

ITIL[®] Intermediate Lifecycle Stream

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ITIL® Intermediate Lifecycle Stream:
SERVICE OPERATION 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	<i>C</i>	<i>B</i>	<i>D</i>	<i>A</i>
Two	2	<i>B</i>	<i>D</i>	<i>C</i>	<i>A</i>
Three	3	<i>D</i>	<i>B</i>	<i>A</i>	<i>C</i>
Four	4	<i>C</i>	<i>A</i>	<i>D</i>	<i>B</i>
Five	5	<i>C</i>	<i>B</i>	<i>A</i>	<i>D</i>
Six	6	<i>D</i>	<i>B</i>	<i>C</i>	<i>A</i>
Seven	7	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>
Eight	8	<i>D</i>	<i>C</i>	<i>A</i>	<i>B</i>

Answer and Question Rationale:

QUESTION	One	Scenario	One
Question Rationale	This question focuses on risks to successful service operation. It also requires understanding of the point that risks are often the result of a failure to address challenges and critical success factors. It should be noted that <u>all</u> the issues stated in the answer options are generic risks as described in the ITIL books. The purpose of the question is for candidates to demonstrate that they can identify those that are relevant to the scenario.		
MOST CORRECT (5)	C	Bullet 1 - Correct. The evidence for this is, first, that the scenario refers to escalating incidents and problems to specialists. Second, staff are too busy for cross-training. Bullet 2 - Correct. The evidence is in the reaction of business management to requests for staff not to bypass the service desk. Bullet 3 - Correct. The reference to motivated staff is evidence that this is not a risk. Bullet 4 - Correct. The second paragraph in the scenario refers to good portfolio management and good business cases.	
SECOND BEST (3)	B	Bullet 1 - Correct. The evidence for this is, first, that the scenario refers to escalating incidents and problems to specialists. Second, staff are too busy for cross-training. Bullet 2 - Incorrect. This is often a risk, but not in this case as there is evidence in the scenario of CMS, KEDB and event management tools. Bullet 3 - Incorrect. The evidence is in the reaction of business management to requests for staff not to bypass the service desk. Bullet 4 - Correct. The second paragraph in the scenario refers to good portfolio management and good business cases.	
THIRD BEST (1)	D	Bullet 1 - Incorrect. The reference to motivated staff is evidence that this is not a risk. Bullet 2 - Incorrect. This is a risk for many organizations; however, there is evidence in the scenario that it is not in this case. The second paragraph in the scenario refers to good portfolio management and good business cases. Bullet 3 - Correct. The excellent service strategy and service design processes along with the well-managed service portfolio are evidence of this. Bullet 4 - Incorrect. The reference to busy staff who have little time for cross-training of roles or sharing knowledge is evidence that they will not have time to become involved in other lifecycle activities.	
DISTRACTER (0)	A	Bullet 1 - Incorrect. The reference to motivated staff is evidence that this is not a risk. Bullet 2 - Incorrect. The fact there are SLAs in place, good service design processes and a record of good service achievement is evidence that this is not a risk. Bullet 3 - Incorrect. There is no reference in the scenario to service transition processes and the busy staff have little time to get involved in other lifecycle activities. This is evidence that lack of testing is a risk. Bullet 4 - Incorrect. The reference to busy staff who have little time for cross-training of roles or sharing knowledge is evidence that they will not have time to become involved in other lifecycle activities.	
Syllabus Unit / Module supported	ITIL SL: SO08 Challenges, risks and critical success factors		
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		

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	<p>structure and can distinguish between facts and inferences.</p> <p>Application – Candidates must apply their knowledge of organizational risks and, specifically, of those evident in the scenario.</p>
<i>Subjects covered</i>	<p>Categories covered:</p> <ul style="list-style-type: none"> Challenges, risks and critical success factors
<i>Book Section Refs</i>	<p>SO 9.1 – Challenges, risks and critical success factors – Challenges</p> <p>SO 9.2 – Challenges, risks and critical success factors – Critical success factors</p> <p>SO 9.3 – Challenges, risks and critical success factors – Risks</p>
<i>Difficulty</i>	Easy

