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

ANSWERS AND RATIONALES

Answer Key:

Scenario	Question	Correct: 5 Marks	2nd Best: 3 Marks	3rd Best: 1 Mark	Distracter: 0 Marks
One	1	B	D	C	A
Two	2	C	A	D	B
Three	3	B	A	D	C
Four	4	C	D	B	A
Five	5	C	B	A	D
Six	6	C	A	D	B
Seven	7	C	A	D	B
Eight	8	D	B	C	A

QUESTION	One	Scenario	One
Question Rationale	This question focuses on the different service desk metrics that may be used to measure its effectiveness.		
MOST CORRECT (5)	**B**	These are all well-described objective metrics with plausible rationales. They allow the service desk manager to extract the right information to address the complaints of fix time, fix rates and unanswered calls to the service desk.	
SECOND BEST (3)	**D**	This answer option is missing some obvious metrics which link in with the current complaints, and those that are accurate are not well-described. Also time to respond to changes is not something over which the service desk has control.	
THIRD BEST (1)	**C**	The metrics are in the right area but are very subjective, that is they are not broken down in a way that allows information to be extracted. Also the rationales are vague and in some cases wrong.	
DISTRACTER (0)	**A**	Most of these metrics indicate nothing of use to the service desk manager in identifying poor support levels.	
Syllabus Unit / Module supported	ITIL SC: OSA07 - Service desk		
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 service desk metrics to determine which of them can identify the issues described in the scenario.		
Subjects covered	Categories Covered: • Service desk metrics that can be used to measure its effectiveness and efficiency.		
Book Section Refs	SO 6.3.5 – Measuring service desk performance		
Difficulty	Moderate		

QUESTION	Two		Scenario	Two
Question Rationale	This question assesses the candidate's understanding of access management activities, concepts and interfaces.			
MOST CORRECT (5)	**C**	This answer best describes activities that must be undertaken to accommodate the telecommuter programme. Note that a new information security policy is referred to in the scenario and so it is not necessary to refer to it again here. Note also that access management is working well and so there is no need to design or redesign the process. This question looks simply at how to introduce a new service. • Creating a service request model is an appropriate trigger given the maturity of this organization • As all telecommuters will be granted the same set of access and rights, adding a group is an effective way to grant and manage these privileges • Monitoring and control mechanisms and measures are both extremely important • Working with incident management to resolve incidents caused by incorrect telecommuter access settings ensures those incidents are being tracked and resolved as quickly as possible.		
SECOND BEST (3)	**A**	This answer is good and each bullet is technically correct. It is not the BEST answer as it does NOT refer to: • Creating a telecommuter group • Using the directory of services to grant and manage access to that group • Producing measures		
THIRD BEST (1)	**D**	This answer has some merit, however it is missing many important considerations. For example, it does NOT refer to: • Creating a telecommuter group (bullet 4) and granting access to all of the applications and services telecommuters will need in addition to TOffice. For example, they may need to be granted the right to dial in or use virtual private network (VPN) connections • Producing measures • Working with incident management to resolve incidents caused by incorrect telecommuter access settings. Bullet 3 - While it is appropriate to use a request for change as a trigger, particularly for large-scale service introductions, it is unlikely that TOffice is the only application or service telecommuters will need to access. Bullet 5 – While revoking access when a telecommuter's employment is terminated is important, it is likely, given the maturity of this organization, that all access to any and all services is revoked immediately. There are also other conditions that may warrant revocation of telecommuter status (transfers, promotions, retirement) and so this answer is too specific.		
DISTRACTER (0)	**B**	This answer is wrong. • Bullet 1 - The scenario indicates the information security policy has been updated. Furthermore, this activity would not be the responsibility of access management • Bullet 2 – Access management grants access to services in the service catalogue and so it would already have been updated and SLAs would already be in place. Furthermore, these activities would not be the responsibility of access management • Bullet 3 - As only existing employees can participate in the programme, a user profile is not needed. Employees would only need to be granted access to the applications and services required by the telecommuter programme • Bullet 4 - While it is appropriate to use a request for change as a trigger, particularly for large-scale service introductions, it is unlikely that TOffice is the only application or service telecommuters will need to access		

