ITIL® Intermediate Lifecycle Stream:

CONTINUAL SERVICE IMPROVEMENT (CSI) CERTIFICATE

Sample Paper 1, version 6.2

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

QUESTION	One		Scenario	One
Question Rationale	SWOT analysis is an important tool used in CSI. It is important for someone involved in CSI to ensure that the corporate goals are kept in mind at all times. The question looks at the results of a SWOT analysis that was carried out before the business strategy was set and asks about its usefulness. A SWOT analysis is a technique that can be used to help an organization set its strategy. By assessing strengths, weaknesses, opportunities and threats, an organization can decide what strategies and tactics should be adopted to further their business objectives and address the factors identified by the SWOT analysis. It is important that the overall objectives of the organization are set first so that the SWOT is appropriately focused. In this case the correct sequence is: 1. Set the business objectives and strategy 2. IT department aligns IT objectives with the business objectives 3. IT department performs a SWOT of IT service provision 4. IT department sets the IT service strategy The answer requires the candidate to have knowledge of what each of the elements of a SWOT analysis is looking at (see section 5.5.9.2) and also the common pitfalls of carrying out a SWOT analysis (see section 5.5.9.4).			
MOST CORRECT (5)	**B**	This is the correct answer. The SWOT analysis contains errors. It was also conducted before the recent strategy was set. Bullet 1 – Correct. The SWOT analysis was conducted before the business strategy was set and hence before the IT objectives were aligned with the business strategy. This goes against the principle of knowing the required end state before you carry out the SWOT analysis. Bullet 2 – Correct. The opportunities box in the SWOT analysis contains strategic activities - this is incorrect. It should contain statements of external factors that could be exploited by IT as opportunities. Bullet 3 – Correct. The next step would be to repeat the SWOT analysis after the IT objectives have been aligned with the new business strategy.		
SECOND BEST (3)	**C**	This answer is partially correct. Bullet 1 – Partially correct. The SWOT is not useful in its current state. However this is not because it does not describe an end-state for IT, but because it was performed before that end-state was identified. Bullet 2 – Partially correct. A SWOT analysis provides information about the current situation; it should not include actions or activities. The actions are usually defined after the SWOT is performed. The answer statement is true, however it would be incorrect to expect to find actions defined in the SWOT analysis. Bullet 3 – Partially correct. The SWOT should be repeated but there is no reason to wait for two months.		
THIRD BEST (1)	**D**	This is only marginally correct. It misses the point of the limited usefulness of an SWOT analysis. Investing in IT technology at this time will only be a temporary solution that may address some weaknesses but will certainly not support the corporate objectives in the end.		
DISTRACTER (0)	**A**	This answer is incorrect. It misses the point of the limited usefulness of a SWOT analysis. Also, with the exception of the CIO, there are no indications that IT is committed to better integration with the business. Their opportunities are all IT wishes and reflect the fact that they have a reactive and tool-focused mentality.		
Syllabus Unit / Module supported	ITIL SL: CSI04 Continual service improvement methods and techniques			
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 the delegate to compare the results of the SWOT analysis against corporate objectives and come up with a gap analysis. The candidate will be able to describe the importance of properly defining metrics and			

	measurements, demonstrate setting targets, and describe, use and interpret metrics, scorecards and reports, **including balanced scorecard and SWOT analysis**.
Subjects covered	Categories Covered: • Metrics – SWOT analysis.
Book Section Refs	CSI 5.5.9 – Continual service improvement methods and techniques – Metrics – SWOT analysis
Difficulty	Easy