QUESTION	Two	Scenario	Two
Question Rationale	This question focuses on an understanding of the activities of the application management, application development and IT operations management functions. Knowledge of these activities is applied to a scenario. Many of the activities in the answer options are performed by applications management; however, not all are relevant in the context of the scenario.		
MOST CORRECT (5)	B	Bullet 1 - Correct. The statement in the scenario regarding “inconsistencies in the application architectures, platforms and development methods” is evidence that application management has not developed and implemented a set of standards for application architecture. Bullet 2 - Correct. One of the activities of application management is to provide third-line support. In the scenario, IT operations management teams are able to deal with the more common issues i.e. general second-line support, but do not have access to specialist support i.e. third-line support. Bullet 3 - Correct. Most of the focus of the teams is on the functionality of the applications. There seems to be little focus on the operational and performance areas. There is no evidence in the scenario that testing for performance is carried out. Further, some of the incidents are related to capacity and performance issues. This would indicate a lack of understanding of the operational infrastructure requirements and a lack of application sizing and modelling.	
SECOND BEST (3)	D	Bullet 1 - Incorrect. This is an untrue statement. The scenario states that “user acceptance testing has improved” since application management has been involved. Bullet 2 - Correct. One of the main roles of the application management function is to be the custodian of the knowledge and expertise related to managing and operating applications. In this role it will be responsible for identifying training needs associated with new technology needed to operate applications. The scenario states that IT operations management does not receive this training; thus application management is failing to identify the need for this training. Bullet 3 - Correct. See answer C bullet 3.	
THIRD BEST (1)	C	Bullet 1 - Correct. See answer B bullet 1. Bullet 2 - Incorrect. The scenario states that application management is collecting and documenting known errors, both through testing and through a policy to obtain support from suppliers. Bullet 3 - Incorrect. The scenario does describe a lack of third-line support. However, it is the responsibility of application management, not application development, to identify and provide the resource for third-line support.	
DISTRACTER (0)	A	Bullet 1 - Incorrect. This is an untrue statement. Application management has put a policy in place to ensure that support is provided by suppliers. It is common practice that this support will include access to known errors. Bullet 2 - Incorrect. First, there is no evidence in the scenario that lack of user training is an issue. Second, it is the responsibility of application management to identify this need, not IT operations management. Bullet 3 - Incorrect. This is an untrue statement. The scenario states that all three functions (application management, application development and IT operations management) are involved in deployment.	
Syllabus Unit / Module supported	ITIL SL: SO05 Organizing for service operation		
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.		

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	Application – The candidate must apply their knowledge of the application management and IT operations management functions and analyse how they are applied to the needs of the organization as described in the scenario.
Subjects covered	<ul style="list-style-type: none"> • Application management function • IT operations management function
Book Section Refs	SO 6.6 – Organizing for service operation – Application management function - in general, but especially; SO 6.6.1 – Organizing for service operation – Application management function - Application management roles SO 6.6.3 – Organizing for service operation – Application management function - Application management principles SO 6.6.5 – Organizing for service operation – Application management function - Application management generic activities SO 6.6.1 – Organizing for service operation – IT operations management function - in general
Difficulty	Moderate

