



ITIL® Intermediate Lifecycle Stream:

SERVICE DESIGN CERTIFICATE

Sample Paper 1, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

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

An internet shopping company was set up two years ago and has been very successful. Much of its success can be attributed to frequent marketing campaigns with special offers.

The company develops its own website applications used by shoppers for browsing and ordering products. The website is hosted by a well-known internet service provider (ISP) who provides the infrastructure that supports live operations. The applications are developed and tested on the company's own infrastructure. Changes and upgrades are sent to the ISP via a wide area network link. Relationships with the ISP are generally good, but there have been occasions when the ISP has charged high prices for last minute increases in capacity.

Some shoppers have reported unexpected errors when using the website, which resulted in lost or duplicate orders. It is not known how often this has happened as not all customers report errors. Also, when the company launches new products, customers have complained of slow response times from the website.

Over the last six months the company has introduced an initiative to implement service management. The main purpose of this initiative is to streamline operations and reduce costs.

Scenario Two

The IT unit of a small retail company has been implementing service management for a number of years, and has several mature processes in place with responsible managers. In addition there are account managers working within the IT unit who are responsible for interfacing with the business units.

The IT unit is about to migrate its service management activities toward a lifecycle focus as described in ITIL. Before that, the unit needs to allocate responsibility for the new activities.

You have reviewed the attributes and skills of the most relevant people:

- **Account managers (AccM):** Previously these were all business analysts. They have a good knowledge of the business, particularly within their own areas, and an appreciation of the services and applications but little knowledge of the IT infrastructure. They have good communication and relationship skills
- **Service level manager (SLM):** Previously the service desk manager, but has become qualified in service level management and now reviews all service level agreements and service performance with the customers. Has good communication and relationship skills, but little knowledge of the IT infrastructure
- **Capacity manager (CapM):** Was the network support team leader, so is very technically-minded with a good knowledge of network, server and storage technologies
- **Availability manager (AvM):** Was the senior server support analyst, so is very knowledgeable about server and storage technology and resilience
- **IT service continuity manager (ITSCM):** Used to work within operations, and has been trained in risk management and continuity techniques. Has a reasonable knowledge of infrastructure and recovery techniques
- **Information security manager (ISM):** Also worked in operations, but has now been trained in risk and security techniques and has achieved industry-recognized security qualifications
- **Finance manager (FinM):** Principally an accountant from corporate finance, who specializes in purchasing and IT finance

Scenario Three

The internal IT unit of a major manufacturing company has been implementing service management processes for three years. The company is now starting to improve its service management activities in order to get more buy-in from the business and more business alignment and integration. Until now, the business has been reluctant to get involved in these service management activities, seeing them as an “IT responsibility” even to the extent of expecting IT to develop a business security policy and business continuity plans. The service desk finds it hard to prioritize incidents since the business prioritizations are not properly defined.

There are business relationship managers (BRMs) working within the IT unit who provide interfaces to the various lines of business within the manufacturing company. As part of the alignment activity, a customer satisfaction survey has been conducted by the BRMs and the service level management (SLM) team. The main feedback from the survey indicates that many customers are dissatisfied with the level of availability of IT services and the resulting business disruption. In order to investigate the complaints, the service level manager and availability manager have analysed the service availability. They have found that there have been only two breaches of service level availability targets over the last six months.

Scenario Four

A company in the shipping industry has 5,000 employees. In addition to a large head office, they have 100 small offices in 80 different countries. The IT department has 70 people. There are also a few local IT staff or super users at each office.

The IT department offers a broad range of IT services, and delivery of these depends on many suppliers. The supplier contracts have been managed by different teams. This has not been an issue until recently, but because of high staff turnover last year, some of the supplier contracts were not managed properly. The contract for management of the company's internet domain was not renewed on time and this nearly resulted in loss of the domain name. The contract with the laptop supplier was renewed in a hurry even though there had been delays in delivery of laptop service and there are no plans for improvement. Communication with another supplier has been very poor and there have been several instances where agreed targets have not been met.

