ITIL® Intermediate Lifecycle Stream:

SERVICE OPERATION 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	B	A	D
Two	2	D	A	B	C
Three	3	D	B	C	A
Four	4	C	B	A	D
Five	5	A	C	D	B
Six	6	B	A	D	C
Seven	7	A	B	C	D
Eight	8	D	C	A	B

QUESTION	One	Scenario	One
Question Rationale	This question considers the factors which organizations need to plan for to prepare and deploy new or upgraded ITSM support tools. It includes high-level considerations around deployment, capacity management, timing and approach. It also highlights the need for formal release and deployment management as covered in service transition.		
MOST CORRECT (5)	**C**	This answer takes full account of the important factors involved in the introduction of new ITSM support tools, including deployment, data migration, capacity, business impact and approach to introduction. Bullet 1 - All service implementations should be handled following the service life cycle, and service management tools are no exception. Using the release and deployment process for this implementation is the recommended approach. Bullet 2 - Any users affected by the deployment must be consulted during the planning so that their needs can be taken into account and business disruption kept to a minimum. Bullet 3 - While some IT staff see the need to implement the tools as soon as possible, a phased approach to deployment is most appropriate in this case, given the geographical distribution of users and the business criticality of the IT services. Bullet 4 - This option recognizes the investment in legacy data by identifying the need for data cleansing, validation and migration.	
SECOND BEST (3)	**B**	This answer correctly identifies and addresses many important factors but is a little weaker on the involvement of users and the migration of data. Bullet 1 - Correct. This is a correct statement. Change management should be involved. Bullet 2 - Partially correct. Warning users in advance is not wrong but would not fulfil their needs. It would be better to involve them in the planning so that any critical business periods can be avoided. Bullet 3 - Correct. See answer C, bullet 3. Bullet 4 - Incorrect. Archiving instead of migrating legacy data will undervalue the investment described in the scenario. Where possible existing data should be re-used.	
THIRD BEST (1)	**A**	Bullet 1 - Correct. See answer C bullet 1. Bullet 2 - Incorrect. Placing users on call is vague and inappropriate. There are 70,000 workstations – placing these users on call will be unacceptable to the business. Bullet 3 - Incorrect. Suggests a 'big-bang' approach. This is inappropriate in the context of the scenario. While some IT staff see the need to implement the tools as soon as possible, a phased approach to deployment is most appropriate in this case, given the geographical distribution of users and the business criticality of the IT services. Bullet 4 - Incorrect. This option disregards any potential value that the existing data has despite the fact that the scenario describes this as an investment.	
DISTRACTER (0)	**D**	A very technical answer that does not balance the needs of the business with the needs of the IT department. Bullet 1 - Partially correct. Scheduling the deployment with other deployments is sensible in some cases. However, given the scale of this deployment it could introduce too much risk. Bullet 2 - Incorrect. Scheduling the deployment at a suitable time is too vague – business needs are not mentioned. The users should be consulted about the deployment, not simply informed. Bullet 3 - Incorrect. See answer A bullet 3. Bullet 4 - Incorrect. Putting the responsibility on the users for the migration of data is wrong.	
Syllabus Unit /	ITIL SL: SO07 Implementation of service operation		

Module supported	
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 – challenges the candidate's ability to separate concepts into component parts. This question demands analysis and decomposition of various factors involved in implementing service management technologies.
Subjects covered	Categories Covered: • Planning and implementing service management technologies
Book Section Refs	SO 8.5 – Implementation of service operation – Planning and implementing service management technologies
Difficulty	Easy

