

ITIL[®] Intermediate Capability Stream

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ITIL® Intermediate Capability Stream:

OPERATIONAL SUPPORT AND ANALYSIS (OSA) CERTIFICATE

Sample Paper 1, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

This booklet contains the scenarios upon which the 8 examination questions will be based. All questions are contained within the Question Booklet and each question will clearly state the scenario to which the question relates. In order to answer each of the 8 questions, you will need to read the related scenario carefully.

On the basis of the information provided in the scenario, you will be required to select which of the four answer options provided (A, B, C or D) you believe to be the optimum answer. You may choose ONE answer only, and the Gradient Scoring system works as follows:

- If you select the CORRECT answer, you will be awarded 5 marks for the question
- If you select the SECOND BEST answer, you will be awarded 3 marks for the question
- If you select the THIRD BEST answer, you will be awarded 1 mark for the question
- If you select the DISTRACTER (the incorrect answer), you will receive no marks for the question

In order to pass this examination, you must achieve a total of 28 marks or more out of a maximum of 40 marks (70%).

Scenario One

A large travel agency has several locations delivering travel services which include flights, accommodation, and special package deals. In addition to visiting the agency branch locations, customers can book travel online or by telephone.

Both branch and call centre staff rely on IT services for booking flights and accommodation, and printing tickets, itineraries and invoices. The head office deals with corporate and administrative activities.

A year ago, in an attempt to improve IT services, the IT department introduced ITIL service management processes and practices. Most of the service management processes have been in place for six months and there have been some perceived improvements in the level of service.

During the last two months, however, some complaints have been received regarding poor levels of service from the service desk. These include telephone calls not being answered quickly enough and service desk agents taking too long to provide first-line support. The number of complaints seems to increase whenever a new release of the main booking system, TravelBook, is deployed.

A major release of TravelBook is planned for next month. The service desk manager is working with the release and deployment manager to improve the support from the service desk during this deployment.

In order to plan this support, the release and deployment manager has suggested that the service desk manager review reports of the relevant metrics used by the service desk.

Scenario Two

In an effort to reduce costs and avoid having to expand its corporate headquarters, a large company has made the decision to launch a telecommuting programme. Participants in this programme will work at home using corporate laptops and will access corporate systems via the Internet. Participants will commute to the corporate headquarters no more than once a month and will utilize designated work areas which will be reserved in advance, much like a hotel room.

An initial pilot of the programme is in the planning stage and will involve 100 senior employees. No more than five employees per department may participate in the programme and participants must have at least five years of service with the company. It is expected that, in time, the programme will be expanded considerably and may grow to include thousands of employees.

The corporate headquarters comprises three large buildings. Open work areas are available in each of these buildings. Optimally, telecommuters will reserve a work area in the building where the telecommuter's supervisor and team members reside. At times, however, telecommuters may have to walk from one building to another to attend meetings, participate in training classes, and other activities. Telecommuters will scan their corporate badge to gain access to the buildings. They will proceed to the reserved cubicle and "check-in" using an online reservation system called "TOffice."

You represent the service desk and are participating on a team that is determining what changes must be made to the access management process to accommodate this new programme. The access management process is working well and is based on ITIL best practices. The organization adopted ITIL more than ten years ago and its IT service management practices are, in general, quite mature.

The team working on this project includes representatives from human resources, information security management, and all of the service operation functions. Following a revision of the new information security policy and an initial brainstorming session, the team is preparing to present a recommendation to management.

Scenario Three

During a weekly staff meeting, members of the service desk mention that they have recently noticed an increase in the number of incidents affecting laptops used by the sales team. The sales team has an expensive marketing campaign underway and complaints have found their way to senior management.

You are the problem manager and have been asked to join the meeting. You ask the analysts to participate in a quick brainstorming session so that you can better understand the problem. The analysts agree that the problem seems to be hardware-related as the incidents include hard drive and memory failures, and broken fans. The analysts also notice that, in some cases, the PCs are repaired only to fail again. The analysts speculate that the hard drive and memory failures are the most frequently recurring issues.

You agree to raise a problem record and leave the meeting to begin assembling a problem-solving group to investigate and diagnose the root cause.

Scenario Four

A service desk manager has advised the operations support management team that a feasibility study on replacing the current service desk software is being conducted. The aim is to replace the current software with a newer, more sophisticated tool. The service desk manager is looking to establish the team's requirements and is asking for your input.