QUESTION	Two		Scenario	One
Question Rationale	Critical success factors need to be selected for the goals identified. This question tests the understanding of appropriate grouping of CSFs around management commitment.			
MOST CORRECT (5)	D	Bullet 1 – Correct. Stagnant processes and a reactive approach to CSI suggest that commitment to CSI is not at the level it should be. It may have had some commitment in the past but this does not seem to be ongoing Bullet 2 – Correct. The lack of monitoring and reporting tools will limit the maturity of CSI. Funding needs to be gained to rectify these issues and hence allow better identification of CSI opportunities. This will also help introduce more proactive CSI. Bullet 3 – Correct. Adopting the service lifecycle approach will definitely help to integrate the processes and may also assist in increasing maturity where one process may be holding back the maturity of another		
SECOND BEST (3)	A	Bullet 1 - Incorrect. The CSI manager is already in place. Bullet 2 - Correct. See bullet 3 explanation above. Bullet 3 - Partially correct. This would only demonstrate an **initial** commitment to CSI: for sustainability there would need to be an indication of visible, ongoing management participation.		
THIRD BEST (1)	B	Bullet 1 - Incorrect. A CSI register is very important for helping to log, prioritize and track improvement initiatives. However it is not critical to the success of CSI. Bullet 2 - Correct. This is a CSI critical success factor but management commitment is a more important CSF Bullet 3 - Incorrect. This statement treats CSI more like a project, rather than a long term commitment		
DISTRACTER (0)	C	This answer is weak as it is too internally-focused and does not show long-term commitment. Bullet 1 - Incorrect. Adapting ITSM processes to suit the IT vision is not a CSF. It is also too internally-focused. Bullet 2 - Incorrect. Making CSI part of everyone's job description is not a critical success factor. CSI needs dedicated people, not a piece of everybody. Bullet 3 - Incorrect. This does not reflect management commitment and is not a true CSF of CSI.		
Syllabus Unit / Module supported	ITIL SL: CSI08 Challenges, critical success factors and risks			
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 – Although the inspiration for this question is the list of CSFs found in section 9.2 in the CSI book, the delegate does not have to remember the list from memory to be able to answer this question. The question can be answered by looking at the facts presented in the scenario and logically selecting the appropriate answer.			
Subjects covered	Categories Covered: • Critical success factors for continual service improvement			
Book Section Refs	CSI 9.2 – Challenges, risks and critical success factors – Critical success factors			
Difficulty	Easy			

QUESTION	Three	Scenario	Two

Question Rationale		This question is primarily based on implementing CSI and follows the information given in section 8.1, critical considerations and 8.2, Where do I start? The question also requires the delegate to have a working knowledge of process maturity levels in order that they only rely on information from suitably mature processes. The three approaches to implementing CSI (service, lifecycle, and functional group) are provided in the answer and the delegate has to work out which one is most suitable in this case.
MOST CORRECT (5)	**D**	Service approach • The service is critical – so this should be a major pointer for immediate action to be taken • Using the problem and change processes is a good idea as they are at an acceptable level of maturity and will have good information that can be relied upon • The technical teams also have information that will be useful. It is only used internally at the moment but a mature CMS can assist in identifying which components are used in which service and help identify any issues in the components used to deliver this service.
SECOND BEST (3)	**A**	Functional approach • IT operations will increase the risk of poor service delivery by not following procedures. It is something that needs to be investigated and may produce some quick wins in terms of service improvement. However, there may also be no impact on the service in question • It is certainly one of the first things that should be carried out but not before the actions noted in the previous answer.
THIRD BEST (1)	**C**	Lifecycle approach • It is unlikely that the lack of strategic thinking is causing the issues in the service. The service quality is deteriorating; if requirements were not being met then satisfaction would never have been high • This is also a longer-term activity and not therefore a suitable starting point where quick wins are required.
DISTRACTER (0)	**B**	Non-specific approach • It is not acceptable to suggest that the issue is discounted until further information is available. There is reliable information around and this should be used • Again the service seems to be deteriorating and the delay this answer will cause to investigation will be unacceptable to the business, as it is a critical service • There is no evidence in the scenario that tools are the issue with the accuracy of the information available; it may be due to the lack of mature processes, especially availability management. This needs to be further investigated before tools are considered.
Syllabus Unit / Module supported		ITIL SL: CSI07 Implementing continual service improvement ITIL SL: CSI04 How problem management supports the activities of CSI
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. Analysis – This question requires the delegate to analyse the information in the case study and make a decision on the best way forward based on this analysis.
Subjects covered		Categories Covered: • Implementing continual service improvement • How other processes support CSI