QUESTION	Three	Scenario	Three
Question Rationale	This question focuses on data retention in relation to event management. The question focuses on types of event, filtering events, and designing for event management.		
MOST CORRECT (5)	D	Bullet 1 - Consulting all the stakeholders will provide the most accurate picture of data retention needs. There is insufficient evidence in the scenario to know if all requirements have been gathered; thus a consultation must take place. The business must be involved in this consultation, especially as the legal department has an important requirement. Bullet 2 - By treating each event type separately and establishing a policy that matches the exact needs of each event type, no more and no less data than necessary will be retained. Bullet 3 - The policy must be documented and adhered to.	
SECOND BEST (3)	B	This answer incorrectly bases a policy on the needs of the IT teams mentioned and the legal team only. Bullet 1 - There is no evidence in the scenario that the legal requirement is the <i>most</i> important. Bullet 2 - It is correct to consult these teams. However, to base a policy on just the needs of these teams and the legal department is incorrect. Further, it is unlikely that a single policy of one year six months will address all needs and allow for efficient storage of the necessary data. Bullet 3 - It is correct to document the decision as a policy.	
THIRD BEST (1)	A	Bullet 1 - This is a reasonable approach. Bullet 2 - This is also a reasonable approach. Bullet 3 - To keep <u>all</u> data for more than six years on the basis of the legal requirement to retain some of the data for this period would be excessive. The only redeeming feature is that the probably small amount of data that may have been needed will definitely be available.	
DISTRACTER (0)	C	Bullet 1 and bullet 2 - It is clear from the scenario that data will be needed, at least for an initial period, long enough for trends to be established or problems requiring investigation to come to light. One week is likely to be totally insufficient for this. Bullet 3 - Informing the legal department of your actions is not the same as consulting them and addressing their needs.	
Syllabus Unit / Module supported	ITIL SL: SO03 Service operation processes		
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 event management process knowledge and how it relates to use and retention. The candidate must then analyse the options and distinguish how they must be prioritized based on the requirements outlined in the scenario.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Event management		
Book Section Refs	SO 4.1 – Service operation processes – Event management SO 4.1.4 – Service operation processes – Event management – Policies, principles and basic concepts SO 4.1.6 – Service operation processes – Event management – Triggers, inputs, outputs and interfaces		
Difficulty	Moderate		

QUESTION	Four	Scenario	Four
Question Rationale	This question focuses on the value of self-help capabilities in helping relieve service desk throughput, and also brings in the potential value for an organization of separating the request fulfilment process from the incident management process.		
MOST CORRECT (5)	C	This proposal would offer the best potential solution, as it would address all of the potential difficulties currently being encountered. Handling service requests separately would create more focus so that they would not impact on higher-priority incidents. Furthermore, if implemented alongside a self-help capability, it is likely to make support available at all times (either through self-help or by allowing the service desk to open longer at no more cost – or both).	
SECOND BEST (3)	A	This answer represents a good approach to the issues. However, it is incorrect to state that access for staff/contractors is not a type of service request. It is true however that in some cases a separate access management process can be established but there is no evidence in the scenario that it is required.	
THIRD BEST (1)	D	New user set-ups and workstation moves <u>are</u> changes but are typically standard changes that can be handled as service requests. This solution does not address the primary issue of service requests dominating the incident management system. The secondary issue of providing self-help to allow some level of support outside standard office hours does have some merit.	
DISTRACTER (0)	B	There is no statistical evidence yet of any adverse impact but the trends are worrying and anecdotal evidence does exist. This answer ignores all of the issues: higher call rates, higher percentage of service requests, anecdotal evidence of adverse impact and users seeking extended hours. This answer also fails to address the business' request for 24-hours-a-day support.	
Syllabus Unit / Module supported	ITIL SL: SO03 Service operation processes ITIL SL: SO06 Technology 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. 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 request fulfilment and also be able to prioritize the organizational objective from the scenario to select the best application of ITIL guidance in this question.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">Request fulfilmentTechnology - request fulfilment		
Book Section Refs	SO 4.3 – Service operation processes – Request fulfilment SO 7.1.1 – Technology considerations – Self-help SO 7.4 – Technology considerations – Request fulfilment		
Difficulty	Moderate		

