



ITIL® Intermediate Lifecycle Stream:

SERVICE OPERATION 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.*

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Question One

Refer to Scenario One

Which one of the following options is MOST likely to successfully address the important factors in this deployment?

- A.
 - Software deployment should be handled through a formal release and deployment management process and scheduled to reflect business needs
 - Users should be placed on call in case they are needed to intervene during the deployment
 - To achieve maximum benefit from the new tool set as quickly as possible, a 'big bang' approach to implementation should be adopted to deploy the software across the whole organization during the first available weekend
 - Due to its unreliability, no data from the current systems will be migrated

- B.
 - Software deployment should be handled through a formal release and deployment management process and planned and scheduled in conjunction with the change management process
 - Users should be warned in advance if manual intervention (e.g. reboot) is required
 - A phased approach should be adopted to reduce the risk to live services and to map schedules to local working patterns
 - To avoid the risk of carrying forward redundant and incorrect data, no data will be migrated. Existing data will be archived and available offline to meet subsequent requirements

- C.
 - Software deployment should be handled through a formal release and deployment management process and scheduled to reflect business needs
 - Users should be consulted during the planning and scheduling of the deployment to cater for manual intervention (e.g. reboot)
 - A phased approach should be adopted to reduce the risk to live services and to map schedules to local working patterns
 - Careful planning is needed to identify data that needs to be migrated, cleansed and verified, and to allow for the transition period when different parts of the organization will be operating on different tools

- D.
 - Software deployment should be undertaken by release and deployment management and combined with other deployments to make best use of specialist technical resources
 - The deployment should be scheduled for a suitable opportunity and users informed when their workstations are to be updated
 - To achieve maximum benefit from the new tool set as quickly as possible, a 'big bang' approach to implementation should be adopted to deploy the software across the whole organization during the first available weekend
 - Users will be encouraged to re-input any legacy data they wish to be retained on the new system

Question Two

Refer to Scenario Two

Which one of the following options is the BEST set of organizational design principles for the IT Department?

- A.
 - Establish a service desk at each site with a service desk manager for each
 - Appoint a central technical manager to manage the technical teams across both sites
 - Create a hybrid structure using a combination of teams and roles based on geography and technology specialism
 - Assign shift leaders to take responsibility for the 24-hours-a-day, seven-days-a-week (24/7) operation
- B.
 - Establish a centralized service desk with a single service desk manager
 - Appoint a technical manager at each site to manage the two sites separately
 - Establish a geographic organizational structure with technical teams and roles duplicated at each site
 - Rely on super users in the acquired organization to deal with queries for the specialized IT service
- C.
 - Establish a service desk at each site with a service desk manager for each
 - Appoint a technical manager at each site to manage the two sites separately
 - Organize the technical teams by process, using the ITIL processes established in the parent company
 - Appoint a problem manager to deal with any issues that arise from the integration
- D.
 - Establish a centralized service desk with a single service desk manager
 - Appoint a central technical manager to manage the technical teams across both sites
 - Retain the existing structure of organization by technology specialism
 - Assign shift leaders to take responsibility for the 24-hours-a-day, seven-days-a-week (24/7) operation

Question Three

Refer to Scenario Three

Which one of the following would be the MOST appropriate approach for the IT operations manager to take?

