



## ITIL® Intermediate Lifecycle Stream:

### CONTINUAL SERVICE IMPROVEMENT (CSI) CERTIFICATE

#### *Sample Paper 1, version 6.2*

Gradient Style, Complex Multiple Choice

#### **QUESTION BOOKLET**

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**Gradient Style Multiple Choice**

**90 minute paper**

**8 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

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### Refer to Scenario One

Which one of the following statements about the SWOT analysis BEST reveals its usefulness in identifying the current gaps in the ability of IT to support the corporate objectives?

- A.
- The SWOT analysis indicates that IT is committed to better integration with the business by considering:
    - The implementation of knowledge management
    - Better monitoring and reporting tools
  - The training and coaching of staff which will go a long way towards business and IT alignment.
- B.
- The SWOT analysis does not reveal useful information in its current state as it was conducted before a desired end-state for IT was defined and agreed
  - IT opportunities have been confused with IT strategies
  - The SWOT analysis should be repeated once the IT objectives have been aligned with the new business strategy.
- C.
- The SWOT analysis is not helpful because it does not describe an end-state for IT
  - There are no actions defined in the SWOT analysis
  - The SWOT analysis should be repeated in two months time once the business strategies have been accepted.
- D.
- The SWOT analysis indicates that, with significant investment in an integrated service management and monitoring toolset, IT could address its weaknesses
  - The training and coaching of staff will go a long way towards business and IT alignment.

## Question Two

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### Refer to Scenario One

Which one of the following sets of critical success factors will BEST demonstrate that the company's management is committed to continual service improvement (CSI) and will help overcome the weaknesses identified?

- A.
  - Appointing a CSI manager and having people dedicated to the improvement effort
  - Adopting the service lifecycle approach throughout IT
  - Visible management participation in the CSI launch
  
- B.
  - Establishing a CSI register to list all possible improvement opportunities
  - Defining clear criteria for the prioritization of improvement projects as listed in the CSI register
  - Appropriate resource allocation for the CSI improvement projects throughout the service lifecycle
  
- C.
  - Adapting service management processes to suit the IT vision
  - Embedding CSI into everyone's job description
  - Prioritizing improvement initiatives and placing them appropriately within the service lifecycle
  
- D.
  - Demonstrating management commitment through ongoing, visible participation in CSI activities
  - Providing sufficient and ongoing funding for CSI activities
  - Adopting the service lifecycle approach throughout IT

## Question Three

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### Refer to Scenario Two

Which one of the following options gives the MOST suitable next steps for CSI activities?

- A.
- Review the IT operations function
  - Audit the team for compliance against procedures to ascertain if the evidence of them not performing routine operational activities on time is true. If it is, take actions to correct this
  - Review the component measurement activities of the technical and application management functions to identify if the data can be used more widely
- B.
- Discount the service quality information. As there is no accurate information on the service delivery, the issues with the service are only the perception of the business
  - The lack of information needs to be rectified so there should be a concentrated effort to identify and procure the appropriate monitoring tools to deliver accurate information requirements
  - When the monitoring tools are in place, the resulting information can be analysed to identify why the critical service is failing
- C.
- Identify if the service actually meets business needs. It is highly likely that the reason the business is unhappy with the service is that it does not meet their requirements as service strategy is not effective
  - Looking into the deficiencies in the service lifecycle would be a good starting point for CSI to find out what is wrong and to avoid a similar situation in any future services
  - By monitoring the outputs of the service lifecycle stages any issues can be identified and improvements implemented
- D.
- As the service is critical it should be selected as a good starting point for the implementation of CSI activities to help gain credibility
  - Although accurate service information is not available, some evidence of what might be causing the failure may be obtained by enlisting the assistance of problem management and change management to look at incident and change trends
  - The technical and application teams may also be able to help by consolidating all of the component information and using the CMS to identify which components are used to deliver the service; it may then be possible to identify any unreliable components

## Question Four

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### Refer to Scenario Three

Which one of the following options is the BEST approach for you, as the change manager, to make improvements to the change management process in this organization?

