services are supported by over-utilized systems running at 96% capacity; although most systems are running at less than 30% capacity
- There is one main data centre, but many business units support their own applications and systems. Some of these systems are not located in the data centre

The chief executive officer (CEO) is concerned that the situation is deteriorating. The CEO also recently announced that to remain competitive, the company is launching a new energy trading business in nine months. The CEO is thinking of outsourcing the provision of IT for the new business.

The CIO needs to act urgently to prevent further failures and to challenge the proposed outsourcing model, as this would result in spending restrictions on an already limited budget. The CIO has asked you to formulate an approach to deal with this.

Scenario Four

In an ongoing effort to protect its designs and unique manufacturing processes, a rapidly-growing product manufacturer made the decision to limit access to certain areas of the corporate headquarters and manufacturing facility. To accomplish this, an electronic access control system was implemented and card readers were installed in areas such as research and development, the product testing lab, the manufacturing floor, the executive offices, and the accounting and human resources departments. Employees who work in these areas have been given badges that enable them to open the doors.

In the days following the installation of the card readers, security guards repeatedly found the doors to these areas propped open, both during and after normal business hours. An investigation discovered that IT staff members were leaving the doors propped open so that they could work on incidents, complete installation projects, and work in equipment rooms located in the secure areas. It was also discovered that IT had spare equipment in locked storage rooms within the secure areas.

IT staff were warned against leaving the doors open and told to knock and wait for an employee who could let them in and accompany them. IT support work was delayed as there were times when there were no employees available to grant access and IT staff had to wait for a security guard. A suggestion to move the equipment located in the storage rooms was rejected, as the cost to do so would have been significant and the suggestion did not address the fact that IT staff had a legitimate need to access these areas. In addition, an outside contractor handles some desktop support issues.

Scenario Five

You are the director of service management for an organization that has recently acquired a small subsidiary. The subsidiary is actually more advanced than your own in terms of IT service management maturity. The subsidiary organization has a very effective service desk in place, very mature incident management and problem management processes, and is using automated support tools that are well liked by all concerned.

Your own organization has been struggling to implement a new service desk (coincidentally using an earlier release of the same support tool) and has also encountered a lot of criticism both from the IT users and from the various IT support groups. The users feel that the service desk is not really contributing anything and is in fact an obstacle to them reaching the correct technical people quickly enough. The IT support groups feel threatened by the introduction of the service desk and are not providing the necessary buy-in or support for the service desk. As a result many incidents are not logged and so resolution targets are being missed, metrics are grossly distorted, and identified solutions and workarounds are not being captured.

The chief information officer (CIO) has asked for your views on how to proceed.

Scenario Six

A technology company relies on many IT services for the design, manufacturing, marketing and sales of its products and services.

The general perception of the IT department is good, but there is much room for improvement. Incident management is well established and service level targets for resolving incidents are normally met. One area that has been highlighted by the users is the number of repeat incidents that occur and the time it takes to resolve the underlying cause.

In order to address the issue you have been appointed as the problem manager. Some attempts have been made in the past to distinguish between incidents and problems, but the results have been inconsistent. This has caused the following issues:

- Large numbers of problem records are created for the same problem; some by service desk staff, and some by second and third-line service providers
- Problem records are not created even though there have been many recurrences of the same type of incident
- The service desk tool automatically creates problem records for all incidents that are escalated to second-line support

Because of the ineffectiveness of the problem management process, the IT support effort is dedicated to managing incidents.

From your previous experience you understand the value that both reactive and proactive problem management activities can bring to an organization. However, because of the lack of root cause resolution the number of incidents is increasing. Senior management is very concerned that the situation may get out of control and wish you to take decisive action to resolve the issues as quickly as possible.

Scenario Seven

An organization started to implement service management processes last year. Many processes are operating well, including all of the service operation processes. Change management, service asset and configuration management and release and deployment management have been implemented. In addition they have acquired an integrated configuration management system (CMS) and a definitive media library (DML). Many existing tools are used where possible.

A recent review has identified the need to upgrade the service management toolsets to further improve the service management processes.

The organization has identified a number of issues in service operation that they think can be improved by the addition of new tools:

- The service desk has a large turnover of staff
- The service desk staff find it difficult to deal with the large volume of calls they receive
- Second-line support staff get confused about which incidents to deal with first, with the result that resolution of important incidents is sometimes delayed
- Event management is able to resolve many issues before incidents occur but their existing tools are not integrated and do not detect events on all systems and components

The organization only has a limited budget so must be careful to identify those areas that should be most urgently addressed. You have been asked to compile a list of tool features and requirements that will address these issues.

Scenario Eight

You are the service desk manager of a toy manufacturing company. It is a dynamic company that maintains its competitive advantage by responding quickly to trends in the toy market and fulfilling orders for toys in very short timescales. The company exercises careful control of its costs and requires the staff and business processes to be very flexible. To support this flexibility the company regularly requires staff to change or share roles. This results in many requests to move or purchase IT equipment. There are also frequent requests to make changes to service access when users change roles.

The company has many IT services that are required to support the business activities. As a result the IT department needs to respond quickly to service requests.

You joined the company three months ago and until now the service desk has dealt with all requests as incidents, prioritizing them together with real incidents, including service outages.

Consequently the following issues have arisen:

- Service requests are delayed because they become confused with incidents
- Users sometimes purchase their own IT equipment and consumables because they believe they can obtain them more quickly
- Service desk staff morale is dropping because they feel they cannot cope with the increasing number of incidents

You have been told that due to cost control no additional staff can be employed. So, you are in the process of planning to implement a request fulfilment process that will allow you to make better use of existing staff. The process will be initiated by service desk staff and will involve other support groups. You are also planning to set up a self-help section of the intranet for users to select service requests from menu options.

IT management is keen to increase the return on investment (ROI) of the integrated service management tool that was purchased and implemented one year ago. The tool includes a workflow engine that can be easily adapted to route service requests to the appropriate team. The tool can be easily integrated with an intranet self-help interface. The self-help interface has not yet been developed.