ITIL® Intermediate Lifecycle Stream:

CONTINUAL SERVICE IMPROVEMENT (CSI) CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

QUESTION BOOKLET

Gradient Style Multiple Choice
90 minute paper
Eight 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

Refer to Scenario One

Which one of the following options **BEST** represents the scope of the assessment for the company at this time?

A.
- The scope of the assessment should cover only the processes. The technology does not need to be included as it is less than two years old and is not causing any issues
- Since most IT employees have been with the company for more than 15 years, it is understandable that there will be some relationship and co-operation issues
- In order to view whether the processes are aligned with ITIL, the assessment should include process governance and management information

B.
- The scope of the assessment should cover people, process, and technology
- Although the technology is less than two years old, it may not have been implemented correctly and may not be delivering the appropriate value
- The business is complaining about the responsiveness of IT. This could be an indication that the processes and people are misaligned
- The assessment should look at process governance, technology issues, and management information

C.
- The scope should only cover people and processes
- The technology can be excluded since it is less than two years old and is not causing any issues
- It would; however, be appropriate to allow only those managers who have achieved the ITIL foundation certificate to participate in the process assessment, as they will have an appreciation of all the processes and will, therefore, have a greater understanding of the standards required

D.
- The assessment needs to be a full assessment and should therefore extend beyond people, process, and technology to include other factors that may impact process effectiveness
- Knowledge of ITIL is not a prerequisite for IT staff performing the assessment, as long as they have an appropriate understanding of the assessment process
- The assessment should include any cultural issues which can have an impact on the success of an improvement program, the business and IT alignment, process governance and management information

Question Two

Refer to Scenario Two

Which one of the following options is the BEST approach that will address the issues?

A. • A service failure analysis (SFA) team should be created consisting of IT staff and customers. This would form a structured approach to identifying end-to-end availability improvement opportunities
   • Activities, methods or techniques that may help the team include:
       o Expanded incident lifecycle – to assist in trying to reduce resolution times
       o Workload management – to identify how usage of the service impacts performance of the service and / or its components
       o Technical observation – technical specialists who will focus on the availability issues with the components

B. • An SFA team should carry out an analysis using technical specialists from within IT to focus on specific aspects of IT availability
   • Activities, methods or techniques that may help the team include:
       o Training needs analysis – to identify why the customers seem to be having trouble with the data
       o Demand management – to gain an understanding of how the customer uses the service and what can be done to influence that
       o Risk management – assess and take the responsibility for the management of risks

C. • An SFA team should be created consisting of IT staff. As this is a problem management technique the team will focus on identifying the root cause of the incidents logged against the service to try to improve availability
   • Activities, methods or techniques that may help the team include:
       o Component failure impact analysis – to identify single points of failure and assess the validity of recovery procedures
       o Component capacity management – understand the capacity and utilization of each component
       o Risk management – assess and take the responsibility for the management of risks

D. • An SFA team should be created, consisting of IT staff and customers. The focus of the team is to identify improvement opportunities that will benefit the end user
   • Activities, methods or techniques that may help the team include:
       o Workload management – to identify how the use of the service impacts performance of the service and / or its components
       o Component failure impact analysis – to identify single points of failure and assess the validity of recovery procedures
       o Modelling – to predict the behaviour of any improvements that are recommended

Refer to Scenario Three

Which one of the following options BEST describes the action for this organization's scorecard approach?

A. Ensure that the component measurements are used to feed end-to-end system measurements and support the guidelines defined for the system. This will form the basis for creating a balanced scorecard (point-in-time information) and a system dashboard (real-time information). The framework should be cost-effective and SMART. Changes to the framework should only be initiated when any relevant business changes are recognized.

B. Ensure that the process measurements are used to feed end-to-end service measurements and support the CSFs defined in the service portfolio. This will form the basis for creating an SLA (point-in-time information) and an OLA (real-time information). The framework should be integrated into service operation and able to withstand change. The framework should be designed in the service design stage of the lifecycle and updated only as an operational service change.

C. Ensure that the component measurements are used to feed end-to-end service measurements and support the targets defined in the SLA for the service. This will form the required information needed for creating a balanced scorecard (point-in-time information) and a service scorecard (real-time information). The framework should be integrated into IT planning and be balanced in its approach to what is measured. Adjustments to the framework must be coincident with service review meetings.

D. Ensure that the component measurements are used to feed end-to-end service measurements and will support the KPIs defined for the end-to-end service measurements. This will form the basis for creating a service scorecard (point-in-time information) and a service dashboard (real-time information). The framework should be integrated into the business planning and change cycle. There may be a need for trial and error in setting up the framework to fine-tune it to what is required.

Question Four

Refer to Scenario Four

Which one of the following high-level overviews of the types of tools and their functionality gives the MOST accurate descriptions of the tools available and how they support the organization's aims?