- A.
- The starting point is to understand the needs of the business and IT in relation to the change management process. Gather stakeholder feedback on the process while gathering the information
  - Carry out an unbiased snapshot of how the process is currently performing and show any non-conformance
  - Understand and agree on the priorities for improvement, for example a gap analysis will identify improvement opportunities which should be classified and prioritized for implementation in a manageable timeframe
  - Detail the plan to achieve a more effective change management process. For example, identify an acceptable rate of emergency change.
- B.
- The starting point is to understand the needs of the business and IT in relation to the change management process. You can also gauge the customer's and IT's perception of the process while gathering the information
  - Compare the information to the current process documentation and prioritize the differences
  - Understand and agree on the priorities to improve the change management process. For example, looking at Table 1, people may not have the same understanding of the change categorizations so include business impact and urgency to help set priority
  - Educate people on the reasons for compliance with the process and implement some quick wins.
- C.
- Apply the continual service improvement approach and understand "Where are we now?"
  - Prioritize improvements to the change management process. The level of emergency changes needs to be reduced to 5% from its current position of 20% as these changes increase the risk to the organization
  - Clearly define what constitutes an emergency change and publish it within the process documentation
  - Once any improvements have been made, measure the level of emergency changes to see if the objectives have been met. Once they have been met then further improvement can be considered.
- D.
- As you are new in the post, it would not be a good idea to rush immediately into improvements
  - The level of emergency changes will settle, as it has been coming down over the last five periods
  - The tool used to log changes has been built in-house and is probably not sufficient for a change management process that will be aligned to ITIL best practice. Look for a replacement so that you are working with quality data
  - Simply changing the tool will not guarantee its use, so talk with everyone to ensure that they will record every change.

## Question Five

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### Refer to Scenario Four

Which one of the following are the MOST suitable actions to avoid the issues identified?

- A.
- In conjunction with the business, produce a reporting policy which will clarify the target audiences, the report contents and reporting schedules, and ensure it is presented in an understandable format
  - Content will include historical performance, exceptions, and estimates of future performance
  - Consideration should be given to:
    - Inviting the process owner to future service review meetings in addition to the service owner.
    - Automating the reporting activities to reduce the people resource requirement
- B.
- In conjunction with the business, produce a reporting policy to generate a service-focused reporting framework. Individual reports can then be tailored to show adherence to the relevant service levels
  - Content will include historical performance, exceptions, actions needed and estimates of future performance
  - Consideration should be given to:
    - The type of media used for the delivery of the reports, to ensure it is suitable for the audience
    - Ensuring the appropriate language is used to aid business understanding
- C.
- In conjunction with the business, produce a reporting policy to generate a business-focused reporting framework. Individual reports can then be tailored to meet the individual needs of the different audiences
  - Content will include historical performance, exceptions, actions needed for rectification and future avoidance of similar issues
  - Consideration should be given to:
    - Moving the data processing activities to the functional areas which have the relevant skills
    - Introducing internal review meetings prior to the customer review meetings in order to discuss the content of the reports and identify improvement opportunities
- D.
- In conjunction with the business, produce a reporting policy which will clarify the target audiences, the report contents and reporting schedules, and the technology, process and service metrics to be reported
  - Content will include historical performance, future performance and what was done to rectify any exceptions that occurred
  - Consideration should be given to:
    - Adding detailed explanations to all of the IT terms used in the reports to avoid future business misunderstanding
    - Reviewing the availability management process to identify why availability levels have been allowed to drop

## Question Six

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### Refer to Scenario Five

You recognise that not all of the suggested ideas are appropriate. You understand that all of Kotter's eight steps are important but believe some steps should be emphasised in this situation.

Which one of the following options would be the BEST approach to take to address the situation described in the scenario?

