



ITIL® Intermediate Capability Stream:

OPERATIONAL SUPPORT AND ANALYSIS (OSA) CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

This booklet contains the scenarios upon which the eight 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 eight 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

You are the IT service manager for a large financial services provider, and are responsible for the end-to-end services provided by the existing legacy mainframe systems. You report to the chief information officer (CIO). Reporting to you are the development teams, the project and programme management team, the IT operations teams, including the data centre manager, and the continual service improvement team.

In order to update the services and to position the company for the commercial challenges ahead, it has been agreed at board level that the infrastructure will be redesigned and the current 20 systems migrated and consolidated onto a single new service. This new service will greatly reduce IT operating costs for both manpower and technology, and will enable the business divisions to radically restructure their operating capability.

The transformation programme started three months ago. It is still in the planning phase and has only just received final sign-off from the board. Resources are currently being identified and engaged to join the programme team, the communication plan is being developed, and the programme risks, assumptions and constraints are being refined. No detailed design has yet been undertaken, and the overall programme is expected to last two years.

You have learned that the programme director is calling an initial meeting next week to officially launch the programme, to outline the programme proposition, and to get input from all those involved.

Scenario Two

A well-known insurance company has improved its business over the last 10 years by exploiting the internet. It relies on many IT services to provide its external customers with the ability to obtain fast and accurate quotes from the company's website.

It is a dynamic company that retains a competitive advantage by responding quickly to trends in the insurance market with new offerings to external customers. This requires that the staff and business processes are flexible so that the company can respond rapidly to market needs. Accordingly, the company encourages staff to change or share roles regularly. This results in many requests to move or purchase IT equipment. There are also frequent requests to make changes to system access when users change roles.

You are the service desk manager and joined the company three months ago. Until now, the service desk has dealt with all service requests as incidents. You are in the process of planning to implement a request fulfilment process. The process will be initiated by service desk staff and involves other support groups. Service requests will continue to be logged in the incident management system but will be categorized as 'requests' for workflow and reporting purposes.

You are analysing the most frequently occurring service requests that the new process will handle and have produced a report of some of the common calls that are received by the service desk. This report is shown below:

Item #	Incident description
1	User reported error with PC – faulty mouse replaced by desktop team
2	User request to add two new fields to the customer screen of the sales system
3	User request to purchase a new toner cartridge for printer
4	User reported slow response when using e-mail applications
5	User request for advice on how to use a spreadsheet application
6	User reported a printer failure
7	User forgot password – password reset
8	User required additional access to the sales system
9	User submitted request to move their PC to a different office
10	User unable to log into PC

Scenario Three

An organization has recently purchased a new event management support tool that the service operation team is in the process of installing and configuring. A particular question has come up regarding the retention of data relating to events that occur.

All people involved have agreed that events that are classified as 'warning' or 'exception' need to be retained for a lengthy period after the event has been dealt with.

However, concerns regarding the amount of space that will be required and the volume of data to be stored and potentially accessed, have caused some senior technical staff to propose that events categorized as 'informational' need only be retained for a minimal period. A retention period of one week has been proposed, the logic being that if any follow-up issues have not occurred by then they are extremely unlikely to occur at all.

Other team members have argued that this does not make sense. The data may be needed for some time beyond this point, so should be retained indefinitely.

The organization's legal department has advised that there may also be legislative or compliance issues and if so the data may need to be retained for up to six years.

Scenario Four

A financial services organization with offices worldwide has begun a three-year project to replace many of the legacy applications hosted on their mainframe with web-based services. The project is part of a strategic corporate initiative to streamline key business processes and to make better use of IT to create competitive advantage. The goals of this initiative are to:

- Reduce costs
- Maximize resources
- Improve enterprise-wide information security
- Ensure compliance with legislative and regulatory controls.

When the new web-based services are available, varying levels of access to these services will be granted to employees, contractors and, in some cases, select customers. Business sponsors have emphasized that because the current market place is extremely dynamic and competitive, it is critical that access is granted as quickly as possible when requests are submitted. However, security is also a concern and the business expects IT to play a key role in securing the organization's information assets.

A new access management process has been implemented that is based on ITIL best practices. A project is underway to clarify the procedures for creating and utilizing user profiles to grant and manage access on an ongoing basis.

Scenario Five

A large insurance company has grown rapidly in the past several years through a series of acquisitions. The acquired companies continue to operate fairly autonomously, each with its own IT department; however, several corporate systems, such as e-mail and an enterprise resource planning (ERP) system, have been deployed. A new corporate document management system (DMS) is in the process of being deployed.

A centralized service desk provides a single point of contact for managing incidents and the separate IT departments each support their own systems and also provide second and third-line support for the corporate systems to their respective user communities. A common set of high-level incident management procedures is being followed, although each of the IT departments is still using its own logging and management system.

