



ITIL® Intermediate Capability Stream:

RELEASE, CONTROL AND VALIDATION (RCV) CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

This booklet contains the scenarios upon which the eight 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 eight 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

A healthcare company plans to expand its business by adding an online shopping (e-Shop) capability to its existing website. There have been recent website performance issues caused by insufficient capacity and resources. The project to create the new e-Shop service is in the 'Define Service Solution' stage.

The IT organization is also adopting the ITIL service transition processes, including the change evaluation process.

You are the head of change management. You have been asked to review and provide suggestions for improving the following email which will be circulated to the stakeholders involved in the evaluation review:

Dear Colleague,

You are requested to attend the service design evaluation meeting for the e-Shop service. This review is part of the change evaluation process. The meeting's objective is to evaluate the e-Shop service design package v01 to confirm the intended effects and to identify potential unintended effects of the proposed service change.

The agenda is:

1. *Introduction*
2. *Presentation - Overview of the change evaluation process - plan the evaluation, evaluate predicted performance*
3. *Evaluation of e-Shop service design - factors for considering the effect of the change:*
 - a) *Service provider capability - ability of business support and IT to perform as required*
 - b) *Tolerance - ability or capacity of the current website to absorb the e-Shop service*
 - c) *Organizational setting - ability of our organization to accept the e-Shop service*
 - d) *Modelling and measurement – the extent to which the predicted behaviour from a model matches the actual behaviour from the e-Shop service*
 - e) *Purpose - whether the e-Shop service will be fit for purpose*
 - f) *People - the people within the e-Shop operating environment and the effect of change on them*
4. *Risk identification and assessment*
5. *Actions and next steps*

Scenario Two

An international school has just appointed a vendor to replace their school administrative system. The project is divided into three phases. Phase one will be completed in three months' time. This will include the delivery of a configuration management database (CMDB) interfaced with the first major release of the new school system.

You are the head of IT operations for the school. To support this project, the chief information officer (CIO) has asked you to establish a new service transition organization. You have been assigned the roles of service transition manager and change manager. Another experienced IT manager will take on the role of service asset and configuration management (SACM) process manager.

Although there are some skilled practitioners, the new organization will also require the following key service transition roles:

- Configuration analyst
- Configuration librarian
- Change evaluation manager
- Service validation and test manager
- Release and deployment manager

The board has approved the immediate recruitment of three resources initially. If phase one of this project is successful the board will approve the hiring of resources for all of the remaining roles. In addition, the board and the CIO have agreed the following principles for staffing the project in phase one:

1. Since there are more roles than approved headcount, roles and responsibilities may be combined where appropriate.
2. The school will engage an external vendor to conduct the design and planning of the SACM process and the CMDB.
3. The initial organization should have clear ownership of all the required service transition processes.

You move on to start the recruitment for the new organization.

Scenario Three

You are the service transition manager for a large enterprise. Recently there were some major issues related to upgrading various business systems. The issues were:

1. Some of the application upgrades were deployed to production even though the changes did not fully meet the acceptance criteria. The risks of these changes were not fully understood and mitigated. This led to failures to meet business expectations.
2. For some upgrades, the promised service levels were not realized in the production environment. Prior to deploying the upgrade the test team was unable to verify whether the service levels could be achieved.
3. The test environment had not been upgraded in the past few years to reasonably mirror the actual production environment. This led to an inability to analyse the impact of the change based on the test results.

All of the issues primarily relate to the poor effectiveness of the service validation and testing (SVT) process.

The chief information officer is very concerned and has asked you and your service transition staff to work with the service strategy manager, the service design manager and the service operation manager to review the current situation, and to develop an action plan to resolve the issues.

Scenario Four

A services organization uses its centralized service desk (CSD) to manage incidents and changes. The CSD has only a few service agents. They manage technical issues and problems, answer users' queries, handle generic information requests and reset passwords. All these activities are registered and tracked in a service desk system.

For change requests, users can submit a request for change (RFC) form to the e-mail address, 'needchange@company.com'. Due to resource constraints this e-mail address is monitored by only one agent from the service desk. This agent screens every change request and, depending on the type of change, routes the RFC to the appropriate team.

Service level management is responsible for handling requests for new services and requests for changes to existing services. The service level manager works with the change manager to submit RFCs deemed appropriate to the change advisory board. All RFCs are recorded in an internal system.

The current service model has resulted in three main issues:

1. A large number of service requests and standard changes are raised by the users. This creates a heavy workload for both incident management and change management.
2. Users are confused by the multiple channels they can use to submit requests, and confused as to who should be their first contact.
3. The ownership for fulfilling different types of service or change request is unclear.

The above issues have had an impact on levels of performance which the IT service provides to the business. Service efficiency, effectiveness and user satisfaction are declining. To rectify the situation the chief information officer (CIO) plans to set up a request fulfilment process within IT.

Scenario Five

A global bank is planning to deploy a large number of releases to its mission-critical applications. This is to meet the needs of a rapid business development programme in Asia.

