



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

### **RELEASE, CONTROL AND VALIDATION (RCV) CERTIFICATE**

*Sample Paper 2, version 6.1*

Gradient Style, Complex Multiple Choice

### **ANSWERS AND RATIONALES**

**Answer Key:**

Scenario	Question	Correct: 5 Marks	2 <sup>nd</sup> Best: 3 Marks	3 <sup>rd</sup> Best: 1 Mark	Distracter: 0 Marks
One	1	B	C	D	A
Two	2	A	C	D	B
Three	3	D	C	B	A
Four	4	A	C	D	B
Five	5	D	A	B	C
Six	6	C	B	D	A
Seven	7	B	A	C	D
Eight	8	C	B	D	A

**Answer and Question Rationale:**

QUESTION	One	Scenario	One
<b>Question Rationale</b>	The question tests whether the candidate understands the change evaluation process and can apply the ITIL practices to the change evaluation process. The objectives are to check that the candidate: <ul style="list-style-type: none"><li>• Understands the purpose, scope and terminology of the process</li><li>• Understands the difference between the evaluation performed after service design compared to the later evaluations where the actual performance of the service change can be compared to the predicted performance</li><li>• Can analyse the scenario and answer options to identify factors for evaluating the effectiveness of a service design and changes.</li></ul>		
<b>MOST CORRECT (5)</b>	<b>B</b>	This is the best solution. It recommends providing an overview of the change evaluation process and its interface to change management. Covering the overview at the meeting will ensure that the stakeholder communication is better. This answer includes the relevant factors to cover in the evaluation of the service design and which are important to the company by adding 'fit for use' and 'resources' to agenda item 3.	
<b>SECOND BEST (3)</b>	<b>C</b>	This is correct and reasonably constructive. Although it adds 'fit for use' to agenda item 3, it is not as good as the MOST correct answer because it does not add a reference to 'resources', which the scenario states are insufficient.	
<b>THIRD BEST (1)</b>	<b>D</b>	This does not add as much constructive feedback as B or C. It misses adding 'fit for use' and 'resources' to agenda item 3. Deleting the unintended effects of a service change is incorrect as it should be included.	
<b>DISTRACTER (0)</b>	<b>A</b>	This is the wrong answer. The contents of the service design interim evaluation report do not include a deviations report as there is, as yet, no actual performance to compare with the predicted performance. The actual service performance against the predicted performance cannot be evaluated until the change is implemented. The statement that actual performance will be evaluated during release packaging is incorrect. Evaluation of the actual performance of the enhanced service is performed once the change is implemented. Adding 'actual performance' to agenda item 3 is inappropriate. The actual service performance cannot be evaluated until the change is implemented.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: RCV07 Change evaluation		
<b>Blooms Taxonomy Testing Level</b>	Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.  Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.  Application – The candidate needs to apply content knowledge to determine the correct activities in the change evaluation process and needs to analyse how these fit within the context of the scenario to select the most correct answer option.		
<b>Subjects covered</b>	Categories covered: <ul style="list-style-type: none"><li>• The intended effect and unintended effect of a change, and application of the factors for evaluating the effectiveness of a service design and changes</li><li>• The evaluation of predicted service performance and actual performance with risk management and demonstration of what impact it could have on the course of actions for the overall service design/change evaluation.</li></ul>		
<b>Book Section Refs</b>	ST 4.6.5.4 – Service transition processes – Change evaluation – Process activities, methods and techniques – Understanding the intended effect of a change		

	<p>ST 4.6.5.5 – Service transition processes – Change evaluation – Process activities, methods and techniques – Understanding the unintended effect of a change</p> <p>ST 4.6.5.6 – Service transition processes – Change evaluation – Process activities, methods and techniques – Factors for considering the effect of a service change</p> <p>ST 4.6.5.7 – Service transition processes – Change evaluation – Process activities, methods and techniques – Evaluation of predicted performance</p> <p>ST 4.6.5.8 – Service transition processes – Change evaluation – Process activities, methods and techniques – Evaluation of actual performance</p> <p>ST 4.6.5.9 – Service transition processes – Change evaluation – Process activities, methods and techniques – Risk management</p> <p>ST 4.6.5.10 – Service transition processes – Change evaluation – Evaluation report</p> <p>ST Table 4.14 – Service transition processes – Change evaluation – Factors for considering the effect of a service change</p>
<b>Difficulty</b>	Easy