Book Section Refs	CSI 8.1 – Critical considerations for implementing CSI
	CSI 8.2 – Implementing continual service improvement – Where do I start
Difficulty	Moderate

QUESTION	Four		**Scenario**	Three

Question Rationale	The question is looking for a logical and sensible approach to using the continual service improvement (CSI) approach. Candidates will need to know the order of the model and what each stage is for. In the rationale the step numbers of the approach are used to shorten the text. The steps have been numbered as follows: Step 1 – What is the vision? Step 2 – Where are we now? Step 3 – Where do we want to be? Step 4 – How do we get there? Step 5 – Did we get there? Step 6 – How do we keep the momentum going?			
MOST CORRECT (5)	**A**	Bullet 1 – Steps 1 and 2. The first sentence is about aligning the process to the business needs and helps to set a vision of what the future position should be – step1. The second sentence collects data on the customer's perception and hence feeds step 2. Bullet 2 – Step 2. The unbiased snapshot will also be useful information for step 2. Bullet 3 –Step 3 – A gap analysis will detail what should be done and can then be prioritized for implementation in a manageable timeframe. Bullet 4 – Step 4. Detailing the plan involves actionable elements to improve the process. The example is to set a target for emergency changes. The example provided is based on the change manager's experience which suggests that the current levels are too high.		
SECOND BEST (3)	**B**	Bullet 1 – as bullet 1 above. Bullet 2 – Step 2. In the scenario it states that the only documentation is the process flowchart. You also have suspicions that some changes are not being recorded. The information gained would not be a true reflection of the current position. Bullet 3 – Step 3. If perceptions differ then some people may be incorrectly prioritizing changes as emergency when, in reality, they are not. However this option misses the detail of agreeing on what's to be done in a manageable time frame, as in option A. Bullet 4 – Step 4. Perhaps a fair action that needs to be carried out in order to get to where we want to be. However, step 4 is about detailing a plan based on what is understood and agreed and this does not necessarily take many of the other steps into consideration.		
THIRD BEST (1)	**C**	Bullet 1 – Step 2. Incorrect as a first step as it misses out any consideration of forming a vision to work to. Bullet 2 – Step 3. Makes an assumption that the target for emergency changes should be below 5% of the total changes. There is no evidence to support this. Bullet 3 – Step 4. There may be changes that are incorrectly prioritized as staff may not understand the rules about the types of changes that can be deemed emergency. It may also be that no rules have been set. Either way the detail plan needs to be based on what's understood and agreed in step three, which hasn't been made clear here. Bullet 4 – Steps 5 and 6. Correct, it is a good idea to see that improvements have had the desired impact and then look to see how to improve further.		
DISTRACTER (0)	**D**	Bullet 1 – Incorrect. If evidence of the need for improvement can be identified and the improvement justified and approved there is no reason to wait before proceeding. Bullet 2 – Incorrect. There is a downward trend over the periods shown but it cannot be assumed that this will continue. This is especially true of the last drop as it is significant and may not be a true reflection of the trend. Bullet 3 – Incorrect. Implementation of technology/tools before a process is in a suitable condition and the requirements are known is not the recommended approach. Bullet 4 – Partially correct. Awareness of the issues related to unrecorded changes being implemented needs to be made, however this should be a formal campaign rather than just talking to people.		

Syllabus Unit / Module supported	ITIL SL: CSI01 Introduction to continual service improvement
Blooms Taxonomy Testing Level	Level 2 Comprehending - Understand or grasp the meaning of what is being communicated and make use of the idea. Tasks include illustrating, inferring, summarizing and interpreting. This question requires the delegate to use their knowledge of the CSI approach and explain the correct approach.
Subjects covered	Categories Covered: • CSI approach
Book Section Refs	CSI 3.1 – Continual service improvement principles – CSI approach
Difficulty	Moderate

QUESTION	Five	Scenario	Four

Question Rationale	This question is based on the need for suitable and targeted reporting for both IT and the customers. It is based around the need for reporting policies but also checks understanding of: • Role of the service / process owner • The value of internal review meetings • Data analysis – not enough information is given to assume there is an availability issue • Processing data fits better with technical and process teams functions rather than in the SLM team Within the scenario there are several issues that can be identified: • Business does not understand the report produced • There is only one report for all audiences • Service owner does not seem suitably prepared for the meeting • Data processing is all in the SLM team • Little or no spare capacity in the SLM team Availability is within targets and, although the drop should be investigated by availability management to avoid breaching the target, it looks like this is more of an excuse to get the reporting situation resolved.

