



ITIL® Intermediate Capability Stream:

RELEASE, CONTROL AND VALIDATION (RCV) CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

QUESTION BOOKLET

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

Refer to Scenario One

You need to make recommendations when reviewing the email about the evaluation agenda.

Which one of the following options provides the BEST recommendations to improve the agenda?

- A.
1. The presentation on the “Overview of the change evaluation process” should also cover:
 - Contents of the service design interim evaluation report, i.e. the risk profile, deviations report and a recommendation to accept or reject the change
 - An explanation of how the actual performance of the e-Shop service will be evaluated during release packaging.
 2. Under agenda item 3 – add: Actual performance.
- B.
1. The presentation on the “Overview of the change evaluation process” should also cover the objectives, and inputs and outputs including the evaluation report that goes to change management.
 2. Under agenda item 3 - add:
 - Fit for use - whether the e-Shop service will minimize the number of security breaches as well as providing enough capacity
 - Resources - availability of staff, finances, and other resources to run the e-Shop service.
- C.
1. The presentation on the “Overview of the change evaluation process” should also cover the objectives, the evaluation of the actual performance, and the sections to be included in the change evaluation report.
 2. Under agenda item 3 – add: Fit for use, as this is very important for an e-Shop in the healthcare sector.
- D.
1. Meeting’s objective: delete ‘unintended’ because the evaluation after service design should focus on the intended effects of the change.
 2. The presentation on the “Overview of the change evaluation process” should cover the objectives, and inputs and outputs including the evaluation report that goes to change management.

Question Two

Refer to Scenario Two

Which of the following recruitment strategies is MOST appropriate when staffing the initial service transition organization?

- A. Combine the roles of configuration analyst and configuration librarian for the first headcount due to synergy between these two roles. Hire the release and deployment manager for the second because it is a key role currently required. Combine the change evaluation manager and service validation and testing manager for the third to reduce interfaces.
- B. Hire the configuration librarian for the first headcount since this resource is needed to work with the vendor. Hire the change evaluation manager for the second because it is a key role currently required. Combine the service validation and testing manager and the release and deployment manager for the third to reduce interfaces. Leave the configuration analyst till a later stage.
- C. Merge the role of the configuration analyst with the SACM manager. Hire the release and deployment manager for the first headcount because it is a key role currently required. Hire the change evaluation manager for the second and the configuration librarian for the third. Leave the service validation and testing manager till a later stage.
- D. Combine the roles of configuration analyst and change evaluation manager for the first headcount due to synergy between these two roles. Hire the release and deployment manager for the second because it is a key role currently required. Combine the roles of configuration librarian and service validation and testing manager for the third to reduce interfaces.

Question Three

Refer to Scenario Three

As a first step you decide to have a separate meeting with the most appropriate personnel for each of these issues. Who should you invite for discussion in each meeting?

- A. For issue #1 you involve the service operation manager. You request that problem management staff develop a clear process with your SVT staff to identify the risks of system change and to mitigate them where possible.

For issue #2 you enlist the help of your release and deployment management staff to propose effective ways for testing the changes in all release packages.

For issue #3 you involve the service design manager and your selected service transition staff to identify improvement opportunities for the current test environment and to develop a funding proposal to upgrade the testing environment.

- B. For issue #1 you involve the service operation manager. You request that problem management staff develop a clear process with your SVT staff to identify the risks of system changes and to mitigate them where possible.

For issue #2 you enlist the help of your release and deployment management staff to propose effective ways for testing the changes in all release packages.

For issue #3 you talk to the service strategy manager to identify improvement opportunities for the current test environment and to develop a funding proposal to upgrade the testing environment.

- C. For issue #1 you request the service operation manager to work with your staff from change management, change evaluation and SVT staff to develop a clear process to identify the risks of system change and to mitigate them where possible.

For issue #2 you speak to the service design manager about the possibility of incorporating an effective approach for testing the change in all service design packages.

For issue #3 you talk to the service strategy manager to identify improvement opportunities for the current test environment and to develop a funding proposal to upgrade the testing environment.

- D. For issue #1 you enlist the help of your staff from change management, change evaluation and SVT to develop a clear process to identify risks of system change and to mitigate them where possible.

For issue #2 you talk to the service design manager about the possibility of incorporating an effective approach for testing the change in all service design packages.

For issue #3 you talk to all three of them and your selected service transition staff to identify improvement opportunities for the current test environment, in particular, to the service strategy manager to develop a funding proposal to upgrade the testing environment.

Question Four

Refer to Scenario Four

You are an experienced ITSM consultant. The chief information officer (CIO) has hired you to provide a recommendation on the future service model for request fulfilment.

Which one of the following options is the BEST course of action the company should take?

- A. A service catalogue will be published on a company web portal to enable users to request services. The centralized service desk (CSD) agent will log all service requests submitted through the portal in the CSD system. The agent will assign service requests, and standard changes that have a pre-approved procedure and cost, to request fulfilment. All other requests will be routed either to incident management or to change management depending on their actual requirements.
- B. A service catalogue will be published on a company web portal to enable users to request services. Request fulfilment will receive all service requests through a comprehensive self-help function on the portal. This will allow users to apply workarounds and quick fixes, and execute pre-defined changes without having to contact the CSD. Other requests that cannot be fulfilled by the self-help function will be forwarded to the CSD for further screening and handling.
- C. All users will submit service requests, and standard changes that have a pre-approved procedure and cost, to request fulfilment via a new email address, 'servicerequest@company.com'. This email address will be monitored by request fulfilment staff. All other requests will be raised by calling the CSD hotline where the CSD agent will redirect them either to incident management or to change management depending on their actual requirements.
- D. Users will continue to forward all change requests to the email address, 'needchange@company.com', which will be monitored by change management. The users will send all other service requests to another email address, 'servicerequest@company.com', which will be monitored by request fulfilment. Once a change is identified as a standard change it will also be forwarded to 'servicerequest@company.com' by change management.

