



## **ITIL® Intermediate Lifecycle Stream:**

### **SERVICE DESIGN CERTIFICATE**

*Sample Paper 1, version 6.1*

Gradient Style, Complex Multiple Choice

#### **QUESTION BOOKLET**

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**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

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### Refer to Scenario One

You have been given responsibility for solving the capacity issues and improving the management of capacity.

Which one of the following sets of actions is the BEST way to achieve this?

- A.
  - Modify the contract with the ISP so that they are required to seek approval for any increase in capacity resources prior to implementation, in order to reduce the number of 'panic' upgrades
  - Implement capacity thresholds and automatic alerts to warn customers when systems are slow
  - Improve the change management processes of the company and the ISP, and establish interfaces between them to ensure that changes affecting capacity are assessed
  - Agree with the ISP that they will set up a project to review their capacity management processes and align them with current service management practice
- B.
  - Establish improved links with the marketing department in order to get adequate warning of product launches and campaigns that may increase customer use of the website
  - Work with the ISP to ensure that changes and updates to the web applications are tested and modelled on the ISP's infrastructure as well as on the company's infrastructure
  - Agree with the ISP to introduce monitoring against predetermined thresholds that will give advance warning of capacity issues allowing action to be taken to avoid incidents
  - Introduce a capacity plan so that longer-term capacity changes based upon growth prediction can be planned and funded
- C.
  - Establish improved links with the marketing department in order to get adequate warning of product launches and campaigns that may increase customer use of the website
  - Improve the testing of changes and updates to the website applications and ensure that modelling is included in the testing programmes
  - Perform usage growth predictions based on monitoring data, to enable accurate predictions of future demand to be made and the necessary resources to be provided
  - Establish interfaces between the capacity management process and the change management processes of both the company and the ISP
- D.
  - Introduce business capacity management to identify any business changes that might alter the demand for the website applications
  - Introduce application sizing so that accurate predictions of the resources required to support the website applications can be predicted and provided
  - Introduce modelling techniques to ensure that the performance of the website applications are tested under various workload scenarios
  - Write a capacity plan to support the annual budget and ensure that adequate funds are available to buy additional capacity for the website applications

## Question Two

### Refer to Scenario Two

Which one of the following options is the MOST appropriate RACI chart for allocating the new service design activities across the existing roles within the IT unit?

Labels			
AccM	account managers	R	responsible
SLM	service level manager	A	accountable
CapM	capacity manager	C	consulted
AvM	availability manager	I	informed
ITSCM	IT service continuity manager		
ISM	information security manager		
FinM	finance manager		

A.

Service design activity	AccM	SLM	CapM	AvM	ITSCM	ISM	FinM
Requirements analysis and definition	C	I	C	AR	C	AR	I
Production of the service design	I	C	R	C	C	C	AR
Definition of the service acceptance criteria (SAC)	I	I	C	C	C	AR	I
Definition of the service design package (SDP)	I	I	AR	R	AR	R	C
Review and agree the final SAC and SDP	I	I	R	R	R	R	C

B.

Service design activity	AccM	SLM	CapM	AvM	ITSCM	ISM	FinM
Requirements analysis and definition	AR	R	C	R	C	R	I
Production of the service design	C	AR	R	C	C	C	I
Definition of the SAC	A	R	C	C	C	C	I
Definition of the SDP	C	AR	R	R	R	R	C
Review and agree the final SAC and SDP	R	AR	R	R	R	R	C

C.

Service design activity	AccM	SLM	CapM	AvM	ITSCM	ISM	FinM
Requirements analysis and definition	C	I	C	AR	C	R	I
Production of the service design	I	C	I	C	C	C	AR
Definition of the SAC	I	I	C	C	C	AR	I
Definition of the SDP	I	I	R	R	R	R	AR
Review and agree the final SAC and SDP	I	I	R	R	R	R	A

*Question continues overleaf*

D.

<b>Service design activity</b>	<b>AccM</b>	<b>SLM</b>	<b>CapM</b>	<b>AvM</b>	<b>ITSCM</b>	<b>ISM</b>	<b>FinM</b>
<b>Requirements analysis and definition</b>	AR	C	C	R	C	R	I
<b>Production of the service design</b>	C	C	R	AR	C	C	I
<b>Definition of the SAC</b>	A	R	C	C	C	C	I
<b>Definition of the SDP</b>	C	R	AR	R	R	R	C
<b>Review and agree the final SAC and SDP</b>	A	R	R	R	R	R	C

## Question Three

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### Refer to Scenario Three

You are the service design manager in this company. The head of IT has asked you to investigate the situation as a design issue and to quickly give a recommendation of the best way forward.

Which one of the following options is the BEST approach to adopt?