MOST CORRECT (5)	**C**	This answer proposes a policy that allows individual reports to be created for each customer if required. Bullet 1 - The reporting policy is correctly business-focused and will help ensure that reports are aligned to individual customer needs. Bullet 2 - The contents of the reports will include historical information and will provide the customer with details of any actions that will be taken to improve service quality. Bullet 3 - This answer recognizes that the IT areas with the skills for data processing are not the ones currently carrying it out. The final point suggests that the service owner's lack of preparedness could be improved by introducing internal review meetings.
SECOND BEST (3)	**B**	This answer proposes a policy that allows individual reports to be created for each customer if required, but it is flawed in other areas. Bullet 1 - Partially correct. This answer suggests that the reporting policy should be service-focused rather than business-focused. Bullet 2 - Partially correct. The future view given in the answer is towards estimating future service performance rather than looking at avoidance of issues, though it does include the tracking of actions needed. Bullet 3 - Correct. These are both acceptable considerations.
THIRD BEST (1)	**A**	Bullet 1 - Incorrect. Suggests that the policy will retain the single report approach instead of producing reports tailored to individual business area need. Bullet 2 - Incorrect. The future view given in the answer is towards estimating future service performance rather than looking at avoidance of issues. Bullet 3 - Partially correct. The process owner should not be invited to service review meetings. The service owner is the right person but obviously was not fully conversant with the content of the report (Incorrect). Automation would be advantageous to relieve some of the manual activity (Correct).
DISTRACTER (0)	**D**	Bullet 1 - Incorrect. Suggests that the policy will retain the single report approach instead of producing reports tailored to individual business area need. Further, it is very unusual to include technology metrics in a business-focused report and it is not recommended. Bullet 2 - Incorrect. The future view given in the answer is towards estimating future service performance rather than looking at avoidance of issues. Bullet 3 - Incorrect. IT terms should not be used in a business-focused report. There is insufficient evidence to suggest that the availability management process is ineffective.
Syllabus Unit / Module supported		ITIL SL: CSI04 Continual service improvement methods and techniques

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 – This question requires the delegate to use their knowledge of reporting policies, and to process and analyse the situation in order to make a recommendation for action based on the details of the case study.
Subjects covered	Categories Covered: • Reporting policies • Roles associated with CSI and their responsibilities
Book Section Refs	CSI 5.7 – Continual service improvement methods and techniques – Service reporting CSI 5.7.1 – Continual service improvement methods and techniques – Service reporting – Reporting policy and rules
Difficulty	Hard

QUESTION	Six	Scenario	Five

Question Rationale	This question looks at a situation where organizational change has failed in the past. It focuses on the use of Kotter's eight steps to avoid the situation in the future and is testing an understanding of each of the steps. It also refers to other techniques to support the organizational change and requires knowledge of the following to be considered to determine if they can supplement Kotter in this situation: • The Deming cycle • ISO/IEC20000 • The CSI seven-step improvement process The issues in the case study are: • Falling back into old ways of working • Sceptical view on future initiatives from business and IT • Lack of motivation of staff

MOST CORRECT (5)	A	Three of Kotter's eight steps are mentioned in this answer. • Creating a sense of urgency will motivate people and demonstrate that the old ways of working are no longer acceptable • Consolidating and institutionalizing the change will mean that the old ways of working are no longer acceptable The first will help win over the sceptics; the remainder should avoid regression and may also help with the sceptics. The Deming cycle is a very useful tool in this type of situation as the check and act stages can assist in monitoring and measure the process against policies and objectives, reporting results and taking actions to maintain quality.