QUESTION	Two	Scenario	Two
<b>Question Rationale</b>	This question tests the candidates on discerning the high-level roles and responsibilities within a service transition organization and, based on a given set of scenario principles, articulating the importance and urgency of having some or all of these roles fulfilled. The end result is a staffing strategy. <i>To answer this question correctly, one must be able to capture the following learning points:</i> <ol style="list-style-type: none"><li>1. Change evaluation takes input from the service design and release packages to develop the evaluation plan. It also takes input from service validation and testing to produce evaluation reports for change management.</li><li>2. While release and deployment management will plan, design, build and test release packages, it must not be combined with service validation testing which helps verify the release packages</li><li>3. The configuration analyst is a detailed planner/designer for service asset and configuration management (SACM) principles, process, configuration item (CI), configuration management database (CMDB) sponsored by the SACM process manager. The role of configuration analyst may be combined with either SACM manager or configuration librarian to leverage the synergy among these roles.</li></ol>		
<b>MOST CORRECT (5)</b>	<b>A</b>	Combining the roles of configuration analyst and librarian sounds logical per learning point #3 from the question rationale, especially when the SACM practice and the CMDB are built from the beginning to foster synergy between architecture and operations. Putting a separate headcount for release and deployment manager is also sensible as it is an integral part of the entire service transition practice. Combining change evaluation management with service validation and testing management would reduce handoffs (per staffing principle #1 from the scenario) as they work together closely with change management to make the whole transition successful.	
<b>SECOND BEST (3)</b>	<b>C</b>	This answer has a lot of merits but has one flaw: it leaves the hiring of service validation and testing manager to a later stage so it fails staffing principle #3, which demands clear ownership for all required service transition processes.	
<b>THIRD BEST (1)</b>	<b>D</b>	This answer has major flaws. Combining the roles of configuration analyst and change evaluation manager has little to do with synergy as their responsibilities are different. Combining the roles of configuration librarian and service validation and testing manager would not reduce interfaces because the two roles have minimal inter-dependency.	
<b>DISTRACTER (0)</b>	<b>B</b>	This is the wrong answer. It makes a logical error by hiring a configuration librarian before hiring a configuration analyst. The roles of release and deployment manager should not be combined with service validation and testing manager.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: RCV04 Service validation and testing ITIL SC: RCV07 Change evaluation ITIL SC: RCV09 Roles and responsibilities		
<b>Blooms Taxonomy Testing Level</b>	Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.  Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand their structure and can distinguish between facts and inferences.  Application – The candidate needs to capture the concepts and learning of different service transition roles and apply them to the scenario in order to determine the best staffing strategy for a major system deployment project. The logical relationship between roles, their conflict of interests and the staffing principles (given in the scenario) must be clearly understood in order to select the right strategy.		

<b>Subjects covered</b>	<p>Categories covered include roles relating to:</p> <ul style="list-style-type: none"> <li>• Service asset and configuration management</li> <li>• Service validation and testing</li> <li>• Release and deployment management</li> <li>• Change evaluation.</li> </ul>
<b>Book Section Ref</b>	<p>ST 6.4.7.3 – Organizing for service transition – Roles – Service asset and configuration management roles – Configuration analyst</p> <p>ST 6.4.7.4 – Organizing for service transition – Roles – Service asset and configuration management roles – Configuration librarian</p> <p>ST 6.4.8.2 – Organizing for service transition – Roles – Release and deployment management roles – Release and deployment management process manager</p> <p>ST 6.4.9.2 – Organizing for service transition – Roles – Service validation and testing roles – Service validation and testing manager</p> <p>ST 6.4.10.2 – Organizing for service transition – Roles – Change evaluation roles – Change evaluation process manager</p> <p>ST 4.5.6.4 – Service transition processes – Service validation and testing – Triggers, inputs, outputs and interfaces – Interfaces</p> <p>ST 4.6.6.4 - Service transition processes – Change evaluation – Triggers, inputs, outputs and interfaces – Interfaces</p>
<b>Difficulty</b>	Moderate