QUESTION	Five	Scenario	Five
Question Rationale	This question focuses on the relationship between the incident management and problem management processes.		
MOST CORRECT (5)	C	<p>This answer focuses on restoring service to the users as quickly as possible. Problem records should not automatically be created for each incident, but only when potential impact upon the business requires it.</p> <p>Bullet 1 - Correct. Incident priorities will be agreed through service level management and documented in service level agreements (SLA). This will ensure that incidents associated with critical services such as the holiday booking service will be prioritized in accordance with business needs and dealt with in agreed timescales.</p> <p>Bullet 2 - Correct. ITIL guidance states that in all cases, incident management will seek a resolution before a problem record is raised. This may involve escalation to second-line support first, who may be aware of a workaround that can be applied.</p> <p>Bullet 3 - Correct. There are many criteria for raising problem records. These include when a resolution cannot be identified, and when it is considered necessary to identify the root cause.</p>	
SECOND BEST (3)	B	<p>Bullet 1 - Correct. See answer C bullet 1.</p> <p>Bullet 2 - Incorrect. This answer implies that incidents related to the holiday booking service should be handled differently and escalated immediately before the service desk seeks a resolution. However, the agreed priorities in the SLA should ensure that all incidents are prioritized to suit the agreed business needs, so this step is unnecessary. Furthermore, there may be many actions that the service desk could take to resolve the incident without escalation to second-line support.</p> <p>Bullet 3 - Correct. See answer C bullet 3.</p>	
THIRD BEST (1)	A	<p>Bullet 1 - Partially correct. Incident priority should be based on impact and urgency but the answer does not mention that it should be agreed in advance through the service level management process.</p> <p>Bullet 2 - Incorrect. This answer incorrectly states that a problem record should be raised immediately for recurring desktop incidents. The incident should be investigated by second-line support first who may be aware of a workaround that can be applied. It should not automatically be assumed that this is a new problem.</p> <p>Bullet 3 - Correct. It is true that if a problem has been raised and resolved a known error will be created.</p>	
DISTRACTER (0)	D	<p>Overall, this answer does not represent much of an improvement over the existing situation.</p> <p>Bullet 1 - Incorrect. Priority should not be based on urgency alone.</p> <p>Bullet 2 - Incorrect. This answer confuses the incident and problem processes. Just because an incident is escalated to second-line support does not mean it is a problem.</p> <p>Bullet 3 - Correct. See answer A bullet 3.</p>	
Syllabus Unit / Module supported	ITIL SL: SO03 Service operation processes		
Blooms Taxonomy Testing Level	<p>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.</p> <p>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.</p> <p>Application – The candidate must demonstrate a thorough knowledge of both the incident and problem management processes and analyse how the correct process flow should be documented according to the organization’s needs identified in the scenario.</p>		

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<i>Subjects covered</i>	Categories Covered: <ul style="list-style-type: none"> • Incident management • Problem management
<i>Book Section Refs</i>	SO 4.2 – Service operation processes – Incident management, in general but especially; Figure 4.3 Incident management process flow SO 4.2.4.2 – Service operation processes – Incident management – Policies, principles and basic concepts - Principles and basic concepts SO 4.2.6 – Service operation processes – Incident management – Triggers, inputs, outputs and interfaces SO 4.4.4.2 – Service operation processes – Problem management – Policies, principles and basic concepts - Principles and basic concepts
<i>Difficulty</i>	Moderate

QUESTION	Six	Scenario	Six
Question Rationale	<p>This question tests the candidates' understanding of technical management activities and how technical management interfaces with other stages of the lifecycle. This question also tests understanding of the various documents produced by technical management.</p> <p>The question requires an understanding of the dual role of technical management:</p> <ul style="list-style-type: none"> • The custodian of technical knowledge and expertise related to managing the IT infrastructure • Providing the actual resources to support the service lifecycle <p>In addition, the answer options refer to the following areas of technical management</p> <ul style="list-style-type: none"> • The generic technical management activities • Measuring technical management performance • Technical management documentation 		
MOST CORRECT (5)	D	<p>This answer implies the greatest understanding of the dual roles of technical management. It also reflects the simple checks that can be used to gauge an organization's ITSM maturity.</p> <p>Bullet 1 – Refers to the first role, that of acting as the custodian of technical knowledge. A mature organization will be conducting skills inventories, training (including training for users, the service desk and other groups) and keeping records. These are generic activities of technical management.</p> <p>Bullet 2 – Technical management is involved in all service operation processes and so should be producing process metrics. The function is also responsible for “reporting on technical and service capabilities, e.g. capacity and performance management, availability management, problem management, etc.”</p> <p>Bullet 3 – Focuses on the second role (providing resources to all stages of the service lifecycle). This answer reflects the need for technical management to be involved in proactive service design activities (e.g. there should be evidence in the availability and capacity plans that technical management is involved in activities such as modelling and workload forecasting).</p> <p>Bullet 4 – This answer reflects the need for technical management to be involved in service transition activities such as change and release management.</p> <p>Bullet 5 – Accurately reflects documents that technical management is involved in drafting.</p>	
SECOND BEST (3)	B	<p>This answer is good but does not include some of the characteristics of maturity. Most of the information given is appropriate, but it is not as complete as answer D. It does not demonstrate a full understanding of the technical management function.</p> <p>Bullet 1 – Correctly identifies some of the documentation required to check that the organization is the custodian of technical knowledge, but is not as complete as answer D bullet 1. It fails to mention keeping training records and also fails to mention that technical management designs and delivers training to users, the service desk and other groups.</p> <p>Bullet 2 – Appropriately evaluates whether technology is being properly maintained.</p> <p>Bullet 3 – Fails to mention participation by technical management in the availability and capacity management process vs. just project planning (which is also important).</p> <p>Bullet 4 – Same as answer D bullet 5.</p> <p>Bullet 5 – Fails to recognize technical management's role in service operation processes other than problem management.</p>	
THIRD BEST (1)	C	<p>This answer would yield some insight into the organization's maturity but focuses too much on reactive activities. The answer does not demonstrate the second role of being involved in all stages of the lifecycle. There is no mention of technical management's role in the service transition processes at all.</p> <p>Bullet 1 - Conducting a skills inventory rather than asking the company for</p>	