SECOND BEST (3)	B	Two of Kotter's eight steps are mentioned in this answer, however the answer is not as strong as A. • Forming the guiding coalition will be necessary; you as the problem manager will not be able to achieve success on your own. The coalition will be a powerful tool to help overcome resistance but not as powerful as the tools described in answer A. • Implementing quick wins is a good way to convince some of the sceptics of the benefits, however it is not as comprehensive as institutionalizing the change described in A. This is unlikely to address the issue of staff falling back to their old ways. The CSI seven-step process will be a useful tool in this situation due to its overlap with the Deming model. However, given the choice of the seven-step process and the Deming cycle, it is the Deming cycle that provides an overall approach, whereas the seven-step process is designed around the Deming cycle and is more focused on measurement.

THIRD BEST (1)	C	Two of Kotter's eight steps are mentioned in this answer but one will not directly address the issues described in the scenario. • Forming the guiding coalition will be necessary; you as the problem manager will not be able to achieve success on your own. The coalition will be a powerful tool to help overcome resistance but not as powerful as the tools described in answer A. • The statement on empowerment is not true. It may have no effect on the sceptics until they understand exactly why the improvement is necessary. Giving rewards can create the opposite results to what was expected. By rewarding staff they may feel the objectives have been achieved and that can be a trigger for regression. Further, in an organization that has a poor culture, rewarding some staff can de-motivate others.

DISTRACTER (0)	D	• Two of Kotter's eight steps are mentioned in this answer but neither will directly address the issues described in the scenario. Creating a vision will clarify direction and motivate people but may not be enough to motivate

	the sceptics.
	• Communicating the vision will motivate people who have bought into the concept but again may have little or no impact on the sceptics.
	Working towards ISO/IEC 20000 is nonsensical in this case. Compared with the issues in the organization, aiming to achieve an internal standard might appear a remote target. ISO/IEC 20000 could be looked upon as a suitable standard to work towards in some situations but this is wider than the scope of the improvement in question. ISO/IEC 20000 requires all processes to be within scope – not just problem management. It is also a huge commitment to avoid regression. ISO/IEC 20000 does not fix issues.
Syllabus Unit / Module supported	ITIL SL: CSI03 Continual service improvement principles ITIL SL: CSI07 Implementing continual service improvement
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 – This question requires the delegate to have understood the use of Kotter's steps and the Deming cycle within CSI and to analyse the situation in order to make a recommendation for action based on the details of the scenario.
Subjects covered	Categories Covered: • Kotter's "Eight steps to transforming your organization" • Deming cycle • ISO/IEC 20000
Book Section Refs	CSI 8.4 – Implementing continual service improvement – CSI and organizational change CSI 3.8 – Continual service improvement principles – The Deming cycle Appendix A6 – ISO/IEC 20000
Difficulty	Hard