QUESTION	Three	Scenario	Three
<b>Question Rationale</b>	The question focuses on testing the candidate's ability to understand the validation and testing (SVT) process and its interface with other service transition processes and service lifecycle stages. In particular it is important to recognize SVT not only supports all of the release and deployment steps within service transition but also interacts with processes within all stages of the service lifecycle.		
<b>MOST CORRECT</b>	<b>D</b>	<p>This is the right answer.</p> <p>Issue #1 is concerned with risk identification and mitigation for service changes. It is the sole responsibility of service transition, with change management, change evaluation and SVT interacting with each other to ascertain change performance through test results, conduct risk assessment, and eventually approve or reject the change to proceed for deployment. Therefore the discussion need not go outside of service transition to develop a resolution.</p> <p>Issue #2 is concerned with the testability of the change and ensuring there is a feasible approach to test the change. This is the responsibility of service design, which should support SVT's effort to carry out an effective testing of the changes. The discussion therefore should involve service design to mobilize appropriate resources to support SVT.</p> <p>Issue #3 is concerned with the provision of sufficient funding and resources to accommodate effective testing of all changes. It is the responsibility of service strategy to support all lifecycle stages, particularly with service transition, to identify needs and to provision appropriate funding to realize those needs. The discussion should therefore involve all service leads and selected service transition staff to provide input of the requirements.</p>	
<b>SECOND BEST</b>	<b>C</b>	<p>This is the next best answer.</p> <p>This answer is wrong in addressing issue #1, as service transition is responsible for risk identification and mitigation for changes. The discussion need not go outside of service transition to involve service operation staff.</p> <p>For Issue #3 it is correct to involve service strategy, but the issue needs input from all stakeholders across the lifecycle stages to understand the needs and wants. Therefore the meeting should not be just between service strategy and service transition</p>	
<b>THIRD BEST</b>	<b>B</b>	Almost everything is wrong in this answer except that service strategy is involved in issue #3. The approach to address issue #1 is wrong for the same reason as in C. For issue #2, the party to ensure service changes are testable is service design, not the release and deployment staff of service transition.	
<b>DISTRACTER</b>	<b>A</b>	This answer is completely wrong. The approaches to address issues #1 and #2 are wrong for the same reason as in option B. For issue #3 service design can only support it with input to testing environment requirements, but should not be the party to accommodate SVT with funding and resource support to upgrade testing environment.	
<b>Syllabus Unit / Module supported</b>	ITIL SC RCV04 Service validation and testing		
<b>Blooms Taxonomy Testing Level</b>	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand</p>		

	<p>their structure and can distinguish between facts and inferences.</p> <p>Application – This question tests the candidate's understanding of the input, output and interface of the SVT process, and its relationship to other processes within the lifecycle. By applying this understanding and analysing the scenario the candidate is required to pick the right parties to engage in resolving the change issues described within the scenario.</p>
<b>Subjects covered</b>	<ul style="list-style-type: none"> <li>• SVT inputs (ST 4.5.6.2)</li> <li>• SVT outputs (ST 4.5.6.3)</li> <li>• SVT interface with other lifecycle stages (ST 4.5.6.4)</li> </ul>
<b>Book Section Ref</b>	ST 4.5.6 - Service transition processes – Service validation and testing – triggers, inputs, outputs and interfaces
<b>Difficulty</b>	Moderate