A. • Systems and network management tools – allow the technology to be managed remotely. This will enhance the ability of capacity and availability management to achieve their aims and also assist in reducing incident resolution times

   • Performance management tools – collect availability, capacity and performance data. This can be used to generate information in support of process effectiveness reporting

   • Information security management tools – guard against intrusion into services and inappropriate access and usage. This will help address the information security issues

   • Statistical analysis tools – analyses service data. This type of tool will allow logical grouping of data to allow predictive models to be generated that support future growth predictions

B. • Systems and network management tools – give a dynamic real-time view of the current state of service delivery. They will provide metric data in support of CSI

   • Event management tools – deliver data on availability impacts and performance thresholds that have been exceeded. This will identify availability and performance improvement opportunities

   • Performance management tools – collect availability, capacity and performance data. This will be useful to generate information in support of SLA reporting

   • Statistical analysis tools – analyses service data. This can help end-to-end analysis by taking raw data from the other tools and bringing it together for collective analysis

C. • Event management tools – delivers data that can be correlated. This will identify improvement opportunities across the IT and business infrastructure

   • Performance management tools – collects performance data. This will help analyse performance against SLAs and regulate performance to remain cost-effective

   • Systems and network management tools – give a snapshot view of the current state of service delivery. They will provide metric data in support of CSI

   • Automated incident / problem resolution – automatically triggered diagnosis and repair. This will allow a proactive approach to CSI activities by utilizing pre-programmed scripted self-healing techniques

D. • Event management tools – allow a view of events that are occurring in the business infrastructure. This will assist in identifying suitable times to implement improvements

• Performance management tools – collect availability, capacity and performance data. This can be used to generate information in support of OLA reporting

• Systems and network management tools – give a snapshot view of the current state of service delivery. These tools will provide metric data in support of CSI

• Request services – self-help tools to allow users to log their own requests. This will reduce the workload on the service desk

Refer to Scenario Five

Based upon the business requirements provided in the accompanying scenario, which one of the following candidates is BEST suited to the role of continual service improvement (CSI) manager?

  A.   Candidate A

   • Has successfully performed a service level management role for the last five years
   • Has excellent people-management skills and is well liked throughout the organization
   • Has experience of dealing with suppliers
   • Has experience of designing and documenting business processes

  B.   Candidate B

   • Has successfully performed a service desk manager role for the last five years
   • Has an excellent understanding of the IT services and how they support the business
   • Has excellent problem management skills
   • Has previous experience of managing multi-discipline projects

  C.   Candidate C

   • Has successfully performed a business relationship management role for the last five years
   • Has an excellent understanding of the IT services and supporting services
   • Has previous experience of managing teams and has good organizational skills
   • Has a good understanding of statistical and analytical principles and processes

  D.   Candidate D

   • Has worked in the technical management team for five years
   • Has excellent knowledge of the services and the factors that lead to failure
   • Has experience of managing teams
   • Has excellent experience of the organization's documentation systems and service management systems

Refer to Scenario Six

The CSI manager has reviewed the information and has concluded that there is insufficient information to identify the cause. However, the CSI manager believes that the information does indicate one or two areas that require further investigation.

Which one of the following options is the BEST description of conclusions that can draw from the information?

A. The information indicates that the information provided in the reports is satisfactory but the number and type of reports is inappropriate. Presenting the availability and performance data in one report and the incident data in a second report is confusing and makes it difficult to understand the overall situation.

B. The information indicates that there is nothing wrong with the way that the data is gathered, processed or analysed. The issue is to investigate whether its presentation is meeting its need since service level targets seem not to be well understood by the users. Users may need some training to understand the SLAM chart.

C. The information indicates that there are too many monitoring tools used to collect the data. Combining data from many sources is likely to result in inaccurate information. The issue to investigate is whether the number of tools can be reduced.

D. The information indicates that in the processing step the availability data from the monitoring tool is not combined with the incident data from the service desk tool and so does not provide a true representation of availability. This is compounded by the fact that the incident data is presented in a different report and thus it is not easy to compare it with the availability data.

Question Seven

Refer to Scenario Seven

Which one of the following options is the BEST description of the tool functionality that will help resolve the issues?

A.
- IT service management suite that supports all service management processes
- Process / workflow engine to improve the coordination of the service management processes
- Self-help technology to enable users to log requests without contacting the service desk

B.
- Statistical analysis tools that can be used to derive service metrics from technology metrics
- Statistical analysis tools that can be used to analyse incident and problem data
- Tools to automate recovery from incidents by automatically restarting components

C.
- IT service management suite that supports all service management processes
- Statistical analysis tools that can be used to analyse incident and problem data
- Self-help technology to publish the service catalogue and provide real-time reports on the company IT web portal

D.
- Statistical analysis tools that can be used to derive service metrics from technology metrics
- Statistical analysis tools that can import and analyse incident and availability data from different sources
- Network management tools that can monitor end-to-end service performance and availability

Refer to Scenario Eight

Which one of the following options BEST summarizes what are, and are not, risks to the continual service improvement (CSI) implementation in this organization?

A. • Implementing CSI without knowledge transfer and training is a risk
   • Lack of resources is a risk
   • Failing to involve the right people in the plan, build, test and implementation of improvements is NOT a risk
   • Failing to discuss opportunities with the business is NOT a risk

B. • Being overly ambitious is a risk
   • Not prioritizing improvement projects is a risk
   • Lack of management commitment is NOT a risk
   • Failing to discuss opportunities with the business is NOT a risk

C. • Being overly ambitious is a risk
   • Lack of resources is a risk
   • Failing to involve the right people in the plan, build, test and implementation of improvements is NOT a risk
   • Implementing CSI without knowledge transfer and training is NOT a risk

D. • Lack of management taking action is a risk
   • Failing to discuss opportunities with the business is a risk
   • Implementing CSI without knowledge transfer and training is NOT a risk
   • Being overly ambitious is NOT a risk