	• Bullet 5 – This answer recommends only <u>notifying</u> building security and so really has no value. Furthermore, given the maturity of this organization, it is likely that access to any and all services (including building access) is revoked immediately upon termination.
Syllabus Unit / Module supported	ITIL SC: OSA06 – Access management
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 access management process and in particular the triggers and activities which will create the desired outcome to address the new telecommuter programme.
Subjects covered	Categories Covered: • Access management, triggers, activities
Book Section Refs	SO 4.5.5.6 - Service operation processes – Access management – Process activities, methods and techniques – Remove or restrict rights SO 4.5.6 - Service operation processes – Access management – Triggers, Input outputs and interfaces SO 4.5.7.2 - Service operation processes – Access management – Information management – Users, groups, roles and service groups SO 4.5.8 - Service operation processes – Access management – Critical success factors and key performance indicators.
Difficulty	Hard

QUESTION	Three		Scenario	Three
Question Rationale	This question focuses on problem management activities, methods and techniques. It contains a subtle reference to problem management's relationship with incident and service asset and configuration management (SACM).			
MOST CORRECT (5)	**B**	This answer correctly reflects problem management best practices including logging the problem, linking it to related incidents and recording the results of the brainstorming session. The best practice of categorizing the problem in the same way as incidents is described, along with using the CMS to determine the impact of the problem and assist in diagnosing it. The reference to assigning an "appropriate" priority is fine, as the fact that senior management is hearing about complaints does not necessarily warrant the immediate assignment of a high priority. The reference to raising a known error record for information purposes is appropriate guidance and the Kepner and Tregoe stages are accurately described.		
SECOND BEST (3)	**A**	This answer has some merit but incorrectly references using "the problem management coding system." Best practice states that "problems must be categorized in the same way as incidents." Prioritizing the problem is not referenced and this answer also fails to reference the first two Kepner and Tregoe stages (define and describe the problem). The references to using the CMS and raising a known error record are both appropriate.		
THIRD BEST (1)	**D**	This answer is good but the scenario does not provide sufficient information to warrant a high priority. The answer does not mention recording the results of the brainstorming session, nor does it mention using the CMS to determine the impact of the problem and assist in diagnosing it. The reference to raising a known error record that provides a diagnostic script is appropriate guidance and the Kepner and Tregoe stages are accurately described.		
DISTRACTER (0)	**C**	This answer is wrong. It does not mention logging, categorizing or prioritizing the problem. The scenario does not provide sufficient information to warrant the guidance regarding assigning a high priority to incidents. Other omissions include recording the results of the brainstorming session, using the CMS and the Kepner and Tregoe stages.		
Syllabus Unit / Module supported	ITIL SC: OSA05 – Problem management			
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 problem management process flow and activities and identify how this can be best used to resolve the issues described in the scenario.			
Subjects covered	Categories Covered: • Problem management			
Book Section Refs	SO 4.4.5.1 - Service operation processes – Problem management – Process activities, methods and techniques – Problem detection SO 4.4.5.2 - Service operation processes – Problem management – Process activities, methods and techniques – Problem logging SO 4.4.5.3 - Service operation processes – Problem management – Process activities, methods and techniques – Problem categorization SO 4.4.5.4 - Service operation processes – Problem management – Process activities, methods and techniques – Problem prioritization SO 4.4.5.5 - Service operation processes – Problem management – Process activities, methods and techniques – Problem investigation and diagnosis SO 4.4.5.7 - Service operation processes – Problem management – Process activities, methods and techniques - Raising a known error record			
Difficulty	Moderate			