QUESTION	Two	Scenario	Two
Question Rationale	This question requires the candidate to understand the roles and responsibilities of service operation and the suggested organizational structure and to apply them to a scenario.		
MOST CORRECT (5)	**D**	Bullet 1 - A centralized service desk to serve both sites is appropriate as both sites use the same services and the additional number of users is approximately 10% of the current number of users. Bullet 2 - Given the size of the organization and the relatively small number of additional IT staff, a single technical manager is appropriate. Bullet 3 - Management has stated that there should be minimal impact resulting from the integration; thus, retaining the existing organization structure by technology specialization is correct. Bullet 4 - Assigning shift leaders is a good idea to maintain 24/7 operation of the IT services.	
SECOND BEST (3)	**A**	Bullet 1 - Incorrect. Establishing a service desk at each site would be inappropriate and expensive considering the size of the second site and the fact that both sites use the same services. Bullet 2 - Correct. Bullet 3 - The scenario does not provide enough detail to indicate whether this is a practical solution. There is a danger that the geographic approach could result in duplicate roles. Bullet 4 - Correct.	
THIRD BEST (1)	**B**	Bullet 1 - Correct. Bullet 2 - Incorrect. Appointing a technical manager for each site would be inappropriate and expensive considering the size of the second site and the fact that both sites use the same services. Bullet 3 - Incorrect. Geographically duplicating the technical roles and teams at both sides will introduce unnecessary bureaucracy and cost and is inappropriate for the size of the second site. Bullet 4 - Incorrect. The role of super user can be a helpful addition in some organizations. However, in this case, it has been suggested as a solution to provide support for the specialized IT service. As this service will be used at both sites it would be better to train the service desk staff to provide consistent support to all users.	
DISTRACTER (0)	**C**	Bullet 1 - Incorrect. Establishing a service desk at each site would be inappropriate and expensive considering the size of the second site and the fact that both sites use the same services. Bullet 2 - Incorrect. Appointing a technical manager for each site would be inappropriate and expensive considering the size of the second site and the fact that both sites use the same services. Bullet 3 - Incorrect. In general it is not a good idea to organize a structure around the service management processes as this has a tendency to create silos, i.e. teams and departments that do not communicate with one another. Further, in this case, it would cause a large amount of change and upheaval, which management wishes to avoid. Bullet 4 - Incorrect. First, it is inappropriate to appoint a problem manager for the sole purpose of dealing with issues arising from the integration. Second, the scenario states that an established problem management process exists, so it is likely that this role has already been assigned.	
Syllabus Unit / Module supported	ITIL SL: SO05 Organizing for service operation		
Blooms Taxonomy Testing Level	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.		

	Application – Candidates are required to apply their knowledge of service operation roles and organizational structure to the scenario. This question requires a general knowledge of the principles and terminology in all of section SO 6.
Subjects covered	Categories Covered: • Roles • Service operation organizational structures • Service desk
Book Section Refs	SO 6.7 – Organizing for service operation – Roles SO 6.10 – Organizing for service operation – Service operation organization structures
Difficulty	Moderate

QUESTION	Three	Scenario	Three
Question Rationale	The successful candidate will need to demonstrate an understanding of the service lifecycle concept and that it does not require all service management projects to begin with implementing service strategy, but that the strategic issues need to be addressed. A successful strategy could involve starting by resolving operational issues first. In this scenario the temptation is to focus on the new business opportunity because of the discussion about outsourcing and the apparent importance of this new strategy to the organization. In reality, not addressing the power failures will mean that the company will not be able to continue doing business.		
MOST CORRECT (5)	D	This answer ensures the best balance between being responsive and achieving stability; as well as between being reactive and proactive. The operational staff are involved at the appropriate level of planning and execution, and the IT operations manager is not required to implement processes that are best handled by the CIO or other department heads.	
SECOND BEST (3)	B	From the IT operation manager's point of view this is not an unreasonable answer. In some organizations this may be the only option. For example, the application development team may 'own' the relationship with the business for new services, and the IT operations manager may have little control over applications and systems supported by business units. This option has merit in that it focuses on the immediate priorities to ensure that the business is able to address the power outages, while also building strong operational processes that will position IT strategically. The downside of this answer is that the IT operations manager is not positioning the IT department to contribute to the service lifecycle beyond the service operation phase. As a result IT will remain a back-office support group, providing reasonable customer service, but not playing a strategic role.	
THIRD BEST (1)	C	This approach does not effectively deal with the issues currently affecting the business, nor does it reflect the needed sense of urgency. This approach would also mean not being entirely honest with the business about the true aims of the project and how funding will be allocated. The only merit of this answer is that the project will obtain funding and will achieve some degree of success. It is a high-risk approach however, and not recommended.	
DISTRACTER (0)	A	This answer misinterprets the concept of the service lifecycle, viewing it as a set of processes that have to be fully implemented before any value is obtained. By the time the lifecycle has been implemented, this organization will be out of business or under government scrutiny. The strategy to improve communication between technical groups is also flawed. Focusing on internal performance and the causes of incidents without changing the culture and practices of those groups will simply sour the relationships further.	
Syllabus Unit / Module supported	ITIL SL: SO01 Introduction to service operation ITIL SL: SO02 Service operation principles		
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 – This question requires candidates to break down the scenario and examine its different parts in an effort to determine the best approach. This question focuses on the relationship between service operation and the other phases of the service lifecycle. It requires the candidate to determine how to achieve a balance between being reactive or proactive and seeking stability or responsiveness. Candidates must take into consideration the fact that this organization is just starting to implement service management. Overcoming a lack of communication – the result of informal processes – must also be considered.		
Subjects covered	Categories Covered:		

