

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

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## **ITIL® Intermediate Capability Stream:**

### **RELEASE, CONTROL AND VALIDATION (RCV) 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 are based. All questions are contained within the Question Booklet and each question will clearly state the scenario to which it 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 must 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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You are the release and deployment manager for a food manufacturer experiencing rapid sales growth in a competitive market. The busiest sales period of the year starts in four weeks' time.

The organization uses an application known as FMX, which has been developed and is hosted in-house. This is integrated with a word processing package and a supporting Java application. These are installed on all PCs and laptops. All PCs have the same configuration. According to the configuration records a large number of laptops have not received a Java upgrade for two years. Half of the users in the sales department use laptops.

Some users are complaining that the performance of FMX is slow and, at peak times, this makes the application unusable.

There is a release policy in the company containing the following key statements:

- All software should be tested before deployment
- Releases must meet business requirements
- Risks to the business should be minimised
- Releases will be deployed every three months.

A release package, RP1, has been created containing the following release units:

Release unit description	Release unit number	Reason for change
FMX performance improvement	RU1	Improve performance for sales and manufacturing.
FMX quarterly upgrade	RU2	Resolves twelve low impact problems.
Java upgrade for PCs and laptops	RU3	Six monthly service packs from the supplier containing support for more languages. The version currently deployed will no longer be supported by the manufacturer in six months' time.
Word processing quarterly upgrade	RU4	Quarterly service pack from the supplier. No critical fixes.

RP1 is scheduled to be deployed in four weeks' time on 01 December.

Testing the release package took two weeks. Tests executed using PCs were successful, however two tests executed using laptops failed. The symptom is that the laptop sometimes freezes and must be rebooted. The root cause has been identified as an error in the RU3 Java upgrade. The software team has advised that a permanent resolution may take three weeks to develop.

## ***Scenario Two***

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A Hospital Management Company (HMC) currently owns and operates many hospitals in different regions. Recently HMC acquired another hospital, and implemented an automated medication ordering system (AMOS) which had been successfully deployed and supported at many of its other hospitals.

Recent incidents at the newly acquired hospital have revealed growing evidence of incorrect and delayed medications being administered to patients by the hospital's pharmacy since the deployment of AMOS. A team has been established to perform a change evaluation to determine what has caused the increased risk of medication errors and why the implementation of the AMOS service did not perform as expected.

The change evaluation team has concluded that:

- Doctors were not fully trained in the use of AMOS, meaning they were unable to properly use the pick list of medication. Instead, prescriptions were hand-written which could have possibly increased the risk of the wrong medicine being dispensed.
- Medication information stored in AMOS was not kept up-to-date. While this issue had been reported to HMC, it remained unresolved due to a lack of manpower.
- Due to privacy issues, support staff members do not have authorization to access individual patient's medical records maintained by AMOS. Only one designated pharmacist has "Super User" privileges and can update AMOS records. Workload pressures experienced by the Super User have resulted in no AMOS updates for 3 weeks.
- Complicated hospital records access procedures mean that clearance for another "Super User" would take months.

The evaluation team concluded that these factors may have been unique to this hospital and a primary reason why AMOS is not performing as expected. Further, the team believes that, in this case, the change evaluation process was lacking during the implementation of AMOS.

## ***Scenario Three***

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A global company has made a major investment to deploy a collaboration tool to automate its incident management and request fulfilment processes, and to provide a knowledge base for its service desk agents around the world.

The vendor of the new tool started the project 12 months ago. The tool was installed, tested and deployed within the first four months of the project.

However, eight months after the launch of the new system, little benefit has been realized by the company. Business end-users continue to complain about IT support quality, including the disappointing performance for first-time-fix and incident turnaround time. Management reports show that the usage rate of the system as a knowledge management tool is declining from initial start-up levels. The new tool appears to be contributing very little to the improvement of overall performance.

The senior management of the company has concluded that the knowledge management functionality provided by the collaboration tool is not performing as expected. They have invited the quality manager to conduct an investigation and to recommend ways of improving the situation.

## ***Scenario Four***

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A large enterprise maintains a company-wide service desk to handle all reported incidents and service requests. Request fulfilment prioritizes all incoming service requests, based primarily on the number of users affected, and has an established service level agreement (SLA). All service requests that have an associated charge must be approved by the requester's manager.