QUESTION	Four	Scenario	Four
<b>Question Rationale</b>	This question tests the candidates' understanding of the strategy, and various aspects of the implementation and application, of request fulfilment practices. The important learning objective here is to show a thorough understanding of the differences between objectives and responsibilities of the request fulfilment and the related processes.		
<b>MOST CORRECT (5)</b>	<b>A</b>	This is the best answer. It addresses all three issues in the scenario effectively. It redirects workload of service requests away from incident management and change management. It reduces all possible channels between users and service providers to a single interface: the service portal operated by the CSD. Finally, it clarifies ownership amongst request fulfilment, incident management and change management with clear segregation of duties.	
<b>SECOND BEST (3)</b>	<b>C</b>	This answer is not as good as A. It creates two different channels between users and service providers, namely the email address for request fulfilment and the CSD hotline for everything else. However, issue #2 in the scenario has not been addressed. It requires the users to put forward the right type of requests to the right channel and that is undesirable from a users' perspective.	
<b>THIRD BEST (1)</b>	<b>D</b>	This answer has failed to address most of the issues in the scenario. It creates different channels for different request types and continues to confuse the users (issue #2 in the scenario). It divides ownership for processing standard change between change management and request fulfilment in front of the users. It does not attempt to reduce the number of change requests initially sent to change management so it would not help to reduce workload for change management (issue #1 in the scenario).	
<b>DISTRACTER (0)</b>	<b>B</b>	This is the wrong answer. The request fulfilment process is not created to allow users to acquire incident resolution (i.e. workarounds and quick fixes) and perform change implementation themselves. Furthermore, this answer implies these activities would not be logged. It tries to resolve issue #1 through a self-help function by offering the wrong functions through request fulfilment.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: RCV06 Request fulfilment		
<b>Blooms Taxonomy Testing Level</b>	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand their structure and can distinguish between facts and inferences.</p> <p>Application – The candidate must apply their knowledge of the request fulfilment process and analyse how it should be implemented to resolve the issues described in the scenario.</p>		
<b>Subjects covered</b>	<p>Categories Covered:</p> <ul style="list-style-type: none"><li>• Single user interface</li><li>• Self-help function</li><li>• Request fulfilment purpose and objectives</li><li>• Request fulfilment scope</li><li>• Request fulfilment process activities, methods and techniques</li><li>• Request fulfilment triggers, inputs, outputs and interfaces.</li></ul>		
<b>Book Section Ref</b>	<p>SO 4.3.1 – Service operation processes – Request fulfilment – Purpose and objectives</p> <p>SO 4.3.2 – Service Operation processes – Request Fulfilment – Scope</p> <p>SO 4.3.4 - Service Operation processes – Request Fulfilment – Policies, principles and basic concepts</p>		

	SO 4.3.5 – Service Operation processes – Request Fulfilment – Process activities, methods and technique
<b>Difficulty</b>	Easy

QUESTION	Five	Scenario	Five
<b>Question Rationale</b>	This question tests the candidates on their understanding of the Data-Information-Knowledge-Wisdom (DIKW) structure of knowledge management (KM), and how the different layers of KM value contribute to the business. The question aims to examine the candidates' ability to apply the information layer concept into a real-life scenario, and their ability to recognise how knowledge can be created and evolved from the flow of organizing data to generating wisdom.		
<b>MOST CORRECT (5)</b>	<b>D</b>	This describes the service knowledge management system (SKMS) benefits at the highest DIKW level – Wisdom generation. It relates KM to providing insightful information pertaining to making sound business judgements. In the context of mission-critical system upgrades, it provides a long-term solution for mitigating risks, discerning the best implementation strategy and helping the business understand the patterns for success. This is the level of information and value from KM that should be promoted and ultimately achieved for the business.	
<b>SECOND BEST (3)</b>	<b>A</b>	This describes the SKMS benefits at the next level below wisdom – Knowledge generation. It describes all the <i>knowledge</i> required to address the current issues, and the formation of an effective test strategy through the knowledgebase to address on-going challenges. However the benefits stop at the know-how and effective knowledge-sharing, rather than recognizing a pattern for successful change management to becoming organizational wisdom and the capability to manage all future changes.	
<b>THIRD BEST (1)</b>	<b>B</b>	This describes the SKMS benefits at the next level below knowledge – Information generation. It simply focuses on two capabilities to address the problems of past failures, and how the knowledgebase can contribute to providing these capabilities. The benefits described are the point solutions for current issues which do not really help drive the keen interest from the business on KM over time.	
<b>DISTRACTER (0)</b>	<b>C</b>	This simply describes how the SKMS can integrate all discrete data sources within the bank to provide a single repository that eliminates all data inconsistency and redundancy. This is not what the major value of KM is about and will generate limited benefits to address current issues.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: RCV08 Knowledge management		
<b>Blooms Taxonomy Testing Level</b>	<p>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand their structure and can distinguish between facts and inferences.</p> <p>Application – The candidate must apply their knowledge of SKMS and their understanding of the DIKW structure for knowledge management to determine the best value statement to acquire the SKMS project approval within the context of the scenario.</p>		
<b>Subjects covered</b>	<ul style="list-style-type: none"><li>• Articulate the value of the KM process to the business, especially in the context of service transition</li><li>• Illustrate the basic information layers of the KM concept using the DIKW structure and discuss relationships between the layers using examples</li><li>• The Data-to-Information-to-Knowledge-to-Wisdom structure</li><li>• The SKMS; the flow from data to wisdom</li><li>• KM value to business</li><li>• KM policies, principles, basic concepts.</li></ul>		
<b>Book Section Ref</b>	ST 4.7.3 – Service transition processes – Knowledge management – Value to		