Question Five

Refer to Scenario Five

Which one of the following four business justifications will be MOST likely to secure the approval of the bank's chief operating officer (COO) to implement the service knowledge management system (SKMS)?

- A. Recent incidents indicate the need to improve the capability of the business users, systems developers and support staff for implementing system and service upgrade projects. Through ensuring accuracy and correlation of configuration information, the SKMS will improve the knowledge of the business users and technical staff. This empowers all staff to determine the most effective application testing and support strategy. Over time this will enhance the overall organizational capability to respond to the changing business requirements.
- B. The capture of accurate configuration information directly into the SKMS will provide much better visibility of application dependency and compatibility for the entire environment. Such information is crucial for implementing major system upgrades. It will facilitate the development of more effective test plans and test scripts by the users and test team. It will also provide the support staff with better information to respond to incidents and technical problems. Over time this will help mitigate risks and improve time-to-production for the business changes.
- C. The new SKMS will capture accurate configuration data in a single, federated repository. This will improve the development, testing and support of all systems changes prior to actual deployment. By implementing effective governance and policies on its use, the SKMS will preserve accuracy of configuration data. It will also remove conflicting data from different data sources and enable timely identification and analysis of errors. Over time this will lead to improved problem resolution and time-to-production for the business changes.
- D. Information provided by the SKMS will reveal patterns of successful change management for system and service upgrades, and enable lessons to be learned from experience. This will lead to the bank having an improved capability to predict the risks of all options for implementing business changes. The SKMS will also enable the staff to anticipate and avoid common issues and problems with business changes, and help management to develop an effective change strategy. Over time this will help the bank to make informed business decisions.

Question Six

Refer to Scenario Six

The chief information officer has asked you to recommend suitable key performance indicators (KPIs) for the change management process. The KPIs must support the goals of the organization and support the resolution of the issues in the scenario.

Which one of the following options proposes the MOST suitable KPIs for the accompanying scenario?

A. The following KPIs should be introduced:

- Number of changes that were authorized and implemented for the last two years
- Percentage of unauthorized changes out of all changes implemented within the last two years
- Number of failed changes caused by poor and inaccurate specification
- Number of incidents associated with problems caused by implemented changes within the last two years.

B. The following KPIs should be introduced:

- Reduction in number of reported incidents associated with implemented changes
- Reduction in the number of failed changes that result in a “backed-out” situation
- Percentage of all changes in each month meets service level targets (SLA) based on their urgency and priority
- Improvement in percentage of all changes that meet customer's agreed cost and time requirements.

C. The following KPIs should be introduced:

- Improvement in percentage of all changes whose implementation meets SLA based on their urgency and priority
- An increase in percentage of all changes that meet customer's agreed cost and time requirements
- Reduction in the number of reported problems associated with implemented changes
- Reduction in the number of failed changes that result in a “backed-out” situation.

D. The following KPIs should be introduced:

- An increase in percentage of all changes that meet customer's agreed cost and time requirements
- Number of failed changes caused by poor and inaccurate specification
- Increase in accuracy of predictions for time, cost and risks of all authorized changes
- Number of incidents reported to the service desk.

Question Seven

Refer to Scenario Seven

You are a senior manager of this company and a member of the vendor selection panel. Based on the proposal summary you need to identify the vendor that BEST meets the organization's objectives. Which vendor should you choose?

- A. Vendor A
- B. Vendor B
- C. Vendor C
- D. Vendor D

Question Eight

Refer to Scenario Eight

Which one of the following options is the BEST approach for executing the pilot?

- A. Pilot half of the applications with representative stakeholders from USA, and all users in Denmark and Sweden. These users will use the new release to carry out normal activities. Service level agreement (SLA) achievements and incidents will be reviewed daily. After two weeks, if the SLAs have been consistently achieved, then the deployment will be handed over to service operation and approval requested to roll-out all applications to all remaining users. SLA achievements, open incidents and customer satisfaction will be reviewed at the monthly service review meetings.
- B. Pilot all applications with representative stakeholders from USA and all users in Sweden. These users will use the new release to carry out normal activities from Monday to Friday within a designated week. SLA achievements and incidents will be reviewed daily. At the end of the trial period the pilot will be rolled back if required. Incident and availability statistics will be analysed and a survey of all stakeholders will be taken. Plans will be updated based on the lessons learned before seeking approval for a full roll-out.
- C. Pilot all applications with representative stakeholders from USA and Denmark. These users will use the new release to carry out normal activities for two weeks. SLA achievements and incidents will be reviewed daily. After two weeks the pilot will be rolled back if required. Incident and SLA statistics will be analysed and a survey of all stakeholders will be taken. Plans will be updated based on the lessons learned before seeking approval for a full roll-out.
- D. Pilot all applications with representative stakeholders from USA and Sweden. These users will use the new release according to a pre-defined sample of transactions each day. At the end of two weeks any incidents will be recorded, and a survey will be taken. If, after two weeks customers are satisfied, then approval will be requested for a roll-out to remaining users. If customers are not satisfied the pilot will be rolled back. Plans will be updated based on the lessons learned before seeking approval for another pilot.