

ITIL[®] Intermediate Lifecycle Stream

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ITIL® Intermediate Lifecycle Stream:

SERVICE STRATEGY CERTIFICATE

Sample Paper 1, Version 6.1

Gradient Style, Complex Multiple Choice

QUESTION BOOKLET

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.*

Question One

Refer to Scenario One

What is the BEST action for the IT training provider to take in this situation?

- A. The wireless network should be seen as a customer asset, which is used to provide connectivity service to two market spaces – the administrative team and the students. Denying service to the students will improve service to the administrative team, but will have an impact on the level of customer satisfaction with the training courses, possibly resulting in lost revenue. In this situation, the minimum level of service should be defined according to the external customer. The wireless network capacity should be upgraded immediately to allow for use by both students and administrative staff. This will create time to plan for a more satisfactory solution in the next financial year.
- B. The wireless network is a service asset, which allows the administrative team to access internal services, and which should not have been made available to the students. This service is not required to deliver training, and is outside of the core business of the training company. Making corporate IT services available to students dilutes the strength of the company's offering and represents a significant security risk. Notices should be published within the classrooms to explain why internet access is not available, in order to reduce the pressure on the training reception staff and set student expectations appropriately.
- C. Internet access is clearly an important service for the students. If planned and implemented appropriately, it could increase customer satisfaction and retention. The decision to terminate the service was misguided, and internet access should be restored as soon as possible. However, to manage demand and increase security, an 'Internet café' approach should be adopted whereby students can use a small number of dedicated desktop PCs located in the public areas of the training rooms. This should restore student satisfaction levels at an acceptable and quantifiable cost, while allowing the company to focus on its core competency - training.
- D. Allowing students wireless access will increase the performance potential of this customer asset and add service value to the students. However, in this case, there are two distinct types of customer and service, each with different requirements. An assessment should be conducted to quantify and cost the additional capacity, security and availability resources necessary to allow student access to the wireless network; and proposals should be made to implement enhancements. Wireless access should be re-launched as a formalized service. Training marketing material should be revised to publicize the availability of internet access so as to set student expectations.

Question Two

Refer to Scenario Two

As an ITSM Consultant, you have been asked by the CIO to advise what the next step should be regarding improvement of IT service management.

Which of the following approaches is the BEST one in this situation?

- A. Move forward with design, documentation and implementation of new processes as planned. Service portfolio management should be considered first, as it is the basis for service catalogue management and service level management. As measurements are an important element in service level management, the measurements for the existing processes and services should not be established before service level management has been implemented.
- B. Measurements are the basis of both service improvement and process improvement. To ensure the operational processes are effective in serving the needs of the business and the IT Unit, effective measurements should be established. To ensure that the IT staff understands the measurements and takes them seriously, the measurements should be operationally-oriented. Therefore, the IT unit should start by setting up monitoring and measurement of components relevant to event management, incident management, request fulfilment and access management, i.e. the processes which are directly related to customer satisfaction.
- C. All measurements, including operational ones, should be useful and relevant to the context in which value is created. The IT unit should have thorough discussions with the business unit leaders on how services affect business performance and outcomes. Measurements can then be defined which provide IT decision support across the service lifecycle, with strong underpinnings related to the concerns and needs of customers and users. Finally, it is important to relate IT assets to services and the business processes in order to ensure end-to-end visibility and control for IT managers.
- D. End-to-end measurements should be established to ensure that services and processes are measured in their full extent and not as discrete components or activities. Even though they are more demanding to aggregate, the IT unit should strive to achieve end-to-end measurements. These would provide a top-level picture of the services and processes, and would prevent the situation where some areas are measured and others are poorly measured or not measured at all. They would also prevent inconsistency in methods, presentation and calculation of the measurements.

Question Three

Refer to Scenario Three

The IT director wants advice on sourcing the services currently provided by the IT group. He wants to know whether the IT group should continue providing these services in the future, or whether it should focus on its unique services by supporting and maintaining the business application and outsourcing the generic services.

What would be the BEST next stage so that an informed decision may be made?