The service desk operates on weekdays from 08:00 through to 18:00, although the actual business hours of the administration centre are 09:00 to 17:00 Monday to Friday. When the service desk is closed, the service desk telephones divert to the data centre operations staff.

You are the data centre manager and your team actively monitors the entire infrastructure, batch scheduling, tape handling requirements, storage capacity and availability levels. You have some software tools in place but all of the systems are fragmented and there is no centralized database holding this information to enable trends to be established against the patterns of business activity.

Scenario Five

A successful company has grown through a series of acquisitions and now consists of several business units worldwide, each with its own IT organization. The company has made the decision to consolidate its IT organizations into a single, shared services unit and adopt ITIL best practices.

Each IT organization handles incidents and service requests through a series of loosely defined procedures. Change management procedures are enforced only for significant changes and existing service management tools range from simple, in-house-developed databases to, in the case of one IT organization, a commercially-developed incident tracking system. Most of the organizations have some form of configuration management database (CMDB) and a shared knowledgebase, and both are working well within some of the IT organizations.

A decision has been made to eliminate all in-house-developed systems. The team using the commercially-developed system believes its tool will work enterprise-wide if it is upgraded to the current release and customized with some additional capacity.

Management has made it clear that whichever tool is selected, it must enable:

- Process integration and automation capabilities
- Implementation of a configuration management system (CMS)
- Self-help for users.

Several managers have seen other commercial tools that will also meet the organization's needs. As there is a long holiday weekend in two months' time, there is growing pressure to make a decision quickly and use the forthcoming holiday weekend to deploy the new system.

You have been asked to lead the IT service management programme. During a staff meeting with service operation managers, you are asked to recommend the best way to proceed with selecting a service management tool.

Scenario Six

IT services offered by an organization's IT department are designed, developed and operated internally by a team of IT professionals with various skill sets and skill levels. Some specialized services were designed by external vendors that still provide second and third-level support. The IT department is currently organized into application and technical management silos, with little interaction between teams.

A recent baseline assessment uncovered the following issues:

- New systems are being commissioned but without adequate training to support either personnel or users
- Some senior technical staff are performing entry level tasks while expensive contractors, who lack the business knowledge, are hired to work on the design of technical architecture and performance standards for new services, or to perform applications-sizing and modelling activities
- Application error codes are not always traceable to the correct errors and some application error messages are not clearly worded
- System and user documentation are out of date
- Ineffective performance and availability reporting due to inaccurate data
- There is confusion within IT regarding who is responsible for managing the technical vendors.

A recent customer satisfaction survey highlighted similar training errors and documentation-related issues.

As a result of the assessment, management decided that an improvement programme needs to be launched to streamline its IT operations, reduce costs and improve its IT resource utilization.

Scenario Seven

The IT service management tool suite within a small IT organization is currently down and unusable. While the response team works on restoring service the service desk manager has a slowly growing list of service requests.

The following requests have already been logged, categorized and prioritized:

| # | Request | Requestor |
|------------|---|------------------|
| 001 | A new toner cartridge is needed for the shared office printer. | User |
| 002 | Please advise if there will be any service downtime over the weekend. | User |
| 003 | Where do I find process documentation? | Manager |
| 004 | Give user access permissions to the HR time-tracking application. | Manager |

Without the tool to drive the process the service desk manager needs to process the requests within the parameters of the request fulfilment process. The list will need to be extended to record the subsequent steps.

Scenario Eight

A computer games retailer has had a very aggressive business growth pattern. This growth has been achieved by opening many new outlets and, most significantly, by purchasing three other companies in the computer games market. It has also expanded its head office premises where a number of administrative and support services will be centralized.

The IT systems that the original company used were basic and were not managed or supported by clearly defined processes. The three new companies are similar, although one specializes in internet sales which have now become a significant part of overall business revenue.

The IT director (an employee for many years) has decided that the quality of IT service delivery is essential in ensuring IT services support the business's ambitious plans for further growth. The internet sales company has some expertise in ITIL and the IT director is now convinced that ITIL is a trusted framework which will enable the company to achieve its goals.

An external assessment has concluded that the current incident management process of the original company is lacking maturity and that a good starting point would be to review the service desk function and ensure commonality across the organization.