	business ST 4.7.4.2 – Service transition processes – Knowledge management – Policies, principles and basic concepts – The Data-to-Information-to-Knowledge-to-Wisdom structure ST 4.7.4.3 – Service transition processes – Knowledge management – Policies, principles and basic concepts – The service knowledge management system ST Fig 4.35 – Service transition processes – Knowledge management – Policies, principles and basic concepts – The flow from data to wisdom
<b>Difficulty</b>	Hard

QUESTION	Six	Scenario	Six
<b>Question Rationale</b>	This question focuses on the selection and use of KPIs to support change management in the context of the case study, requiring analysis and judgement in selecting the best option for this particular scenario. The scenario displays the four major issues and/or requirements related to implementing change: <div><div>1. The number of incidents due to problems encountered in changes has increased.</div><div>2. Many changes overrun in costs and time to implement.</div><div>3. Many changes have resulted into a “backed-out” situation due to errors.</div><div>4. Some urgent changes have failed to meet the service level requirement.</div></div>		
<b>MOST CORRECT (5)</b>	<b>C</b>	This is the right answer. All four KPIs correlate well with the four issues or requirements above. They aim at either improving the performance of change management or reducing deficiencies leading to failed changes. <div><div><div>The first KPI aims to improve the service level of changes particularly for those that are considered urgent for the business</div><div>The second KPI promotes changes to be run on time and within budget</div><div>The third KPI aims to improve quality of changes by reducing problems and consequential incidents</div><div>The fourth KPI aims to reduce significant errors leading to change being backed out.</div></div><div>They are all relevant to the context of the scenario and will help improve the overall change management performance</div></div>	
<b>SECOND BEST (3)</b>	<b>B</b>	This is the next best answer. Some KPIs are not as relevant as those in the most correct answer. A reduction in the number of incidents caused by change is good but not as good as reducing the number of problems, which implies the cause is determined. The answer about “average time to implement all changes meets SLA target” is a metric and not a KPI and has no supporting evidence in the scenario.	
<b>THIRD BEST (1)</b>	<b>D</b>	Most of this answer is wrong. The first KPI is valid as it addresses the issue of changes going over budget and having delay. However, none of the others are KPIs or relevant to the scenario. The increase in accuracy of prediction for time and cost as a valid KPI has no supporting evidence in the scenario. The others are simply metrics, not KPIs.	
<b>DISTRACTER (0)</b>	<b>A</b>	This answer is wrong. None of these are KPIs they are all metrics. Some of these are valid metrics for change management but none of them are valid KPIs in the context of the scenario.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: RCV02 Change management		
<b>Blooms Taxonomy Testing Level</b>	<div>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</div> <div>Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand their structure and can distinguish between facts and inferences.</div> <div>Application – The candidate must apply knowledge of what distinguishes a KPI from a metric and determine valid KPIs for change management, then analyse and select the appropriate ones based on the context of the scenario.</div>		
<b>Subjects covered</b>	<div>Categories covered:</div> <div><div>How change management can be effectively measured</div><div>Key performance indicators; examples of the types of measures for change in the context of business goals.</div></div>		
<b>Book Section Ref</b>	ST 4.2.8 – Service transition processes – Change management – Critical success		