QUESTION	Four		Scenario	Four
Question Rationale	To be able to understand the importance of event management and to recognize that, although service operations processes will not always be performed by the service desk, the requirements of the process are the same regardless of who is performing the function.			
MOST CORRECT (5)	**C**	You have recognized that event management is a significant requirement of the data centre operations team and that normal operation events need to be monitored and recorded, as well as exception conditions. Furthermore, you have recognized that the operations team are undertaking the service desk function out of hours, and therefore need to be able to provide the same process responsibilities as the service desk in order to ensure that all business services are maintained.		
SECOND BEST (3)	**D**	You have recognized that the monitoring tools already in place are valuable and that the functionality needs to continue, to be improved and even replaced if possible. However, you have not looked at all the services that the operations team provide in terms of a pseudo-service desk but have concentrated on cost savings, which may not prove beneficial to the business.		
THIRD BEST (1)	**B**	You have recognized that the monitoring tools already in place are valuable and that the functionality needs to remain, but you have only looked at the possibility of integrating what is already there rather than replacing or enhancing the functionality as a requirement.		
DISTRACTER (0)	**A**	It is not appropriate to dismiss the benefits the tool may be able to offer to the operations team, particularly as the operations team provide out-of-hours service desk support. It is also stated that the operations team have some event management tools in place and therefore these requirements should be considered.		
Syllabus Unit / Module supported	ITIL SC: OSA02 - Event management			
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 – The candidate must apply their knowledge of event management, the service desk function, and the role of the data centre in operational support. The candidate must then distinguish between the specific and general requirements to also use the service desk tool after hours, and the linkage to the software for incident management which the data centre is also accountable for.			
Subjects covered	Categories Covered: • Event management			
Book Section Refs	SO 4.1 – Service operation processes - Event management			
Difficulty	Moderate			

QUESTION	Five		Scenario	Five
Question Rationale	This question assesses the candidate's understanding of best practices relating to technology selection and implementation.			
MOST CORRECT (5)	**C**	• This answer best addresses both best practice guidance and the needs of this organization. • Despite the pressure, two months is entirely too short a period of time for implementing a change of this magnitude. What is needed is a formal project that will ensure requirements are determined and that the needs of all stakeholders are considered. • This is the only answer that stresses examining and formalizing processes (versus. procedures) and touches on establishing a common way of working (a phrase that is used in 8.5.4 multiple times). It also suggests using ITIL guidance to examine and formalize the processes. • A statement of requirements is a critical first step when evaluating and selecting technology. • A licensing structure can be used to determine the best combination of licences (dedicated, shared, web) needed to deploy the system in a cost-effective way. • Funding considers not only procuring the licences but also deployment and ongoing maintenance.		
SECOND BEST (3)	**B**	• This answer is good but lacks a few specifics. • It fails to recommend using a formal project management approach (as prescribed in 8.2) and promoting awareness. • While it mentions updating <u>procedures</u>, it fails to address the need to examine and formalize <u>processes</u> before selecting a tool and establishing a common way of working. It also mentions updating the procedures to reflect ITIL best practice without first examining the procedures to ensure that all best practices are appropriate to the needs of the organization. • It mentions determining how many dedicated licences are needed, but fails to consider other types of licences (for example, shared, web, etc.) that may enable a more cost-effective solution. • It also fails to recommend budgeting for deployment and ongoing maintenance activities.		
THIRD BEST (1)	**A**	• This answer has some merit but is generally off the mark. • Examining the existing system without first determining requirements is a waste of time and effort. This answer also mentions ensuring the system can support existing procedures rather than more formalized common processes developed using ITIL guidance. • This answer mentions determining how many dedicated licences are needed but fails to consider other types of licences (for example, shared, web) that may enable a more cost-effective solution. It also fails to recommend budgeting for deployment and ongoing maintenance activities • Encouraging senior management to show visible support for a common system (as opposed to common processes) is too weak a recommendation for a change of this magnitude. Senior management must communicate policies and expectations regarding process compliance in clear and meaningful ways. While this answer may be viewed as having merit, it is off the mark in terms of its technology-centric approach. • Launching an awareness campaign and raising an RFC are both valid steps. The answer fails, however, to recommend using a formal project management approach.		
DISTRACTER (0)	**D**	• This answer is wrong. • It is missing altogether too many of the elements of the 5-mark answer. For example, it does not mention establishing a project or promoting		

awareness of the project. It also does not mention examining processes prior to selecting the tools, nor does it mention establishing a common way of working.