	• The context of service operation and the service lifecycle
	• Achieving balance in service operation
Book Section Refs	SO 1.1.1 – Introduction – Overview – Purpose and objective of service operation
	SO 1.2 – Introduction – Context
	SO 3.1.3 – Service operation principles – Service operation fundamentals – Processes within service operation
	SO 3.1.4 – Service operation principles – Service operation fundamentals – Functions within service operation
	SO 3.2 – Service operation principles – Achieving balance in service operation
	SO 3.4 – Service operation principles – Operation staff involvement in other service lifecycle stages
	SO 3.5 – Service operation principles – Operational health
	SO 3.6 – Service operation principles – Communication
Difficulty	Moderate

QUESTION	Four	Scenario	Four
Question Rationale	This question focuses on access management and its application to physical access and the process of granting access.		
MOST CORRECT (5)	**C**	This proposal offers the best resolution and also correctly addresses all of the steps that must be taken to identify authorized users and manage their ability to access services as required. It reflects the required integration with service level management (SLM) and ensures agreement is obtained from appropriate stakeholders. The issue of verifying identity is addressed, as is the need to remove contractor access upon contract completion. Using an RFC to trigger the access management process is appropriate in such a case as this where a large number of staff are affected. The alternative would be to create many individual service requests that could be time consuming and error-prone.	
SECOND BEST (3)	**B**	This answer has merit but does not reflect the required integration with SLM and the need to obtain agreement from stakeholders already defined in the access management process. It also fails to reflect how IT staff members' identities will be verified. Using a service request to obtain access is a good thing; however, in the situation described in the scenario there is a need to set up a lot of staff at one time so an RFC is a quick way of achieving this. Having security conduct background checks seem inappropriate; human resources would be better suited to the task.	
THIRD BEST (1)	**A**	This answer lacks specificity in terms of both ensuring that the appropriate business line managers provide permission and explaining how users' identities will be verified. Nor is it the best solution from a cost perspective as IT staff members (who could be engaged elsewhere) are required to escort contractor personnel.	
DISTRACTER (0)	**D**	This answer is wrong. It does not contain any action to verify that the user requesting access is who they say they are and that they have a legitimate need for access. This answer also does not discuss integration with SLM or working with stakeholders to agree on the criteria for granting access. Requiring each staff member to contact the service desk is inefficient and error-prone.	
Syllabus Unit / Module supported	ITIL SL: SO03 Service operation processes		
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 – This question demands the analysis and decomposition of various factors involved in the process of granting physical access, thereby challenging candidates' ability to separate concepts into component parts. Candidates must also determine the appropriate next steps.		
Subjects covered	Categories Covered: • Access management		
Book Section Refs	SO 4.5.4 – Service operation processes – Access management – Policies, principles and basic concepts Figure 4.9 Access management process flow SO 4.5.6 – Service operation processes – Access management – Triggers, inputs, outputs and interfaces		
Difficulty	Hard		