- A. The strategic review should continue in order to better understand and quantify the value and cost of IT service provision to the business created by the IT services in the service catalogue. The viability of continuing to provide these services internally can then be evaluated together with the potential to improve the management of the services. Once the costs and value are better understood, a clear sourcing strategy can be formulated and published.
- B. The strategic review should continue in order to better understand the costs of providing each of the IT services in the service catalogue. If the cost of providing desktop PC support and server hosting services internally is greater than the price proposed by the external provider, then these services should be outsourced. The IT group will then be able to focus on providing those services in which they have the most expertise.
- C. The strategic review should continue in order to fully identify and understand the actual costs of providing the services in the service portfolio. Once this greater understanding of the business value has been achieved, the focus should be to consider outsourcing those services that are most costly to provide.
- D. The service catalogue should be enhanced to become a service portfolio in order to provide a better understanding of the existing services' positions within the full service lifecycle. The costs of providing services can then be fully identified and understood. The strategy should then focus on ways of reducing costs in order to make the services more attractive to the business.

Question Four

Refer to Scenario Four

You have agreed with the CIO that establishing financial management for IT services internally must be focused first on deriving a process that will accurately account for the cost of services. After this is successfully accomplished, the next step will be to examine which cost models for customers will fit the company's needs.

Which one of the following options MOST accurately describes the correct approach for the initial task of accurately accounting for the cost of services for this particular organization?

- A. The biggest issue is the disparate practices and, in order to unify these, this company must first implement service portfolio management in order to rationalize its service assets, connect these to customer-facing services, and account for the capital and non-capital costs associated with providing services. This can then be used as the template for establishing the chart of accounts, budget line items, and costing accounts which then will provide the sought after financial picture.
- B. This organization is at a high risk of losing its customers due to the perception of low quality service provision. The first action therefore must be to implement service level management. This will stabilize the service quality and retain the customer base. This can then be followed by a proper financial management implementation including setting up the chart of accounts, analysing data to determine the costs associated with each account, confirming budgets, and procuring a software tool to track expenditures and do the invoicing.
- C. The current situation is complicated by numerous financial practices. As a first step, a review of what those practices are should be undertaken to determine if the organization should adopt or adapt some of them into the overall organization. The next step would be to examine the major inputs to financial information for IT and determine what is available to use. A budget, chart of accounts, and funding model can then be created and populated with the accurate information.
- D. Each former organization prior to its merger with this organization had some form of financial management in place. The correct approach should be to first review the sources of financial information within each area, agree a new combined chart of accounts, and plan for migrating financial information into the new chart of accounts. At the same time an agreed new set of processes should be created using ITIL and the best of their former processes. A review of all service assets must also be undertaken to ensure the costs for these are included and accounted for, thereby establishing an accurate cost of services.

Question Five

Refer to Scenario Five

You are a consultant engaged by the CIO to provide advice on this strategy. Which of the following options is the BEST advice?

- A. The IT services that support contracts with car manufacturers are a good candidate for consolidation and centralization and would be likely to provide significant cost savings through sharing resources and infrastructure. Since the business services that they support are low-value and high-volume, it would make good business sense to consolidate them and to provide them centrally.
- B. The IT services that support the ad-hoc customer requirement provide important business differentiation, and so it is important that these services are well-served locally. These IT services should not be consolidated or centralized. Instead, the services that are similar across multiple different situations should be considered for centralization. This will ensure that ad-hoc services can easily be geared to each customer as required.
- C. It is possible that there are aspects of all the IT services supporting all end-customer types that would be capable of consolidation, and it would be appropriate to investigate further a service model for each of the IT service types which at least match existing levels of utility and warranty at a lower cost.
- D. At this stage it is difficult to determine where consolidation would be most effective. It is likely that some consolidation would be cost-effective through sharing resources and infrastructure. However, it would be more appropriate first to consider dependencies between services, then to determine how the IT services are deployed and used locally, and finally to evaluate both relevant user costs and IT costs. It will then be possible to determine whether consolidation of any aspects of service would be cost-effective.

Question Six

Refer to Scenario Six

Which of the following proposed ways forward is the BEST one to address the governance issues for this particular company?