- Regarding scheduling the change for the holiday weekend; despite the pressure, two months is entirely too short a period of time for implementing a change of this magnitude. A formal project management approach is needed to fully understand the magnitude of the change and plan accordingly.
- The reference to a statement of requirements refers only to <u>mandatory</u> requirements and <u>dedicated</u> licences.
- While the capacity check is needed, it is only one of the requirements that must be considered while planning a change of this magnitude. The answer also implies this capacity check is being done before the system is actually selected and so is a bit premature. While this answer may be viewed as having merit, it cannot compensate for the missing elements in this answer.
- Asking senior management to "encourage" use of the system (as opposed to the processes) is too weak a recommendation for a change of this magnitude. Senior management must communicate policies and expectations regarding process compliance in clear and meaningful ways. While this answer may be viewed as having merit, it is off the mark in terms of its technology-centric approach. It also cannot compensate for the other missing elements in this answer.

Syllabus Unit / Module supported	ITIL SC: OSA09 Technology and implementation considerations
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 technology considerations for service operation and the appropriate requirements to address the needs described in the scenario. The candidate must recognize that the magnitude of the change needed will require a formalized approach, and that understanding the requirements fully and planning the effort must not be sacrificed for speed of implementation.
Subjects covered	Categories Covered: • Technology considerations • Implementing service operation
Book Section Refs	SD 7.2 – Technology considerations - Service management tools SO 8.1.2 – Implementing service operation - Managing change in service operation - Change assessment SO 8.2 – Implementing service operation - Service operation and project management SO 8.4 – Implementing service operation - Operational staff in service design and transition SO 8.5.1 – Implementing service operation - Planning and implementing service management technologies - Licences SO 8.5.3 – Implementing service operation - Planning and implementing service management technologies - Capacity checks SO 8.5.4 – Implementing service operation - Planning and implementing service management technologies - Timing of technology deployment SO 8.5.5 – Implementing service operation - Planning and implementing service management technologies - Type of introduction
Difficulty	Easy

QUESTION	Six		**Scenario**	Six
Question Rationale	This question assesses the candidate's understanding of technical and application management's dual role of custodian of the technical knowledge and expertise, as well as their role in providing resources to support the service lifecycle including service operations.			
MOST CORRECT (5)	**C**	This answer provides the correct initiatives to address the baseline assessment findings. • The 1st bullet point refers to the need to restructure the IT organization to ensure the optimization of IT resources. • 2nd bullet point refers to ensuring involvement as early as possible with the design of services. • 3rd bullet point emphasizes the importance of having technical and application management staff design and deliver user training.		
SECOND BEST (3)	**A**	Second best answer with only one out of the 3 answers being incorrect. • The 1st bullet point is correct as it addresses a weakness identified in the scenario as part of the assessment findings and reinforces that it is the responsibility of technical and application management to update system documentation. • The 2nd bullet point is incorrect as it refers to roles within IT operations management. • The 3rd bullet point is correct; application management is best positioned to correct the error messages which were identified as an issue in both the baseline assessment and in the customer satisfaction surveys.		
THIRD BEST (1)	**D**	This option is worth 1 mark. Only one answer in this option is correct. • The 1st bullet point is correct as it addresses a weakness identified in the scenario as part of the assessment findings and reinforces that it is the responsibility of technical and application management to update system documentation. The 2nd and 3rd bullet points are not targeted to the objectives of the organization and may not necessarily be accurate.		
DISTRACTER (0)	**B**	This option is incorrect. All answers/bullet points within it are either incorrect or do not support the objectives of the organization.		
Syllabus Unit / Module supported	ITIL SC: OSA08 Common OSA functions			
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 – The candidate must apply their knowledge of the roles of application and technical management and analyse how to organize these based on the issues identified in the baseline assessment.			
Subjects covered	Categories Covered: • Functions • Technical management • IT operations management • Application management			
Book Section Refs	SO 6.4.1 – Organizing for service operation – Technical management – Technical management role SO 6.4.3 – Organizing for service operation – Technical management – Generic technical management activities SO 6.5.1 – Organizing for service operation – IT operations management – IT operations management role SO 6..6.1 – Organizing for service operation – Application management – Application management role SO 6.6.5 – Organizing for service operation – Application management – Generic			