QUESTION	Five		Scenario	Five
Question Rationale	This question focuses on the potential management issues for an organization that is faced with the prospect of merging two service desks. One of the service desks is quite mature and thriving, while the other is newly launched and undergoing acceptance problems. This question challenges the candidate to consider how best to proceed.			
MOST CORRECT (5)	*A*	This answer directly addresses the issues described by the scenario. Bullet 1 - A formal project is the appropriate approach to re-launching the service desk. Involving staff from both organizations will allow them to share experiences and plan a suitable approach. Bullet 2 - Correct planning of the service desk must include establishing the right staffing levels to match the needs of the business. Bullet 3 - Service desk staff must be trained. Providing shadowing and mentor support from experienced staff is the best approach. Bullet 4 - The re-launched service desk must be publicized and the experiences of the subsidiary organization will provide evidence of what can be achieved and thus gain support.		
SECOND BEST (3)	*C*	While this answer includes some good points it has one fundamental weakness - it does not include promoting the re-launch of the service desk. This is critical to overcoming the resistance to change in this organization. Bullet 1 - Correct – see answer A, bullet 1. Bullet 2 - Using the quantity of staff at the subsidiary service desk to calculate the quantity of staff for the re-launched service desk is an inappropriate approach. It is highly likely that the needs of the two organizations are quite different. A proper investigation into the parent organization's needs is the best approach and should take into account business expectations, levels of service, call volumes and nature of incidents. Bullet 3 - Basing the incident management and service desk procedures on the subsidiary service desk procedures is a reasonable start, but they must not be based on these alone. The re-launched service desk may need to support different business needs. Bullet 4 - Upgrading the support tool to a common release is a good idea, but not essential in the short term.		
THIRD BEST (1)	*D*	Bullet 1 - A little vague. What is meant by "some of the successful elements"? A full project to re-launch the service desk is a better approach. Bullet 2 - Creating diagnostic scripts is a good thing and may have some effect. However, it is unlikely to bring about the cultural change necessary to overcome resistance from staff. Bullet 3 - see answer C bullet 3. Bullet 4 - A service desk must be measured. However, this answer is limited and does not suggest using the metrics to demonstrate improvements to customers or staff.		
DISTRACTER (0)	*B*	While this answer may appear attractive, it focuses entirely on using staff and experiences from the subsidiary organization. Given the culture and resistance in the parent organization this approach is likely to antagonize staff in the parent organization and make matter worse.		
Syllabus Unit / Module supported	ITIL SL: SO05 Organizing for service operation			
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 – This question requires candidates to analyse the scenario, break down the challenges, and use the concepts learned to identify the best way to overcome the challenges.			

Subjects covered	Categories Covered:
	• Service desk
Book Section Refs	SO 6.3 – Organizing for service operation – Service desk function
	SO 6.3.4 - Organizing for service operation – Service desk function – Service desk staffing
Difficulty	Moderate

QUESTION	Six	**Scenario**	Six
Question Rationale	This question focuses on the approach to improving problem management. The issues in the scenario indicate: • A lack of consistent procedures for creating problem records • The tools are incorrectly configured and do not support the processes. Problems should not be created for every incident escalated to second-line support. This indicates a misunderstanding of the difference between incident and problem management • A lack of understanding of the difference between incidents and problems and how they should be handled. The scenario also makes it clear that the current situation must be quickly brought under control; thus reactive problem management should be established first and proactive problem management will come later.		
MOST CORRECT (5)	**B**	This answer concentrates on bringing the issues under control as soon as possible and addresses the points described above. • Clear procedures are required to clear up the confusion regarding when to create problem records • The establishment of common categories will help to align incident and problem management processes and improve the ability to identify related incidents and to match incidents to problems • Reconfiguring the tools will prevent problem records being raised for escalated incidents. Problems should not be automatically required for incidents that are escalated to second-line support. This is indicates a misunderstanding of the difference between incident and problem management • Training is needed to clear up the confusion and to enforce and support the use of the new procedures.		
SECOND BEST (3)	**A**	• Clear procedures are required to clear up the confusion regarding when to create problem records • Trend analysis is a proactive problem management activity. Setting up trend analysis is not a bad thing to do as long it does not detract from bringing the current situation under control. It probably does not address the most urgent issues • Major problem reviews are a proactive problem management activity. This does not address any of the current issues and it is too soon in the development of this organization and their processes to introduce this activity • Improving the tool for incident matching will help. However, the answer is a little vague as to how soon this will happen.		
THIRD BEST (1)	**D**	Some of the activities described in this answer would be reasonable in some circumstances. However, in this case they are too vague and do not address the urgency of the issues in the scenario. • Reviewing the problem management process is a reasonable thing to do • The establishment of common categories will help to align incidents and problem management process and improve the ability to identify related incidents and to match incidents to problems • There is no evidence in the scenario that incident or problem priorities are an issue. In fact the incident management process operates well • When implementing new procedures it is important to train staff. However, this answer is vague – it is not clear what the procedures are and who will be trained.		
DISTRACTER (0)	**C**	This is answer is vague and does not describe any practical actions that address the issues described in the scenario. • Preventing service desk staff from creating problem records will not		