- A.
  - Use the Kotter "Eight-step approach to transforming your organization"
    - Creating a sense of urgency can help motivate staff and convince the sceptics to change
    - Consolidating and institutionalizing the organizational change can assist in avoiding regression and demonstrate success
  - Ensure the Deming cycle is a key tool utilized in the activities. The 'check' and 'act' stages of the cycle will assist in ensuring quality is maintained
- B.
  - Use the Kotter "Eight-step approach to transforming your organization"
    - Forming a guiding coalition will create a group with sufficient power to lead the change initiative to success
    - Implementing quick wins will show the sceptics that this initiative is not difficult and therefore will succeed
  - Use the CSI "Seven-step improvement process" as the basis of implementing a quality framework around the improvement initiative. This will ensure that improvements are continually reviewed in order to meet business requirements
- C.
  - Use the Kotter "Eight-step approach to transforming your organization"
    - Forming a guiding coalition will create a group with sufficient power to make the sceptics change their mind
    - Empowering others to act on the vision will boost the confidence of staff, including the sceptics
  - Ensure suitable rewards are given to the staff members involved in these improvements. This will ensure that other staff members can see the rewards for good work and will then help maintain the level of quality
- D.
  - Use the Kotter "Eight-step approach to transforming your organization"
    - Creating a vision will deliver a statement which should clarify direction and motivate people
    - Communicating the vision will create the necessary energy and commitment for the success of the project
  - Working towards ISO/IEC 20000 accreditation will mean that the organization is moving towards the required level of quality, and the regular audits that are required by this accreditation will ensure regression does not take place

## Question Seven

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### Refer to Scenario Six

Having reviewed the CSI register entry you decide to consult with some of the stakeholders to clarify points and gather further information prior to deciding whether to accept the improvement request.

Which one of the following options is the BEST set of stakeholders to consult?

- A. • The originator - to discuss:
- The KPI and justifications are not business-focused
  - The service desk manager is not the correct person to be assigned the action
- Problem process owner – to ask them to own the improvement
- Incident process manager – to discuss issues with the incident management process so that incidents can be escalated without service level breaches
- B. • The originator - to discuss:
- The KPI and justifications are not business-focused
  - The service desk manager is not the correct person to be assigned the action
- Service owner – to obtain more evidence and find out why this issue has not been identified at service review meetings
- Problem process manager – to discuss the relevance of raising a further improvement. If KE information is poor then the problem process may need improvement
- C. • The originator - to discuss:
- A large-sized improvement with a short timescale is more likely to be an urgent priority than a high
  - Allocate the incident process manager as the person to action the request instead of the service desk manager
- Service level manager – to ensure the targets in the SLA referring to incident resolution are fit for purpose
- Availability management process owner - to consider why the service is failing so often
- D. • The originator to:
- Point out that the KPI is not a KPI but a metric
  - Identify the baseline from which we wish to improve
- Head of application support - to ask why analysts are being allowed to raise improvements
- Service desk manager – to identify if there are sufficient resources available to complete the improvement within requested timescales

## Question Eight

### Refer to Scenario Seven

Which of the following options BEST aligns the correct roles with the responsibilities?

A.

Responsibility	Service owner	Process manager	Process owner	CSI manager
1 - Managing resources assigned to the process.			✓	
3 - Reviewing and prioritizing improvement opportunities.	✓	✓	✓	✓
4 - Building an improvement plan.				✓
6 - Monitoring and reporting on process performance.			✓	
7 - Producing trends and providing feedback on trends.		✓		
8 - Making improvements to processes and process implementation.		✓		

B.

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.				✓
5 - Reviewing the analysed data.				✓
6 - Monitoring and reporting on process performance.			✓	
7 - Producing trends and providing feedback on trends.				✓
9 - Ensuring the process is fit for purpose.	✓		✓	

*Question continues overleaf*

C.

<b>Responsibility</b>	<b>Service owner</b>	<b>Process manager</b>	<b>Process owner</b>	<b>CSI manager</b>
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.				✓
8 - Making improvements to processes and process implementation.			✓	
9 - Ensuring the process is fit for purpose.			✓	

D.

<b>Responsibility</b>	<b>Service owner</b>	<b>Process manager</b>	<b>Process owner</b>	<b>CSI manager</b>
2 - Identifying improvement opportunities for inclusion in the CSI register.	✓	✓	✓	✓
3 - Reviewing and prioritizing improvement opportunities.	✓	✓	✓	✓
4 - Building an improvement plan.				✓
6 - Monitoring and reporting on process performance.		✓		
8 - Making improvements to processes and process implementation.		✓	✓	
9 - Ensuring the process is fit for purpose.			✓	