- A. Address the cultural staff issues that are causing the decline in the levels of service, then move on to creating a new comprehensive IT governance framework which everyone will respect. The corporate senior managers should issue a directive requiring adherence to policy and instruct the IT directors to create a policy for a cultural awareness directive within the existing IT department. This should be linked to the new IT governance draft so that this is the first deliverable. This will stabilize service levels and return customer satisfaction to prior levels. After service levels are stabilized, the CIO and IT department management can move on with the broader IT governance framework development that supplements the corporate governance framework.
- B. Since the company has corporate governance in place, the best place to begin is to review this and decide how IT strategy and policies can support overall corporate objectives. An IT governance committee should be established to review corporate governance policies and then recommend changes to help incorporate IT needs. Then a set of guiding IT policies should be developed which address the IT department's structure, culture, and management objectives. The policies should define performance targets that tie manager bonuses to customer and staff satisfaction.
- C. The CIO's short-term objectives are to restore customer confidence and stabilize service levels. This requires a priority focus on optimizing staff levels to fit with the growing size of the organization. Due to the impact of growing customer dissatisfaction, this should be addressed prior to any IT governance initiatives being undertaken. The reputation and future of the IT department relies on how well the CIO can demonstrate IT responsiveness to immediate concerns and help instill confidence and support for establishing IT governance later on.
- D. There is no need to establish separate IT governance. The CIO should be part of the company's overall corporate governance team and provide input about how IT will support corporate objectives. Having the strength of a corporate level focus on IT governance will help initiate the policies for cultural awareness and adoption. Since growth is a strategic direction of the company, a review of the company's governance should be conducted to ensure that the CIO has input and decision-making authority regarding IT strategies, policies, plans, resources and needs in order to meet company objectives for growth and sustained service quality, and that the CIO has the resources to accomplish this.

Question Seven

Refer to Scenario Seven

Which one of the following options shows the CORRECT primary process ownership for each of the activities?

A.

Activity	Primary process being executed
• Developing high-level customer requirements for a proposed new service	Business relationship management
• Building a business case for a proposed new service	Business relationship management
• Confirming customer's detailed functionality requirements for a new service	Design coordination
• Confirming a customer's requirement for service availability for a new service	Service level management
• Establishing patterns of business activity	Demand management
• Evaluating business case	Service portfolio management
• Report service performance against service level targets	Service level management

B.

Activity	Primary process being executed
• Developing high-level customer requirements for a proposed new service	Design coordination
• Building a business case for a proposed new service	Business relationship management
• Confirming customer's detailed functionality requirements for a new service	Business relationship management
• Confirming a customer's requirement for service availability for a new service	Service level management
• Establishing patterns of business activity	Demand management
• Evaluating business case	Service portfolio management
• Report service performance against service level targets	Service level management

C.

Activity	Primary process being executed
• Developing high-level customer requirements for a proposed new service	Design coordination
• Building a business case for a proposed new service	Service level management
• Confirming customer's detailed functionality requirements for a new service	Design coordination
• Confirming a customer's requirement for service availability for a new service	Service level management
• Establishing patterns of business activity	Demand management
• Evaluating business case	Business relationship management
• Report service performance against service level targets	Service level management

Question continues overleaf

D.

Activity	Primary process being executed
• Developing high-level customer requirements for a proposed new service	Design coordination
• Building a business case for a proposed new service	Service portfolio management
• Confirming customer's detailed functionality requirements for a new service	Design coordination
• Confirming a customer's requirement for service availability for a new service	Demand management
• Establishing patterns of business activity	Business relationship management
• Evaluating business case	Service portfolio management
• Report service performance against service level targets	Business relationship management

Question Eight

Refer to Scenario Eight

Which of the following options BEST defines the market spaces and the CORRECT steps to take in this situation?

- A. Market spaces define opportunities for services to deliver value.
 - 1. Define the outcomes that each business division needs to achieve
 - 2. Identify the customer assets used to achieve these outcomes
 - 3. Identify technology department service archetypes
 - 4. Map customer assets and service archetypes to create market spaces. These show how each service enables outcomes for each division
 - 5. Update the service catalogue and differentiate between services which are used similarly by all divisions and those which are used differently
- B. Each business division represents a distinct market space.
 - 1. Define the activities, outcomes and customer assets of each market space
 - 2. Identify the service archetypes in the technology department
 - 3. Link each service archetype to each market space
 - 4. Determine how each market space uses each service archetype
 - 5. Service archetypes which are used similarly by different market spaces should be catalogued as core service packages. Service archetypes dedicated to a single market space should be listed as a service level package
- C. Market spaces represent points of opportunity between a service provider and its customers.
 - 1. Since services are already well-defined, first document service archetypes
 - 2. Identify the customer assets
 - 3. Map service archetypes and customer assets to create a baseline for how value can be delivered
 - 4. Document business outcomes for each division and validate that the market spaces can support these
 - 5. Catalogue the services for each market space so the technology department clearly understands what is delivered to each division
- D. Market spaces are defined by mapping service archetypes to customer assets.
 - 1. The best starting point is to identify the service archetypes and customer assets
 - 2. Determine the desired business outcomes for each division
 - 3. Map the service archetypes, customer assets and business outcomes. This identifies the market spaces
 - 4. Document these in the service portfolio. This becomes the basis for defining services, ensuring that the technology department is able to deliver exactly what each division requires