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		<p>it, takes away from the consultant's ability to gauge the company's maturity. A good technical management function should already be producing this documentation.</p> <p>Bullet 2 – Fails to mention participation by technical management in the availability and capacity management process vs. just project planning (which is also important).</p> <p>Bullet 3 – Focuses on service operation activities only.</p> <p>Bullet 4 – Same as answer D bullet 5.</p> <p>Bullet 5 – Focuses on service operation activities only.</p>
<i>DISTRACTER (0)</i>	<i>A</i>	<p>This answer is wrong. It reflects a reactive, technology-centric view and fails to mention technical management's role in the service design and service transition processes. It also fails to mention technical management's role in service operation processes other than incident management.</p> <p>Bullet 1 - Conducting a skills inventory rather than asking for those documents from the company takes away from the consultant's ability to gauge the company's maturity. A good technical management function should already be producing this documentation.</p> <p>Bullet 2 – This answer looks only at training plans for technical management and fails to mention keeping records.</p> <p>Bullet 3 – This answer fails to mention many of the documents technical management is responsible for producing.</p> <p>Bullets 4 and 5 – Focus only on incident management.</p>
<i>Syllabus Unit / Module supported</i>	ITIL SL: SO05 Organizing for service operation	
<i>Blooms Taxonomy Testing Level</i>	<p>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.</p> <p>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.</p> <p>Application – The candidate must apply their knowledge of the technical management function and analyse how the dual role can be applied to the organization's objective as outlined in the scenario.</p>	
<i>Subjects covered</i>	<p>Categories Covered:</p> <ul style="list-style-type: none"> • Technical management 	
<i>Book Section Refs</i>	<p>SO 6.4.3 – Organizing for service operation – Technical management – Generic technical management activities</p> <p>SO 6.4.6 – Organizing for service operation – Technical management – Measuring technology management performance</p> <p>SO 6.4.7 – Organizing for service operation – Technical management – Technical management documentation</p>	
<i>Difficulty</i>	Hard	