- A. Implement the ITIL service lifecycle in a controlled manner, ensuring there is a process in place for understanding business requirements, defining the correct strategy and designing the solution. Involve operational staff in defining the requirements and designing a solution to address the current issues. This will also ensure they are capable of supporting the new business opportunity. Use workarounds and supplier support to deal with interim failures until formal incident management is in place. Use weekly reports on system utilization and incident resolution to encourage better communication between the technical teams.
- B. Focus on the technology and operational issues that you directly control. Implement formal incident management and problem management processes so you can properly identify and correct the causes of the outages. Align the structure of the current departments with the functions in ITIL to improve communication. Once the current situation is stabilized, direct the teams to start analysing the infrastructure and recommending changes such as: purchasing new equipment; improving maintenance schedules; and replacing non-performing suppliers. Recommend that at a later stage, the chief information officer (CIO) establishes service strategy and service level management processes.
- C. Establish a project to support both the strategic business opportunity and the operational issues. Simply reacting to recent failures will not allow you to overcome the fundamental lack of processes and inappropriate organizational design. The strategic project will ensure that the operational processes and functions are properly designed and built, and it will allow these changes to be introduced gradually to ensure minimal resistance from the teams. In addition, it is likely you will receive more funding for supporting the new business opportunity, than for implementing internal processes that are invisible to the business.
- D. Focus on the operational issues. The CIO priority is to ensure IT is meeting current and future business goals. Use the service lifecycle concept to initiate a project aimed at resolving operational issues. Define a formal incident management process and consider a reorganization of the departments in the data centre. Establish formal capacity and availability monitoring across all departments, and use the results to improve the design and utilization of the infrastructure. Simultaneously, the CIO should launch a project to determine the feasibility of supporting the new business. Link these projects and involve key operational staff in both.

Question Four

Refer to Scenario Four

In an effort to resolve the issue, the IT operations manager asked all stakeholders to work towards a resolution.

Which one of the following options is the BEST sequence of next steps to take toward a resolution?

- A. Obtain agreement from the business managers to grant access to IT staff and to grant the authorized IT staff permission to escort contractor personnel into the secure areas during normal business hours. Document that permission in a service level agreement (SLA). Require each IT staff member to submit a service request that must be approved by an IT manager to obtain a badge.
- B. Obtain agreement from the business managers to provide badges to those IT staff members assigned to technical management teams with responsibilities in the secure areas. Require each staff member to submit a service request that must then be approved by an IT manager to obtain a badge. In the case of the contractors, have security conduct a background check to verify each contractor's identity and provide the contractors with a temporary badge that contains an expiration date.
- C. Obtain agreement from the business stakeholders defined in the access management process to provide badges to those IT and contractor personnel with responsibilities in the secure areas. Update associated SLAs and the service catalogue. Create a request for change (RFC) listing all IT and contractor personnel who need access to the secure areas and include an expiration date for the contractors. Verify each employee's identity with human resources and each contractor's identity with security before granting the badges.
- D. Require each IT staff member and contractor who needs access to the secure areas to contact the service desk. The service desk will log a service request that includes required personal information and the reason that access is required. The service desk will then issue badges. Provide contractors with a badge that contains a photograph and contract expiration date and provide access only during normal business hours. Automatically restrict access on the contract expiration date.

Question Five

Refer to Scenario Five

Which one of the following approaches is MOST likely to help overcome the challenges facing the parent organization?

- A.
 - Initiate a project to re-launch the service desk and incident management process ensuring that the project team includes experienced staff from both organizations
 - Establish the business expectations, levels of service, call volumes and nature of incidents in order to plan the staffing levels for the service desk
 - Utilize staff from the subsidiary service desk to train and mentor staff for the re-launched service desk
 - Publicize the re-launch of the service desk using experience and achievements from the subsidiary desk to promote the benefits and gain support and adherence to the new process and procedures
- B.
 - Initiate a project to re-launch the service desk and incident management process, creating a project team of staff from the subsidiary organization's service desk
 - Use the experience of the subsidiary service desk to plan the staffing levels for the service desk, scaling up the staff numbers to suit the parent organization
 - Create incident management and service desk procedures based on the successful procedures used by the subsidiary organization's service desk
 - Utilize the project team members to publicize the re-launch of the service desk and enforce adherence to the new process and procedures
- C.
 - Initiate a project to re-launch the service desk and incident management process ensuring that the project team includes experienced staff from both organizations
 - Use the experience of the subsidiary service desk to plan the staffing levels for the service desk, scaling up the staff numbers to suit the parent organization
 - Create incident management and service desk procedures based on the successful procedures used by the subsidiary organization's service desk
 - Update the support tool to the same release as the subsidiary organization and where possible share data such as known error records
- D.
 - Initiate a project to evaluate and implement some of the successful elements from the subsidiary organization's service desk
 - Have IT support groups provide diagnostic scripts to increase the service desk's ability to resolve incidents at first line
 - Update the support tool to the same release as the subsidiary organization and where possible share data such as known error records
 - Introduce metrics to measure the volume and type of calls handled by the re-launched services and review these regularly with senior IT management

Question Six

Refer to Scenario Six

Which one of the following options summarizes the BEST initial approach to address the issues described in the scenario?