The chief executive officer (CEO) oversees a chief information officer (CIO) group comprising the CIOs from each of the separate IT departments. The CEO has challenged this group to identify opportunities to reduce costs, share resources, and consolidate operational activities. The CEO is also frustrated by recent problems encountered when deploying the new DMS and significant outages affecting the ERP system. To date, a lack of data gathering standards has made it difficult to investigate and analyse these problems. However, the CIO Group needs to quickly determine why these problems are occurring and to establish ways of minimizing the impact, because both of these systems are critical to the company's overall success.

Discussion is under way to determine how to make best use of existing resources – particularly the technical and application management resources – to deal with these issues. Each of the IT departments is experiencing staffing shortages and most CIOs indicate that their technical and application management functions are currently over-utilized.

Scenario Six

A construction company designs and implements customized projects for clients. The company is heavily dependent on their IT organization which develops specialized in-house solutions for them. Several times in the past, these solutions provided a clear strategic advantage over their competition and for this reason the company has retained a high level of specialized experts. The company is also using a standard enterprise resource planning (ERP) system and a standard desktop software package and has acquired a high level of expertise in supporting these services.

ITIL best practices have been implemented within the company and most of the processes are considered effective and efficient. The service desk owns the problem management process. It is perceived as being very effective because it managed to solve 103 out of 104 identified problems last year, and the mean time for solving a problem was five days. Service level agreements (SLAs) are also in place and are actively used. The quality of service, together with the highly respected SLAs, has built IT a solid reputation within the company.

For these reasons, the CIO is particularly shocked about recent user complaints that the number of incidents is continually increasing and has reached an unacceptable level. You have been asked to look into the situation and to make a proposal for the best way forward.

After analysing the incident reports from the last three years, you find that the number of incidents has doubled to over 300,000 per year. In the same period the number of users has increased by just 12 percent. You also note that there appear to be 2,000 incidents of the same type for the ERP system.

Last year, the service desk was able to solve 81 percent of all incidents immediately while users were on the phone. Over the course of the year there were only 29 major incidents, all of which were solved inside the agreed resolution times. In fact, over 98 percent of all incidents were solved inside of agreed SLA resolution times.

Scenario Seven

The IT department of a large European supermarket chain consists of 250 staff. Generally the department has a good reputation, but as the company has expanded, service levels have dropped.

The IT department started to implement service management six months ago; the service desk (SD) was reviewed and improvements made, new staff employed and a revised incident management process was introduced. While internal users welcomed this change, a number of issues were identified.

The following report provides a representative sample of records from the incident management system. You are the SD manager and must review the report to identify the issues that must be dealt with.

No	Category	Incident description	Resolution
1010	Desktop	Unable to log in to the PC network	Escalated to network team. Resolved by network team.
1030	Request	Forgotten password	Could not verify user details. Escalated to desktop team.
1060	Request	User submitting RFC	Escalated to SD manager.
1110	Server	Windows server reboot	Logged by server team.
1120	Request	Request for new toner cartridge	Escalated to desktop team.
1205	Desktop	PC locked up when logging in	Escalated to server team.
1240	Network	Network slow	Escalated to server team. Network team later confirming its resolution.
1250	Printer	Printing problems	Could not locate details of printer. Escalated to network team.
1315	Request	New PC request	Escalated to SD manager.
1330	e-mail	Slow response sending e-mail	Could not locate user details so user requested to telephone back later if it does not improve.
1350	Server	Network is very slow	Escalated to desktop team. Closed by network team.
1405	Network	PC hung – blue screen error	Escalated to server team. Desktop team closed incident after visit to user.
1425	Desktop	PC log-in problems	Third occurrence today so escalated to SD manager as possible problem.

Scenario Eight

A company is seeking to recruit a service management expert to strengthen their service operation teams, in particular the technical and operations management division. Through the standard selection process each candidate was asked to prepare a statement outlining what they believed to be the main objective and purpose of service operation.

The statements would then be used to select a candidate for second interview.

Candidate #1

Maintain operational stability while introducing new or changed services into supported environments. The purpose of the service operation stage of the service lifecycle is to co-ordinate and carry out the activities and processes required to deliver and manage services at agreed levels from one state to another while managing risk to business users and customers. Service operation is also responsible for the ongoing management of the technology that is used to deliver and support services.

Candidate #2

Maintain stability in service operation, allowing for changes in design, scale, scope and service levels. The purpose of the service operation stage of the service lifecycle is to co-ordinate and carry out the activities and processes required to deliver and manage services at agreed levels to business users and customers. Service operation is also responsible for the ongoing management of the technology that is used to deliver and support services.

Candidate #3

Manage services in supported environments, achieving effectiveness and efficiency to ensure value for the customer, the user and the service provider. The purpose of the service operation stage of the service lifecycle is to achieve service quality, operational efficiency and business continuity, and to ensure that the portfolio of supported services continues to be aligned with business and user needs. Service operation is also responsible for management of the technology used to deliver and support services.

Candidate #4

Maintain stability in the design and development of services and service management practices. The purpose of the service operation stage of the service lifecycle is to co-ordinate the principles and methods for converting strategic objectives into portfolios of services and service assets to be managed. Service operation is also responsible for managing the ongoing expectation of service performance and alignment of capabilities and business strategies.