	application management activities
Difficulty	Moderate

QUESTION	Seven		Scenario	Seven
Question Rationale	This question tests the candidate's knowledge of the request fulfilment process. It breaks down the process that would typically be automated by a service management tool suite.			
MOST CORRECT (5)	*C*	This is the most correct answer option. Every service request requires authorization, even simple authorization via the service desk or as pre-authorized requests based on the request type. Prior to execution the request is reviewed to ensure the proper function for fulfilment. Request models should be used that document the standard process flow, and the roles and responsibilities for fulfilling it. Closure is by the service desk in accordance with customer satisfaction.		
SECOND BEST (3)	*A*	Most of this answer is correct. However, service requests that cannot be properly authorized should be returned to the requestor and updated with their rejection status, not closed. In addition, the service desk needs to make sure the user agrees that the service request can be closed.		
THIRD BEST (1)	*D*	Proper authorization of service requests goes deeper than simply the requestor being authorized to make the request. The review step is done out of sequence and the description is not accurate. This type of review is not required for service request. The service desk must check with the user that they are satisfied and agree that the request can be closed.		
DISTRACTER (0)	*B*	This is the distracter. Not all service requests are pre-authorized requests. While it is true that a consistent approach is necessary there is not one single approach for all service requests. Models are based on the type of request being fulfilled. The review step is done out of sequence and the description is more likely something to be carried out as a major problem review. This type of review is not required for a service request. The service desk must check with the user that they are satisfied and agree that the request can be closed.		
Syllabus Unit / Module supported	ITIL SC: OSA04 Request fulfilment			
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 – This question requires the candidate to correctly apply the request fulfilment process, which would typically be automatically driven by a tool. They are required to pick up the process mid-stream and apply the correct procedures.			
Subjects covered	Categories Covered: • Request Fulfilment - Process activities methods and techniques			
Book Section Refs	SO 4.3.5 - Service operation processes – Request fulfilment SO 4.3.5.5 – Request authorization SO 4.3.5.6 – Request review SO 4.3.5.7 – Request model execution SO 4.5.5.8 – Request closure			
Difficulty	Easy			

QUESTION	Eight	Scenario	Eight
Question Rationale	This question focuses on the service desk and incident management process as well as implementation.		
MOST CORRECT (5)	**D**	This is the best solution: a centralized service desk, specifically designed to take into account local requirements, is implemented, and an assessment is made of the incident management processes used within the companies to ensure a good process. Conducting training and planning, the ultimate integration with other processes in the future, is also a very good idea.	
SECOND BEST (3)	**B**	This answer is not entirely incorrect; however it omits the assessment of the service desk functions and limits process integration to only event management, request fulfilment, service level management and problem management as opposed to all processes.	
THIRD BEST (1)	**C**	A reasonable solution even though it utilizes multiple service desks. The incident management process is also defined without consideration of the processes currently used within the other 3 companies and there is no review carried out of the service desk function. Also, much like option B, this option limits the process integration to only event management, request fulfilment, service level management and problem management.	
DISTRACTER (0)	**A**	Incorrect. The tool is procured before considering the process, and it also states that it is essential that other processes are implemented at the same time. While they will need to be considered, they can be implemented later as the organization's maturity is improved.	
Syllabus Unit / Module supported	ITIL SC: OSA03 Incident management ITIL SC: OSA07 Service desk ITIL SC: OSA09 Technology and implementation considerations		
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 service operation processes relevant to the scenario and analyse which of the answer options correctly sequences the right activities to meet the organization's objectives as stated.		
Subjects covered	• Distinguish and explain the different service desk organizational structures • Show the process activities, methods and techniques for this process and how they relate to the service lifecycle • Demonstrate the triggers, inputs and outputs, and the process interfaces • Describe the generic requirements for technology on implementing process capability • Demonstrate how to plan and implement service management technologies		
Book Section Refs	SO 6.3.3 – Organizing for service operation - Service desk - Service desk organizational structure SO 4.2.5 – Service Operation processes - Incident management - Process activities, methods and techniques SO 4.2.6 – Service Operation processes - Incident management - Triggers, inputs outputs and interfaces SO 7.1 – Technology considerations - Generic requirements SO 8.5 – Implementing service operation - Planning and implementing service management technologies		
Difficulty	Easy		