The management team realizes that they need to manage supplier contracts more efficiently. They asked each team to report on how many contracts they manage. The managers were surprised to see how many contracts were involved. Senior management is concerned about the high number of local contracts with the same supplier, and they believe there is potential to introduce greater cost efficiencies.

Scenario Five

A large company has an internal unit that provides IT services. The IT unit has been using ITIL as a framework for best practice for a number of years and has demonstrated continual service improvement in the quality of services delivered over this period. The processes implemented during this time are mainly those within the service transition and operation stages of the service lifecycle. The IT unit has recently reviewed their service management activities and decided that they should be implementing processes that have a greater influence over the service design stage.

There have recently been a number of issues related to the handover and operation of new services. In addition, there have been issues with the ability to meet the levels of “service warranty” expected by users and customers. The design coordination manager has decided that in order to address these issues they will introduce service acceptance criteria (SAC) and service design packages (SDPs) for all new services. Two new services are considered pilots: the new web ordering service to be launched next month; and the new client management service for which the design project has just started.

Scenario Six

A small mobile phone company is renowned for the quality of their products and services. Six months ago, they decided to offer fixed line services. This strategic business project has been kept secret to make it hard for competitors to respond. New business processes have been prepared and a marketing campaign is planned that will start in four months. On that date, the company should be ready to sell, activate and manage contracts for fixed line services. A contract with a fixed telephony operator was signed yesterday.

The business has just informed IT of the new project. Their external consultant did an analysis and concluded that it should take about three months to develop the required IT services. This is a strategic move for the company and has to be a success. A significant budget has been allocated so money is not an issue.

You are the service design manager. You cannot see how it is possible to design and develop the required IT services within four months. The infrastructure will have to be expanded and new applications are needed. It might be possible to re-use some existing applications but interfaces to the telephony system must be re-written. It is also necessary for them to review IT processes and train staff to make sure IT is ready for the launch.

The chief information officer (CIO) is under pressure to make sure the design approach is balanced, feasible and achievable within the time constraints and that it will be a success. As the service design manager you have been invited to the next meeting in the IT steering committee. You have been asked to propose a design approach that will best meet the business need to launch in four months.

Scenario Seven

The IT department in a retail company organized ITIL training for all employees. As the staff learned about ITIL, they realized there were many potential areas for improvement in their organization.

- They have a well-established service desk and process for incident management, but there is a general impression that incidents could be solved quicker
- The change management process is not followed as intended. In practice, the different teams carries out change management activities in different ways because they see the documented process as slow and bureaucratic
- They realized that their problem management process is based on a misunderstanding of what incidents and problems are, and that this process should be re-designed
- A significant issue was that no formal process for measurement or reporting was in place

A process improvement project has been initiated. A new problem management process will soon be ready for implementation. Several improvement areas have been identified for the change management process.

A measurement and reporting system has been defined as a key delivery for this project, as the management realized that well-defined key performance indicators (KPIs) and improved management reporting can motivate employees, as well as improve overall control of the processes. The challenge is to determine the best way to set up the measurement system.

Scenario Eight

You are the service design manager in a large company. The company has been very successful over the last six months as a result of the launch of its new products.

However, the success has a downside. At the last IT management meeting, the service level manager presented the results of a recent IT customer satisfaction survey. These results clearly show that business satisfaction has dropped significantly during the last six months.

There seems to be genuine concern about the IT applications that support the new products. Customers complain about poor performance and a high number of incidents, which are the result of 'infrastructure issues'. On several occasions the IT applications and systems could not cope with the volume of new customers and contracts, even though the sales are fully in line with business expectations. This has caused several significant outages which adversely impacted the business.

There has been an investment in additional capacity to improve the situation in the short term. However, as the main issues seem to be linked to design flaws and to a lack of operational staff involvement in design activities, it is suggested that design and operations resources work together in order to ensure a long-term improvement to this situation.