QUESTION	Seven		Scenario		Six

Question Rationale	This question is about information in a CSI register. It is a practical question involving looking at entries to test if they are correct. It does, however, require knowledge of other processes to test the validity of entries and also of generic roles.
MOST CORRECT (5)	B	The points to discuss with the originator are valid. The ITIL guidance suggests good business justifications are given for making improvements; the service desk manager is not the right person to own this improvement, it should be owned by problem management. A key point for this answer being the best is that it looks to the service owner to provide more evidence and find out why this has not been identified through the normal route of service review meetings. Without this evidence it may turn out that this improvement is the result of an internal IT dispute rather than a genuine business need. The problem manager gets involved because, if there is poor KE information, it points to an issue that the entries in the KEDB are not being correctly policed, which is another improvement that needs to be made.
SECOND BEST (3)	A	The first part of this answer is the same as B above and correct. The second part suggests passing ownership to problem management, which is correct. The third part suggests there may be a further improvement opportunity within the incident process that can be recognized. Again this is a good point but is not as good as the points raised in answer B because they are taking the improvement on face value and not looking for more evidence.
THIRD BEST (1)	C	The discussions with the originator are poor. The first is re-prioritizing the improvement; as we have not been given the criteria for the different levels of priority we cannot assume this is correct. The re-allocation of the improvement is not correct. Incident management may be working correctly; it seems to be the KEDB that is at fault. The SLM element is questioning targets. It may be wise to review them as part of any improvement but it is not necessary prior to acceptance. The improvement is around the handling of the incidents not the availability of the service so the third bullet is not relevant.
DISTRACTER (0)	D	The KPI is actually a KPI. It is not business-focussed and therefore not a good KPI. The baseline statement is something that will be required but not this early in the activity. Anyone should be able to identify improvements, but this is not a relevant question at this time. Organizations may, however, define clear procedures for identifying, agreeing and submitting improvements in the same way they do with changes. Talking to the SDM at this point is accepting everything at face value and just getting on with the improvement, which is not acceptable.
Syllabus Unit / Module supported	ITIL SL: CSI02 CSI principles
Bloom's 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 the delegate to analyse a situation and make a correct judgement on how to proceed. It relies on the consideration that the situation is a little suspicious and further evidence would be required before proceeding.

Subjects covered	Categories Covered:
	• How the CSI register supports the principles of CSI
	• How CSI is influenced by:
	    o Service level management
	    o Problem management
	    o Knowledge management (KEDB)

Book Section Refs	CSI 3.4 – Continual service improvement principle - CSI register

	CSI Appendix B – CSI register contents
Difficulty	Easy

QUESTION	Eight		**Scenario**		Seven	

| Question Rationale | The question requires the candidates to know and understand the roles associated with CSI. |

Responsibility	Service owner	Process manager	Process owner	CSI manager
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 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 process is fit for purpose.			✓	

NOTE #7 Producing trends and providing feedback on trends is the responsibility of the reporting analyst which is not part of the grid or scenario.

MOST CORRECT (5)	D	• This is the most correct answer as it correctly assigns the correct role to each responsibility.
SECOND BEST (3)	C	The errors on this matrix are as follows: • Managing resources assigned to the process is the responsibility of the process manager; it has been incorrectly assigned to the process owner • Making improvements to processes and process implementation lies with both the process manager and process owner. It is only partially correct as it is assigned just to the process owner.
THIRD BEST (1)	A	The errors on this matrix are as follows: • Incorrectly assigns the responsibility for producing and providing feedback on trends to the process manager. This is a responsibility of a reporting analyst, which is not included in the scenario or the matrix • Incorrectly assigns monitoring and reporting on process performance to the process owner whereas this is a responsibility of the process manager • Managing resources assigned to the process is the responsibility of the process manager; it has been incorrectly assigned to the process owner • Partially correct; making improvements to processes and process implementation lies with both the process manager and process owner. It is only partially correct as it is assigned just to the process manager.
DISTRACTER (0)	B	The errors on this matrix are as follows: • Incorrectly assigns managing resources assigned to the process to the process owner; this is the responsibility of the process manager • Incorrectly assigns identifying improvement opportunities to the CSI manager only; this is a shared responsibility across all roles listed • Incorrectly assigns monitoring and reporting on process performance to the process owner; this is the responsibility of the process manager • Incorrectly assigns producing and analysing trends to the CSI manager; this is the responsibility of a reporting analyst and is not included in the scenario • Incorrectly assigns ensuring the process is fit for purpose to the service

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		owner as well as the process owner; this responsibility lies only with the process owner.
Syllabus Unit / Module supported		ITIL SL: CSI05 Organizing for continual service improvement
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 apply their knowledge of the roles associated with CSI. This includes the generic roles of service owner, process owner and process manager that are applicable across the whole lifecycle and those associated with CSI (CSI manager and reporting analyst). The activities carried out by these roles need to be translated into a RACI matrix as part of an organizational improvement initiative.
Subjects covered		Categories Covered: • CSI and generic roles and responsibilities
Book Section Refs		CSI 6.3 Roles
Difficulty		Moderate