

# ITIL<sup>®</sup> Intermediate Lifecycle Stream

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## ITIL® Intermediate Lifecycle Stream:

### SERVICE TRANSITION CERTIFICATE

#### *Sample Paper 1, version 6.1*

Gradient Style, Complex Multiple Choice

#### ***SCENARIO BOOKLET***

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This booklet contains the scenarios upon which the 8 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 8 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***

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A banking company has decided to use ITIL guidance as the basis for its IT service management framework. One of the first processes the bank wants to work on is change management. The bank currently has multiple change management processes in place and each is entirely based on the technical group performing the change, e.g., the server group, the application group, etc. Within the different groups the change activities are not being followed consistently. Change approvals are more ad hoc, and are based on the size of the change, rather than being assessed on the risk associated with the change.

The bank recognizes that implementing consistent change management requires them to develop and implement a single process that will be followed across all of IT and that one of the keys to success will be consistent change assessment and authorization.

During the awareness campaign there has been significant resistance from various stakeholders. The major concern is that putting in place a more formal change management process will increase the level of bureaucracy and decrease the IT organization's capability to respond quickly to new or changing business requirements. The stakeholders fear this will result in IT service provision that falls further behind current requirements, or that staff will try to bypass the new process.

One of the goals for the organization is to reduce the number of major incidents that are change-related. Currently about 70% of all major incidents are caused by failed changes. The chief information officer (CIO) at the bank feels that the only way to reduce the number of failed changes is to implement a single process that is documented with complete process workflows, procedures and roles and responsibilities.

## ***Scenario Two***

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A small, centralized IT organization provides services to four very different lines of business.

Recently, several projects were implemented to change major systems across each business area. Several key stakeholders complained that these enhancements did not result in the expected improvements. In fact, some changes on systems had unintended impacts on other business areas.

Based on this feedback, IT implemented a formal change evaluation process to assist the other service transition processes already in place and ensure the issues recently experienced by stakeholders would be avoided in any future changes.

The new change evaluation process provides an evaluation plan for the change manager. The plan identifies how to evaluate any change in order to understand its intended effects and identify potential unintended effects.

The change manager does not see how this will help and complains that this alone will not be enough. The change manager suggests that the change evaluation process needs to go further by seeking to better understand the effects of a change on the business and by providing more helpful outputs to improve service transition capabilities. The current process manager for service validation and testing is not sure what should be done.

## ***Scenario Three***

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The chief executive officer (CEO) of an insurance company has called a meeting with the newly hired chief information officer (CIO) to discuss complaints regarding inadequate IT service quality. Business management is pressing the CEO to consider outsourcing all, or parts, of IT to address their concerns.

The CIO has performed an assessment and believes that IT can deliver better service quality if a more structured service management approach is adopted. The CIO has implemented ITIL in previous IT organizations and believes this is the right approach.

In meetings with senior IT managers it is revealed that ITIL was tried previously and failed. At the time, IT staff didn't think that any changes were necessary and so they refused to accept and use ITIL practices.

Faced with possible outsourcing, some IT staff are willing to try ITIL again but others are still resistant.

The CIO knows that a successful ITIL programme must focus on managing organizational change in addition to implementing new practices. The CIO decided to hire an organizational change expert to address the potential staff resistance and assist in the smooth adoption and use of ITIL.

## ***Scenario Four***

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The recently hired chief information officer (CIO) of a large company is planning quality improvements. The CIO is aware that the business has criticized IT for providing poor-quality services and that it has diminishing faith in IT's ability to support future business strategies. The CIO wants to ensure that IT service management efforts and funding benefit the business. The CIO has met with the chief executive officer (CEO) to better understand the top-priority issues that the business is critical of.