	factors and key performance indicators
<b>Difficulty</b>	Easy

QUESTION	Seven	Scenario	Seven
<b>Question Rationale</b>	This question tests the candidates on their understanding of the configuration verification and audit activity, and the identification of a tool's configuration management system (CMS) functions which are required to enable configuration audit. By structuring the CMS implementation into phases it also tests if the candidate can articulate a logical approach for implementing configuration audit. There are roughly 3 stages to build configuration audit capability from scratch (that is a client without any automated CMS). <ul style="list-style-type: none"><li>• Populate the configuration management database (CMDB) with the required configuration data</li><li>• Establish the baseline and structure for the audit</li><li>• Provide the necessary interface, change history and configuration report to facilitate the audit.</li></ul> The right answer should demonstrate this logical sequence of implementation of CMS functions across different phases.		
<b>MOST CORRECT (5)</b>	<b>B</b>	This is the best answer. The plan given here provides the best logical approach to build capability of configuration audit. <ul style="list-style-type: none"><li>• Phase 1 - implement functions that populate the configuration data, and enable transfer of definitive media library (DML) information to the CMDB</li><li>• Phase 2 - establish the baseline for the audit through building CI relationships and setting a configuration baseline for gap discovery</li><li>• Phase 3 - facilitate the actual configuration audit through automating CMDB interrogation and reporting and maintaining historic records for tracking changes.</li></ul>	
<b>SECOND BEST (3)</b>	<b>A</b>	This answer has some merit but is not as good as B mainly for two reasons: <ul style="list-style-type: none"><li>• In Phase 2 the “<i>Support the update and display of CIs of varying complexity</i>” function is not an urgent prerequisite for implementing configuration audit given that only 2 functions can be accommodated in each phase. It could improve the precision of the audit but it is not a show-stopper.</li><li>• The information captured in the DML is completely omitted in terms of building the initial data in the CMDB for audit.</li></ul>	
<b>THIRD BEST (1)</b>	<b>C</b>	The plan here has several flaws: <ul style="list-style-type: none"><li>• In Phase 1 the “<i>Integration with current problem management database</i>” is not the most urgent pre-requisite for enabling configuration audit</li><li>• The plan has omitted the integration of DML</li><li>• In phase 2 the “<i>Support the update and display of CIs of varying complexity</i>” function is not an urgent pre-requisite for implementing configuration audit</li><li>• In phase 3 the “<i>Automatic identification of other affected CIs when any CI is the subject of a RFC</i>” function is not directly related to enabling configuration audit</li><li>• No configuration baseline is established in this plan for carrying out the actual audit.</li></ul>	
<b>DISTRACTER (0)</b>	<b>D</b>	This answer is wrong. This plan has all the errors of plan A and, in addition, the flaw of integrating current problem management. There is also a logical error in terms of populating the CMDB with the required data: you cannot implement “ <i>Discovery, update and display of hierarchic and networked CI relationships</i> ” before you implement “ <i>Automatic discovery and loading of IT assets/infrastructure</i> ”. The flow of implementation is technically not feasible.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: RCV03 Service asset and configuration management ITIL SC: RCV10 Technology and implementation considerations		
<b>Blooms Taxonomy Testing Level</b>	Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension		

	<p>and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.</p> <p>Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand their structure and can distinguish between facts and inferences.</p> <p>Application – Through understanding of configuration verification and audit and the technological considerations for implementing CMS, the candidate needs to articulate the correct approach to implement configuration verification and audit, and to identify the right set of CMS functions that are required to enable configuration verification and audit.</p>
<b>Subjects covered</b>	<ul style="list-style-type: none"> <li>• Illustrate the key process activities of SACM, and discuss the tools, models and deliverables for executing each of these key activities, in particular verification and audit</li> <li>• Illustrate considerations for implementing technologies in support of the processes within the release, control and validation practice and , in particular, analyse how the configuration management system should be deployed</li> <li>• Process activities, methods and techniques; verification and audit</li> </ul>
<b>Book Section Ref</b>	<p>ST 4.3.5.6 – Service transition processes – Service asset and configuration management – Process activities, methods and techniques – Verification and audit</p> <p>ST 7.3 - Technology considerations - Configuration management system</p>
<b>Difficulty</b>	Hard