- A.
  - Discuss the results of your analysis of the situation with the SLM team and produce a report summarizing your findings
  - Get agreement from the BRMs that the service level agreements (SLAs) and targets are still valid and that the problem is that the business users are not aware of the existing targets
  - Produce an executive summary for the senior IT management and gain their backing to enforce the current SLAs and targets
  - Use an awareness campaign to ensure all business users understand the existing SLAs and targets
- B.
  - Analyse the situation with the BRMs, SLM and availability management (AvM) teams
  - Produce a report which summarizes how the existing SLAs and targets are invalid
  - Agree on a set of improvement actions with the BRMs, the SLM and AvM teams
  - Produce an executive summary for senior IT management and customers, requesting funding for implementation of the identified improvement actions
- C.
  - Discuss the results of your analysis of the situation with the BRMs, SLM and customer representatives
  - Produce a report summarizing your findings and circulate it to IT and the customer representatives
  - Meet with the BRMs and the business to discuss the report
  - Agree on a set of improvement actions with customers, the BRMs, the SLM and the AvM teams
- D.
  - Analyse the situation and produce a report summarizing your findings
  - Get agreement from the SLM team that the existing targets are invalid and propose revised SLAs and targets
  - Produce an executive summary for senior IT management and gain their backing and support to enforce the new SLAs and targets
  - Implement the new SLAs and targets as a matter of urgency before customer satisfaction worsens

## Question Four

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### Refer to Scenario Four

As an ITIL expert you have been asked to give guidance on how to gain better management and control of the suppliers and contracts.

Which one of the options below is the BEST approach?

A.

1	Revise all existing contracts to ensure they are aligned with business needs and service level agreement (SLA) targets. Check all contracts for conformance to company policy, organizational terms and legal obligations.
2	Implement a supplier and contract management information system (SCMIS). Include contract expiry dates and automatic notification to the person responsible for the contract one month before termination date in order to prepare for re-negotiation or termination.
3	Assign account managers for each contract for relationship management and management of contractual disputes.
4	Renegotiate and consolidate contracts with all suppliers delivering services to local offices under multiple contracts.

B.

1	Establish a supplier policy and an SCMIS with suppliers categorized as strategic, tactical, operational or commodity.
2	Establish a supplier management process with focus on maintenance of standard contracts, terms and conditions as well as management of sub-contracted suppliers.
3	Establish regular meetings with the suppliers in order to monitor contractual performance and identify improvement areas.
4	Renegotiate and consolidate contracts with strategic suppliers delivering services to local offices under multiple contracts.

C.

1	Assign contract manager roles to the teams working closest to the suppliers and make them responsible for supplier management.
2	Implement an SCMIS in order to share knowledge and avoid dependence on key people. Make two people responsible for each contract because of the high turnover.
3	To counter the high turnover, employee satisfaction surveys should be conducted, and measures to increase job satisfaction should be implemented.
4	Decide that consolidation of contracts with suppliers with multiple contracts is out of scope because of complex country-specific rules and regulations.

D.

1	Establish a supplier policy and an SCMIS. Categorize suppliers and contracts based on risk and strategic value.
2	Establish a supplier management process defining a standard approach for contract evaluation and selection, as well as for review, renewal and termination.
3	Focus on supplier relationship and performance management in order to manage contracts, improvement plans and contractual dispute resolution.
4	Recommend a separate project to assess possibilities for contract consolidation with suppliers delivering services to local offices under multiple contracts.

## **Question Five**

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### **Refer to Scenario Five**

Several different opinions have been put forward about how and when to create the service acceptance criteria (SAC) and service design packages (SDPs).

Which one of the following options is the BEST approach?

- A. Standard templates and guidelines should be developed for both SAC and SDPs. Chose the new client management service to be a pilot. Specific SAC should be produced and an individual SDP should be assembled for the new client management service before the service is passed to the transition stage of its lifecycle.
- B. Since there have been a lot of handover issues, the new web ordering service should be chosen to be a pilot. The SAC and SDP for each service will be different, so there is no need to create standard templates. However, specific SAC should be produced and an individual SDP should be assembled for the new client management service during the requirements phase of the service design stage.
- C. Standard templates and guidelines should be developed for SDPs, but not for SAC. Use both of the new services as pilots to enable as much as possible to be learned. For each pilot, specific SAC should be produced and SDPs should be assembled before the service moves into the service transition stage.
- D. Standard templates and guidelines should be developed for SAC and SDPs. Chose the new client management service to be a pilot. Specific SAC should be created during the requirements phase of the service design stage. An SDP should be assembled for the new client management service before the service moves into the service transition stage.

## Question Six

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### Refer to Scenario Six

Which one of the following options is the BEST proposal to present to the IT Steering Committee?