QUESTION	Seven	Scenario	Seven
Question Rationale	This question focuses on the generic requirements for technology to support service operation as it relates to the issues described in the scenario. The scenario describes a number of needs that must be fulfilled by the solution: <ul style="list-style-type: none">• Eliminate the inconsistency and duplication of existing tools• Address the software compliance vulnerability• Avoid full physical audits• Take into account the geographically dispersed nature of the company• Utilize data from existing tools• Support service management processes and improve communication		
MOST CORRECT (5)	A	This answer addresses all the issues described in the scenario. Bullet 1 - A CMS is vital to improve the consistency and accuracy of data stored. Relationship mapping is also crucial to meet the need of the organization to leverage benefits across the lifecycle. Bullet 2 - Automated discovery will be of great benefit to the organization and will help to address issues associated with their geographic spread. Additionally, this functionality directly addresses the need for better control of software licences. Bullet 3 - A workflow (process) engine directly addresses the need to support the existing service management processes and improve communication. Bullet 4 - Integration with existing tools will improve the return on investment of new tools by allowing existing data and tools to be used.	
SECOND BEST (3)	B	All the features described in this answer can be provided by an integrated service management toolset. However, some of the points fail to address important aspects that are relevant to the scenario, and other issues from the scenario are ignored. Bullet 1 - See answer A bullet 1. Bullet 2 - See answer A bullet 2. Bullet 3 - Self-help is a common feature of an integrated toolset and can provide huge benefits. However, it fails to address any of the issues described in the scenario. Bullet 4 - The ability to generate reports is a common feature of an integrated toolset and can provide huge benefits. However, it fails to address any of the issues described in the scenario.	
THIRD BEST (1)	C	This answer misses the point about the need for automated discovery/auditing and the requirement to identify variances between licenses deployed and license details held. Bullet 1 - Implies that only financial information is stored in the CMS. This is incorrect. Bullet 2 - Describes only manual data input. The situation in the scenario clearly requires the use of automated discovery and audit tools. Bullet 3 - See answer A bullet 3. Bullet 4 - Does address the needs for integration with existing tools, but only mentions export not import of data.	
DISTRACTER (0)	D	This answer ignores most of the issues described in the scenario. Bullet 1 - Describes a CMDB not a CMS. Bullet 2 - Consistency with existing ways of working is not necessarily a benefit if those ways of working are incorrect. Training should always be provided for new tools. Bullet 3 - Correctly describes the need to integrate with existing tools. Bullet 4 - Remote control is a valuable functionality but does not address any of the issues described in the scenario.	
Syllabus Unit / Module supported	ITIL SL: SO06 Technology 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.		

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	<p>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.</p> <p>Application – The candidate must apply their knowledge of generic ITSM technology requirements and distinguish which of those requirements must be present for the toolset to support the organization's needs as they have been described in the scenario.</p>
Subjects covered	<p>Categories Covered:</p> <ul style="list-style-type: none"> • Technology considerations
Book Section Refs	<p>SO 7 – Technology considerations SO 7.1 – Technology considerations – Generic requirements</p>
Difficulty	Moderate

QUESTION	Eight	Scenario	Eight
Question Rationale	This question focuses on the role of one of the common service operation activities – monitoring and control. The question explores the scope and nature of monitoring and control as well as the relationship between the various functions and the operational aspects of managing services. Key to this question is the concept that, although monitoring and control activities are generally performed by operational teams, they are not purely related to individual systems or departments.		
MOST CORRECT (5)	D	This answer is the most correct in that it most closely identifies the scope of monitoring and control, as well as the fact that all groups need to be involved in defining monitoring and control measures. It also articulates the role of the technical, application and operations management functions in defining and executing monitoring and control.	
SECOND BEST (3)	C	This is a feasible solution, but not optimal. It concentrates too much on the needs of the capacity and availability management processes without integrating these needs with the needs of the other departments. Furthermore, it does not consider the need to ensure that the capacity and availability management processes take into account all levels of monitoring from component to customer experience.	
THIRD BEST (1)	A	This approach recognizes that all teams should be working together, and that monitoring and control activities are broader than just managing items under an individual department’s control. However, it is highly doubtful that moving more highly skilled individuals from a technical or application department into a purely monitoring and control role on the operations bridge will be successful. Most people of this skill level will be de-motivated, and this approach still does not resolve how the technical departments will get involved in the earlier stages of the lifecycle.	
DISTRACTER (0)	B	There are two major problems with this answer. First, all processes have an operational phase. In the case of availability and capacity management, a large proportion of monitoring and control will tend to be operational by nature. Excluding these groups will result in duplication of monitoring and further antagonism between the groups. Second, it is very doubtful whether the A&P manager will be able to access the systems needed to produce these reports when the political situation remains as it is.	
Syllabus Unit / Module supported	ITIL SL: SO04 Common service operation activities ITIL SL: SO05 Organizing service operation		
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 monitoring and control activity and distinguish from among all of the relevant activities, which one of the set of options will address as many of the organization’s objectives as described in the scenario.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Monitoring and control• Technical, application and operations management functions• Service operation roles		
Book Section Refs	SO 5.1 – Common service operation activities – Monitoring and control SO 6.4, SO 6.5, SO 6.6 – Organizing for service operation – Functions (technical, IT operations and application management functions) SO 6.7 – Organizing for service operation – Roles		
Difficulty	Hard		