- A. Establish procedures that advise service desk and support staff when they should create problem records. Implement frequent and regular analysis of incident and problem data to identify any trends as they become discernible. Set up a mechanism for carrying out major problem reviews. Agree on a plan with the service desk manager to improve the procedure and tools for identifying similar incidents and linking them to problems.
- B. Establish procedures that advise service desk and support staff when they should create problem records. Establish a set of common categories to be used by both incident management and problem management. Reconfigure the tools to prevent the automatic creation of problem records for incidents escalated to second-line support. Ensure service desk and support staff are trained on the new procedures and are able to distinguish between incidents and problems.
- C. Advise the service desk staff that they should not create problem records. Create a procedure where the problem manager and the service desk manager review all incidents daily and create problem records as necessary. Implement frequent and regular analysis of incident and problem data to identify any trends as they become discernible. Set up a service improvement plan to identify and implement further improvements.
- D. Review the problem management process and create a service improvement plan to instigate any necessary improvements. Establish a set of common categories to be used by both incident management and problem management. Establish a priority code matrix and definitions that are shared among the process areas of incident, problem and change management. Implement the new procedures and ensure that staff are trained as necessary.

Question Seven

Refer to Scenario Seven

Which one of the following options is the BEST set of tool features that will address the issues experienced by this organization?

- A.
 - Event management technology that includes open interfaces to allow connections to other tools and therefore improve the detection of events
 - Self-help technology to support request fulfilment
 - Workflow and escalation functionality that will support all service operation processes
 - A known error database to provide details of workarounds to the service desk

- B.
 - Self-help technology to allow users to log and track their own incidents
 - Remote control tools to improve the diagnosis and resolution of incidents
 - Workflow and escalation functionality that will support all service operation processes
 - Diagnostic utilities to improve the service desk's ability to diagnose incidents at first line

- C.
 - Event management technology that includes open interfaces to allow connections to other tools and therefore improve the detection of events
 - Remote control tools to improve the diagnosis and resolution of incidents
 - Links to directory service technology to support the access management process
 - Self-help technology to provide company-wide access to the service catalogue

- D.
 - An integrated configuration management system (CMS) to support all service operation processes
 - Self-help technology to support request fulfilment
 - Directory service technology that allows users to view and update service access
 - Software deployment technology to improve the deployment processes

Question Eight

Refer to Scenario Eight

You are putting a business case together to justify the time and cost needed to set up the request fulfilment process.

Which one of the following lists of benefits and challenges is MOST correct?

A. Benefits will include:

- Fewer delays in handling requests for standard services
- Reduction in incident resolution time

Challenges will include:

- Integrating the self-help interface with the integrated service management tool
- Encouraging all business staff to use the self-help interface

B. Benefits will include:

- Reduction in the number of service desk staff
- Reduction in time taken for service desk to answer phone calls

Challenges will include:

- Recruiting additional staff to deal with the increase in service requests
- Encouraging all business staff to use the self-help interface

C. Benefits will include:

- Automation of all service requests using the self-help intranet interface
- Improved ability to route service requests to the appropriate support group

Challenges will include:

- Creating a clear definition of the requests that will be handled by the request fulfilment process
- Development of a user-friendly intranet interface

D. Benefits will include:

- Fewer delays in handling requests for standard services
- Reduced costs as a result of centralized control of purchasing

Challenges will include:

- Creating a clear definition of the requests that will be handled by the request fulfilment process
- Development of a user-friendly intranet interface