The programme has suffered substantial delays in recent months following major failures after the deployment of some of the application releases. The bank's system support group (SSG) gathered information from different business users and support specialists and discovered the following issues:

- Scattered data sources with inconsistent data for problem diagnosis
- Insufficient skills of both business users and IT support staff
- The lack of an effective approach to test the changes and releases prior to deployment.

The head of SSG proposes that a new service knowledge management system (SKMS) should be implemented to improve the performance of service transition. This needs to be approved by the chief operating officer (COO).

The COO's interests are to improve the bank's overall organizational capability, insights and wisdom to respond to business demands, to manage risks, and to implement all changes effectively. Other requirements from the users or IT support groups are of less concern.

The head of SSG needs to develop the business justifications for the SKMS. The contents of the business justifications should display the value of SKMS and describe how data within the organization can be transformed to information, subsequently to knowledge, and finally to wisdom.

Scenario Six

You are the process owner for change management at a large local government organization. The goal of the organization is the provision of quality and widely-available services to internal and external customers. The services should also provide good value for money.

There are 64 different IT services. Half of these services were developed by external suppliers. Customers can access some of the IT services 24 hours a day.

Changes are authorized by a change advisory board with senior representation from IT and the business. The number of unsuccessful changes has increased, affecting the availability and reliability of the IT services. The number of incidents reported in relation to implementing changes is also increasing.

One recent incident affected the deployment of a major change to a key service. Some important steps were missing from the change documentation, and the change was backed out. This meant that the planned date was not achieved and the costs of the change were a lot higher than budgeted.

There is also an increase in the number of changes that have failed to meet the required service level based on their urgency. Several complaints were received from the customers.

The chief information officer is concerned about the situation and the damage it has caused to the reputation of the IT organization.

Scenario Seven

The management of a company recently approved the implementation of a versatile configuration management system (CMS), including a federated configuration management database (CMDB), related processes and tools.

The company currently has a separate problem management database for end-user support, and a definitive media library (DML) to store current versions of all software and systems. Information about all other IT assets is maintained in disparate systems.

There are several CMS tool functions that the company wishes to implement, the most urgent ones being those related to configuration verification and audit. Four vendors have been shortlisted to provide the technologies and implementation services.

Due to budget constraints the CMS solution will be implemented in three phases, with only two major CMS functions being implemented in each phase. To select the BEST-qualified vendor the company has asked each vendor to present their approach for implementing the configuration verification and audit functions. The proposals are summarized as follows:

(No particular order for the functions within each phase)

	Vendor A	Vendor B	Vendor C	Vendor D
Phase 1	<ul style="list-style-type: none"> Automatic discovery and loading of CI information Guided interrogation and reporting of the CMDB 	<ul style="list-style-type: none"> Automatic discovery and loading of CI information Integration and interface with definitive media library (DML) 	<ul style="list-style-type: none"> Automatic discovery and loading CI information Integration with current problem management database 	<ul style="list-style-type: none"> Discovery, update and display of hierarchic and networked CI relationships Support the update and display of CIs of varying complexity
Phase 2	<ul style="list-style-type: none"> Discovery, update and display of hierarchic and networked CI relationships Support the update and display of CIs of varying complexity 	<ul style="list-style-type: none"> Discovery, update and display of hierarchic and networked CI relationships Support for configuration baselines, including reversion to trusted versions 	<ul style="list-style-type: none"> Discovery, update and display of hierarchic and networked CI relationships Support the update and display of CIs of varying complexity 	<ul style="list-style-type: none"> Automatic discovery and loading of CI information Support for configuration baselines, including reversion to trusted versions
Phase 3	<ul style="list-style-type: none"> Support for configuration baselines, including reversion to trusted version Maintenance and display of history of all CIs 	<ul style="list-style-type: none"> Guided interrogation and reporting of the CMDB Maintenance and display of history of all CIs 	<ul style="list-style-type: none"> Automatic identification of all affected CIs when any CI is the subject of a request for change Maintenance and display of history of all CIs 	<ul style="list-style-type: none"> Integration with current problem management database Guided interrogation and reporting of the CMDB

Scenario Eight

You are the release and deployment manager for a multi-national organization using off-the-shelf applications to support business operations.

There are 2500 users in the USA, 10 in Sweden and 60 in Denmark. Users in Denmark and Sweden use identical applications on PCs and server infrastructure with identical configurations. The USA applications and infrastructure configurations are similar, but not identical.

There are service level agreements (SLAs) for each service. Monthly service reviews are attended by stakeholders where performance and open problems are discussed.

Most users access the services over a private network. The sales force work remotely during the week and upload sales orders and download updated price lists on the weekend.

Users have different usernames and passwords to access each application. It has been decided that new, single sign-on functionality will be introduced for all users, which will require deployment of a new release of each application to all PCs.

To minimize risks, a pilot for the deployment of the single sign-on release will be used. This will provide an opportunity to identify and fix any issues before a full roll-out. A baseline will be taken before any deployments commence.

According to the release and deployment management policy, the pilot will be rolled back if there are significant failures or if it is necessary to ensure that pilot users have the correct baseline before the full deployment.