The secretary to the chief marketing officer (CMO) called the service desk this morning to request an immediate installation of a business analytics software module to the CMO's PC in order to produce some business reports. The CMO urgently needs these reports prior to a meeting with the company chief executive tomorrow afternoon.

Since it is a standard software module the request should be made through a self-help system and the current SLA commits to completion within 3 days, dependent upon financial approval. The on-duty service desk agent explained to the CMO's secretary the normal practice and indicated that the software module was unlikely to be made available within 24 hours.

The CMO's secretary is very unhappy with the response from the service desk.

## ***Scenario Five***

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A global publishing company, GPC, is working with an external supplier to deliver a new and innovative online download service. Historically, the external supplier has had application performance issues and security breaches caused by a lack of testing. The sales and marketing department is responsible for a successful launch. It is working closely with the IT organization to achieve this.

GPC's IT organization is adopting ITIL practices and its service owners are now responsible for the acceptance testing of new or changed IT services, IT service operation, and the management of their IT suppliers in the service operation lifecycle stage.

IT supplier management is responsible for ensuring that the external supplier delivers its commitment through service design and service transition.

Information security management is responsible for preventing security breaches throughout the service lifecycle.

The IT deployment manager is responsible for ensuring that the download service level requirements can be tested through service design and service transition before handing over responsibility to the service owner in service operations.

You are the IT service validation and test manager and you need to improve IT stakeholder involvement in testing at the right points through the service lifecycle. In the service test plan, the service owner is responsible for verifying and sign-off of the following test models:

- SLR – Service level requirements
- DEP – Deployment
- SO – Service operation.

Other key IT stakeholders are the IT deployment manager, information security management, and IT supplier management.

## ***Scenario Six***

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A large company created the enterprise service desk (ESD) function six months ago in order to consolidate individual service desks from several business functions into a centralized service desk.

A large number of complaints have been received about the effectiveness and efficiency of the ESD in responding to and resolving incidents and problems. The root cause has been identified as a lack of an enterprise-wide configuration management data source.

Before the ESD was established, each service desk function maintained its own IT asset and configuration information within multiple data sources. The information was duplicated and often inconsistent across the different service desks. Many suppliers also maintained their own records, leading to further inconsistency with the enterprise's actual physical environment.

The configuration information was not consolidated when the ESD was created. There is currently no enterprise-wide configuration management system (CMS). In order to investigate incidents and problems, ESD and IT staff members have to retrieve configuration information from the multiple data sources. This also affects change management, release and deployment management, and financial management. The company urgently needs an improvement plan for the current situation.



## **Scenario Seven**

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A large organization develops and provides a hosted IT service to the pharmaceutical industry. All application development is done by an internal IT development team. You are the newly-appointed service transition manager.

Following the deployment of a recent major release to an important client, a high number of incidents and problems were reported. This has caused significant business disruption to the client. The errors should have been identified and resolved during testing.

Investigations have highlighted the following root causes:

- There was no separate test environment
- There was no independent testing
- Roles and responsibilities for service transition were unclear.

A separate test environment has now been set up. You decide to put together a service transition management team using the ITIL guidelines with the following roles:

- Role A: Service validation and testing manager
- Role B: Release and deployment manager
- Role C: Release packaging and build practitioner
- Role D: Build and test environment manager.

You have the following people available:

- Caroline, who has been the IT quality and test manager for the last two years
- Erik, who has been the IT development manager for the last five years
- Dermot, who joined the organization last week as a project manager in the technical management function and who has experience building and deploying releases.

## ***Scenario Eight***

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A large bank has implemented service management using ITIL guidelines for all service lifecycle stages. You are the head of service transition.

The board of directors has decided to outsource the management of all desktops and laptops to an external company. This strategic change will include transferring all desktop and laptop assets, and reviewing and revising the service levels with the business. The external company will also provide a new service to collect laptops from people who leave the organization. The outsourced services will be piloted in one area of the bank.

Some of the IT service management staff members are confused as to how service transition processes and activities are applied through the service lifecycle stages. The chief information officer has asked you to give them a presentation. The aim is to improve their understanding using examples that are relevant to the outsourcing project.