Business concerns are that:

- IT has rolled out applications and upgrades which have unexpectedly impacted services that the business field agents use to record sales, resulting in a loss of revenue
- Some of the service and service level requirements the business passes to IT for changes seem to be lost, forgotten or ignored by IT
- IT seems to implement some projects on their own and the business cannot determine their value

Based on the CEO's feedback, the CIO believes that the way IT brings new services and improvements to the business is not well managed and that implementing some service transition processes will address the issues and will demonstrate IT's value.

## ***Scenario Five***

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A global company has been using the ITIL guidance for two years. Their focus has been on incident and problem management and the service desk.

The organization would like to move to a service lifecycle approach, starting with service transition. A key to success is ensuring that service transition can support the organization's aggressive move to cloud-based services. Service transition must also focus on delivering what the business requires as a priority, within financial and other resource constraints.

You are the newly designated service transition manager. Having once worked in one of the company's largest business units, you understand the competitive nature of the industry in which the company operates and the need to rapidly deploy new and innovative services. You also know that IT has not always responded as quickly as needed, prompting some business units to bypass IT and deploy externally hosted cloud-based services in support of some internal business processes. These business units are now struggling to support and manage changes to these services and are working with IT to:

- (1) Bring some of the services back in-house.
- (2) Integrate the services with other production services.
- (3) Eliminate obsolete services that have failed to deliver value but are still being used.

To establish an ongoing commitment to service transition, both business and IT management must be convinced that service transition can address the challenges facing the organization and deliver measurable benefits.

## ***Scenario Six***

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An organization has a mature service desk and request fulfilment, incident, problem and change management in place. The current focus of change management is on service assets that are business critical or subject to regulatory control. The organization now wants to implement service asset and configuration management (SACM), but there is disagreement among key stakeholders about how to structure and maintain their configuration item (CI) information and the configuration management system (CMS).

The technical managers want the CMS to capture information about hardware components plus all of the 50 attributes they currently maintain in a spreadsheet.

The application managers want the CMS to contain very detailed application information. They want their own CMS so they can limit access.

The service desk wants to see CI information related to incidents and problems but not all the technical details. They need CIs linked to services to effectively determine priorities.

Change management wants to see the CI relationships to conduct impact analysis. The change manager believes that a single configuration management database (CMDB) should hold information on services, systems and components.

Working as a consultant within the change management and SACM teams, you have been asked to give guidance on how best to determine a realistic initial scope for SACM and meet key stakeholders' needs.



## ***Scenario Seven***

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The IT department of a very small company has implemented process improvements across all of IT. While initial efforts were focused on incident and change management, there is now interest in maturing the capabilities around service asset and configuration management (SACM). The goal is to define and implement this process over the next nine months, and then begin work on the release and deployment management process.

There are several roles already established for change management, including a process owner and a process manager as well as a change advisory board (CAB) structure. Given the small size of the company and the low complexity of the systems, the change manager is able to handle all of the performance and risk evaluations. The incident management process manager also maintains the integrated service management tool suite for all process areas, and is responsible for the incident management process.

The incident management process manager is concerned about the additional effort required to maintain a configuration management system (CMS) and suggests that creating a dedicated configuration management system (CMS) and tools administrator role should be considered to handle technical housekeeping of the CMS.

There is disagreement among the newly appointed SACM process owner and other process owners and managers as to what the appropriate roles should initially be for the SACM process and in which order they should be introduced.

## ***Scenario Eight***

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A company has maturing incident, problem and change management processes and has made good progress with its initial recording of service asset and configuration management data in spreadsheets.

The processes are each successful in terms of their own execution and goals. However, the chief information officer (CIO) is noticing some trends that are not common among mature IT organizations, such as:

- Inconsistent process documentation and execution across incident, problem and change management
- Staff are frequently solving similar issues on new or changed services during release and in early operations
- Unexpected service outages due to changes

The CIO feels that what is needed to help rectify the issues that these trends illustrate is to formally implement service transition (ST). Funding for this is available and in order to obtain it, the CIO has been asked to articulate what ST requires to be successful.