	resolve the current issues; in fact it could make things worse by delaying the investigation and resolution of problems • Relying on the service desk manager and problem manager to create problems is not a bad idea but it is unlikely to address any of the issues in the scenario • Trend analysis is a proactive problem management activity. Setting up trend analysis is not a bad thing to do long term as long it does not detract from bringing the current situation under control. It probably does not address the most urgent issues that need to be dealt with immediately • Setting up a service improvement plan is a reasonable thing to do; however, in this case it is unclear what it will achieve. It will not help to address the urgent issues that need to be dealt with in the initial phase of getting the situation under control.
Syllabus Unit / Module supported	ITIL SL: SO03 Service operation processes
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 – Requires review, analysis of the scenario, and judgement based on good practice for determining which approach best summarizes the solution to address the needs of the organization.
Subjects covered	Categories Covered: • Problem management
Book Section Refs	SO 4.4 – Service operation processes – Problem management, in general but especially: SO 4.4.4.2 – Service operation processes – Problem management – Policies, principles and basic concepts – Principles and basic concepts SO 4.4.6 – Service operation processes – Problem management – Triggers, inputs, outputs and interfaces
Difficulty	Moderate

QUESTION	Seven	Scenario	Seven
Question Rationale	This question focuses on identifying tool requirements that can address issues in the scenario organization. Most of the tool features are valid – the candidate must select those most closely related to the scenario.		
MOST CORRECT (5)	**A**	Each issue in the scenario is addressed by one of the answer options. Bullet 1. This resolves the interconnectivity issues that event management are experiencing with their tools. Bullet 2. Self-help technology will allow users to log and track their own service requests. This will reduce the number of calls received by the service desk and improve their ability to deal with the workload. Bullet 3. The workflow functionality will allow incidents and requests to be prioritized and escalated to support staff providing clearer instructions regarding which incidents to deal with and in which order. Bullet 4. A known error database will provide workaround and resolution details to all service desk staff. This will enable new and inexperienced service desk staff members to quickly deal with incidents thus helping to address the issue of staff turnover.	
SECOND BEST (3)	**B**	While this answer contains some good ideas, not all of the scenario issues are addressed. The second-line support and event management issues are ignored. Bullet 1. Self-help technology can be used to allow users to log and track their own incidents. This may reduce the number of calls received by the service desk but most of these calls will still require first-line support from the service desk. There will, however, be some improvement. Bullet 2. Remote control tools allow service desk staff to take over a user's workstation and so can improve diagnosis and resolution. This may speed up resolution and provide more time to deal with the volume of calls. Bullet 3. Correct – See answer A, bullet 3. Bullet 4. Correct – Diagnostic tools can help service desk staff improve diagnosis and resolution. This may speed up resolution and provide more time to deal with the volume of calls.	
THIRD BEST (1)	**C**	Only the event management issue is addressed, the others are ignored. Bullet 1. Correct – See answer A, bullet 1. Bullet 2. Incorrect – See answer B, bullet 1. Bullet 3. Incorrect – Does not address any of the issues. There is no evidence in the scenario that access management is an issue. Bullet 4. Incorrect – Does not address one of the issues. IT is not clear what benefit site-wide access to the service catalogue would bring to this situation.	
DISTRACTER (0)	**D**	Only the service desk workload is addressed, all other issues are ignored. Bullet 1. Incorrect – The scenario states that this organization already has an integrated configuration management system (CMS). Bullet 2. Correct – See answer A, bullet 2. Bullet 3. Incorrect – Under no circumstances should users be able to alter their own access rights. Bullet 4. Incorrect – Does not address any of the issues. There is no evidence in the scenario that release and deployment has any issues.	
Syllabus Unit / Module supported	ITIL SL: SO06 Technology considerations		
Blooms Taxonomy Testing Level	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. 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 tools and technology associated with service operation to the situation described in the scenario.
Subjects covered	Categories Covered: • Technology considerations
Book Section Refs	SO 7.1 – Technology considerations – Generic requirements SO 7.2 – Technology considerations – Event management SO 7.3 – Technology considerations – Incident management SO 7.4 – Technology considerations – Request fulfilment SO 7.5 – Technology considerations – Problem management SO 7.6 – Technology considerations – Access management
Difficulty	Easy