QUESTION	Eight	Scenario	Eight
Question Rationale	This question focuses on the planning of service transition pilots in the context of the case study, requiring analysis and judgement in selecting the best option for this particular scenario.		
MOST CORRECT (5)	C	This is the right answer. The scope of the pilot includes sample user representation from all affected applications and unique infrastructure combinations, without making it into a full roll-out (note that Denmark and Sweden have the same applications and infrastructure, so it is valid to just include users from Denmark). The time extent of the pilot is reasonable, allowing sufficient time for issues to be highlighted, including weekend access. The method of assessing the success of the pilot is balanced, using both incidents to identify any problems and satisfaction surveys involving a balance of stakeholders to assess the quality of the deployment. The pilot will be rolled back if required, in line with the ITIL advice, and in line with the policy stated in the scenario. It will then be reviewed before commencing full roll-out, subject to approval.	
SECOND BEST (3)	B	There is some merit in this answer. Denmark and Sweden have the same applications and infrastructure, so it is valid just to include users from Sweden. However, the scope of the pilot includes all users from Sweden instead of a sample, making this into a full roll-out rather than a pilot for Sweden. The time extent (5 consecutive workdays from Monday to Friday) of the pilot falls short of covering weekend access as described in the scenario. The method of assessing the success of the pilot is balanced, using both incidents to identify any problems and satisfaction surveys involving a balance of stakeholders. The pilot will be rolled back if required, in line with the ITIL advice, and in line with the policy stated in the scenario which identifies situations when a roll-back is necessary. It will then be reviewed before commencing full roll-out, subject to approval.	
THIRD BEST (1)	D	There is little merit in this answer. The scope of the pilot is acceptable as it includes sample user representation from all affected applications and unique infrastructure combinations, without making it into a full roll-out. The time extent of the pilot is reasonable, allowing sufficient time for issues to be highlighted, however the pilot will be run using a pre-defined sample of transactions, which will not cover all activities carried out by users. This may miss key transactions that use the new functionality. The pilot will only be rolled back if customers are not satisfied, which (1) is inconsistent with the policy stated in the scenario and (2) virtually makes this a limited roll-out to the USA and Sweden, and not a pilot.	
DISTRACTER (0)	A	This is the wrong answer. The scope of the pilot is all users in Sweden and Denmark, which is a roll-out, not a pilot. The time extent relies on SLA achievements, which is a roll-out with a back-out plan, not a pilot. There is no consideration given to the policy stated in the scenario regarding rolling back the pilot if required. The error is compounded by using the monthly service review to review 'pilot' achievements, instead of at the end of the pilot. Roll-out of all applications to all remaining users is wrong since only half of the applications were covered in the pilot. All incidents and problems should be reviewed, not just open incidents and problems.	
Syllabus Unit / Module supported	ITIL SC: RCV05 Release and deployment management		
Blooms Taxonomy Testing Level	Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.  Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom in workplace situations. Can separate concepts into component parts to understand		

	<p>their structure and can distinguish between facts and inferences.</p> <p>Application – The candidate must apply their knowledge of release and deployment management process activities, specifically those pertinent to pilots, and analyse the scenario objectives, stated policy and requirements to determine the best approach.</p>
<b>Subjects covered</b>	<ul style="list-style-type: none"> <li>• The overall approach for release and deployment planning. Describe clear planning considerations, particularly relative to pilots</li> <li>• Release and deployment planning.</li> </ul>
<b>Book Section Ref</b>	ST 4.4.5.1 – Service transition processes – Release and deployment management – Process activities, methods and techniques – Release and deployment planning (Planning of pilots)
<b>Difficulty</b>	Moderate