- A.
  - First, IT will work with the external consultant. The requirements for business validation and sign-off will be documented based on current business knowledge and the previous analysis
  - Thereafter, a high-level design, including technical, operational and organizational aspects will be produced. A preferred solution with costs, risks, high-level plan and sourcing options will be proposed to the business for a final decision
- B.
  - First, a business requirements analysis will be carried out, to identify priorities and time constraints. Analysis from the external consultant will be taken into consideration. Requirements will be presented to the business for validation and sign-off
  - Thereafter, a high level design, including technical, operational and organizational aspects will be produced. External resources will be hired to replace internal resources on less strategic projects. A preferred solution with costs, risks, high-level plan and sourcing options will be proposed to the business for a final decision
- C.
  - Considering the time constraints, a pragmatic approach will be adopted so that screens and interfaces can be shown to the business as quickly as possible to ensure enough time to get feedback and adjust the solution to the actual requirements
  - Flexible and agile development techniques will be used to ensure that services can go live on time with the functionality required. A prerequisite for such an approach is to work with technical experts throughout the project. External experts must be involved as the skills are not available in-house
- D.
  - Considering the time constraints, the development project should be outsourced to a software development company renowned for their ability to take over challenging tasks. Internal business experts will be involved in the requirements phase
  - The contract should specify that a phased approach with regular progress meetings will be followed so that balance between time, functionality and costs can be met. It should also guarantee that the final product will be ready for the launch in four months' time

## Question Seven

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### Refer to Scenario Seven

You have been asked to assist in the design of measurements and key performance indicators (KPIs) for the processes covered by the project, as well as to design effective management reports. The process owners and the key stakeholders have already identified quite a few metrics for measurement, but they need your guidance on which ones to choose and how they should use them.

Which one of the following options is the BEST approach to take for this task?

- A.
  - Categorize the metrics within three types: efficiency, progress and compliance. Focus mainly on progress metrics for the incident management process, compliance metrics for the change management process, and efficiency metrics for the problem management process
  - Create standard templates for the process reports and decide dates for regular posting on an internal website in order to make the reports easily accessible for all employees
- B.
  - Categorize the metrics within four types: progress, compliance, effectiveness and efficiency. Select metrics for progress and compliance for all processes. Add a few effectiveness metrics for the change and incident management process. Efficiency metrics should at this stage only be used for the incident management process
  - Use a balanced scorecard approach with primary metrics underpinned by secondary metrics to be presented in dashboard reports in regular meetings with the different stakeholder groups
- C.
  - Categorize the metrics within four types: progress, compliance, effectiveness and efficiency. Identify a balanced set of effectiveness, efficiency, progress and compliance metrics to be implemented for each process
  - Create dashboard reports with primary metrics for management and secondary metrics for process owners. Ensure that the reports are on the agenda for management meetings to be held on a monthly basis
- D.
  - Categorize the process metrics as primary or secondary metrics. To measure capability and performance of the processes, focus first on primary metrics for all processes and continue with secondary metrics as the processes mature
  - Metrics that are not possible to measure should be documented as requirements for a new tool that should be purchased before any reports can be made.

## Question Eight

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### Refer to Scenario Eight

Which one of the following options is the BEST approach in order to achieve long-term improvements?

- A.
  - Set up a formal project with business representatives and key service design resources
  - Analyse documentation describing the latest business and IT visions in order to understand the high-level drivers
  - With the help of an internal auditor, review the design processes against ITIL
  - Define and agree on priorities and develop an action plan
  - Plan regular project progress meetings to keep everybody informed and to take corrective actions if needed
  - At the end of the project, submit a final report to all stakeholders
- B.
  - Organize a meeting with senior business management and service operation teams in order to understand the latest business and IT strategies
  - With the help of an internal auditor, review the current design activities
  - Set priorities and define a formal improvement programme
  - Measure progress and report regularly to all stakeholders
  - Ensure that improvements are integrated into existing work practices
  - Regularly review design activities and customer satisfaction to identify new improvement opportunities
- C.
  - Meet with service operation teams in order to analyse how staff could better collaborate
  - Agree on an ITIL awareness and training campaign for all IT staff
  - Involve service operation staff in all new design projects
  - Set up a group with members from both teams to come up with an improvement plan
  - Sponsor and follow the implementation of the plan
  - Make sure there is a fair representation from both teams to maximize the chance that the proposed improvements are properly integrated into the daily work practices of both teams
- D.
  - Organize a meeting with service operation teams in order to analyse the latest customer satisfaction survey and the incidents related to customer dissatisfaction
  - In parallel, ask an external consultant to review the design processes against ITIL
  - Set priorities and present an action plan for approval by IT management
  - Set up a formal project to get sufficient visibility, resources and control
  - Plan regular progress meetings to take corrective actions if needed
  - At the end of the project, submit a final report to all stakeholders