QUESTION	Eight	**Scenario**	Eight
Question Rationale	This question focuses on the request fulfilment process, particularly its value to business and challenges.		
MOST CORRECT (5)	**D**	A good balance of benefits to the business and IT. Addresses the need for the business to be flexible and responds to the issues in the scenario. Bullet 1 – A good request fulfilment process should result in fewer delays because requests and incidents are no longer confused and clear procedures will be in place for dealing with requests. Bullet 2 – By exercising central control over all service requests, those that involve purchasing can be grouped, thus providing the opportunity to obtain better deals and price reductions. Bullet 3 – Creating and communicating a definition of the type of requests that are included in the request fulfilment process is a challenge. Bullet 4 – Developing a user-friendly self-help interface that users will want to use is a challenge.	
SECOND BEST (3)	**C**	Bullet 1 – It is unlikely that <u>all</u> service requests can be fulfilled using the self-help interface. Bullet 2 – Correct. The request fulfilment process will ensure that the workflow functionality of the service management tool can be correctly utilized by defining the procedure for each type of request. Bullet 3 – Correct – see answer D bullet 3. Bullet 4 – Correct – see answer D bullet 4.	
THIRD BEST (1)	**A**	Bullet 1 – Correct – see answer D bullet 1. Bullet 2 – Incorrect. It is unlikely that the request fulfilment process will have any effect on incident resolution time. There is insufficient evidence in the scenario to know whether this is an issue. Bullet 3 – Incorrect. The scenario states that this is easy to achieve. Bullet 4 – Correct. It is unlikely that <u>all</u> staff will want to use the self-help interface. There should always be a channel for unconfident users to contact the service desk with their requests. However, to obtain the best ROI from request fulfilment and self-help, business staff should be encouraged to use it.	
DISTRACTER (0)	**B**	Bullet 1 – The introduction of a request fulfilment process will not necessarily reduce the number of staff at the service desk. The process should make better use of existing staff and resources. Bullet 2 – Incorrect. The introduction of a request fulfilment process will have no direct effect on the phone answer time. Bullet 3 – Incorrect. The scenario states that recruiting additional staff is not possible. The introduction of a request fulfilment process should allow better use to be made of existing staff and resources. Bullet 4 – Correct. It is not necessary for <u>all</u> staff to use the self-help interface. There should always be a channel for unconfident users to contact the service desk with their requests. However, to obtain the best ROI from request fulfilment and self-help, business staff should be encouraged to use it.	
Syllabus Unit / Module supported	ITIL SL: SO03 Service operation processes		
Blooms Taxonomy Testing Level	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. Application – The candidate must analyse the scenario and choose the benefits and challenges that are appropriate for the scenario.		
Subjects covered	Categories Covered: • Request fulfilment		
Book Section Refs	SO 4.3 – Service operation processes – Request fulfilment, in general but especially: SO 4.3.1 – Service operation processes – Request fulfilment – Purpose and		

	objectives SO 4.3.2 – Service operation processes – Request fulfilment – Scope SO 4.3.3 – Service operation processes – Request fulfilment – Value to business SO 4.3.6 – Service operation processes – Request fulfilment – Triggers, inputs, output and interfaces SO 4.3.9 – Service operation processes – Request fulfilment – Challenges and risks
Difficulty	Easy