

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

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## **ITIL® Intermediate Lifecycle Stream: SERVICE TRANSITION CERTIFICATE**

*Sample Paper 1, version 6.1*

Gradient Style, Complex Multiple Choice

### **ANSWERS AND RATIONALES**

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**Answer Key:**

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

QUESTION	One	Scenario	One
<b>Question Rationale</b>	This question focuses on the need to develop a change management process that provides both effectiveness in assessing, evaluating and authorizing different types of changes, as well as efficiencies in handling the change volume. A relevant change management process also has to allow for appropriate levels of risk, and must allow low-risk changes to proceed with minimal bureaucracy to allow available resources to be concentrated where they will deliver the maximum benefit.		
<b>MOST CORRECT (5)</b>	<b>A</b>	This solution provides a range of approaches – defined and maintained via change models – to address the different levels of risk in business areas while at the same time minimizing bureaucracy. The change authorization matrix will allow changes to be authorized at the appropriate levels, speeding up lower risk and routine change but ensuring appropriate attention is paid to potentially more dangerous changes. The risk model will be used across the organization, and will help ensure that the right changes are dealt with at the right levels.	
<b>SECOND BEST (3)</b>	<b>B</b>	This is not a bad answer but it does not address the efficiencies that can be gained by introducing change models. While it is possible that some major incidents are the result of unauthorized changes, the scenario states that <b>failed</b> changes are causing the major incidents; therefore a "zero tolerance" policy will not have the desired benefit. The CAB will be relevant, but not for every type of change and the need for change models matching change type to specific procedures is lacking. Risk needs to be considered consistently across the entire organization, not just by the change management team.	
<b>THIRD BEST (1)</b>	<b>C</b>	While the idea of minimizing bureaucracy may be appealing to the IT staff, this suggestion regarding the approval process still does not address the main concern which is assessing changes based on the associated risk. Such an approach is also likely to result in continued inconsistencies in terms of how "normal changes" are handled across the organization. The lack of consistency will most likely result in more staff resources being used, due to the need to specialize and be aware of multiple approaches. Also, the extra reporting, auditing and central control will add a layer of cost and bureaucracy that is not necessary.	
<b>DISTRACTER (0)</b>	<b>D</b>	The degree of bureaucracy and control here would simply stop the changes happening at all or ensure they are not put through the process. The CAB will not have the time or resources to consider every change request. Escalating all change-related incidents to problem management will likely overwhelm that process and is a reactive approach as the goal is to reduce and prevent major incidents from happening in the first place.	
<b>Syllabus Unit / Module supported</b>	ITIL SL: ST03 Service transition processes		
<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.  Application – The candidate must apply their knowledge of change models and assess the range of approaches sufficiently to determine which will meet the need described in the scenario. The key is detecting that there are different levels of risk which indicate a variety of models and authorization levels to address the needs.		
<b>Subjects covered</b>	Categories Covered: <ul style="list-style-type: none"><li>• Change models</li><li>• Assess and evaluate the change</li><li>• Risk categorization</li><li>• Authorizing the change</li></ul>		
<b>Book Section Refs</b>	ST 4.2.4.1 – Service transition processes – Change management – Policies, principles and basic concepts – Policies ST 4.2.4.5 – Service transition processes – Change management – Policies, principles and basic concepts – Change models and workflows ST 4.2.5 – Service transition processes – Change management – Process activities, methods and techniques (Figure 4.2 Example of a process flow for a normal change) ST 4.2.5 – Service transition processes – Change management – Process activities,		

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	methods and techniques (Figure 4.5 Criteria for delegating authority via a change hierarchy)
<b>Difficulty</b>	Hard

QUESTION	Two	Scenario	Two
<b>Question Rationale</b>	This question focuses on application of the change evaluation process and its outputs to other processes. As referenced in the scenario, candidates must determine how change evaluation can: <ul style="list-style-type: none"><li>Assist better understanding of the intended and unintended effects of a change on the business</li><li>Provide more helpful outputs to improve service transition capabilities</li></ul>		
<b>MOST CORRECT (5)</b>	<b>B</b>	This response correctly identifies the evaluation report as the main output from the change evaluation process to change management, and correctly states that the evaluation report is based on the analysis of actual versus predicted performance. It also suggests engaging customers and users in an effort to better understand the effects of a change.	
<b>SECOND BEST (3)</b>	<b>D</b>	This response starts out correctly by recognizing more outputs are needed from the change evaluation process; however, it incorrectly describes the purpose of the interim evaluation report and also incorrectly states that service validation and testing receives the interim report. This answer fails to describe ways that change evaluation can better understand the effects of a change.	
<b>THIRD BEST (1)</b>	<b>C</b>	This response correctly states that change evaluation reports are needed that will identify risks and issues, but wrongly states that the reports only relate to changes before they are implemented (vs. before and after they are implemented). This response wrongly states that the change evaluation process is currently performing correctly in the organization, despite the fact that it is missing its main activities and outputs. This response also inappropriately mixes service validation and testing in the middle of the change evaluation activities. The change evaluation plans are used by change evaluation, and the change evaluation process provides the evaluation reports to change management. This response fails to describe ways that change evaluation can assist with better understanding of the effects of a change.	
<b>DISTRACTER (0)</b>	<b>A</b>	This response completely misrepresents the change evaluation process for several reasons. It fails to acknowledge the evaluation report, which is the main output for the process. Also, it is not intended that the change management team should execute the evaluation plan. It also describes using the evaluation plan <b>after</b> the change is implemented, instead of before. This response fails to identify more helpful outputs and also fails to describe ways that change evaluation can better understand the effects of a change.	
<b>Syllabus Unit / Module supported</b>	ITIL SL: ST03 Service transition processes		
<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.  Application – The candidate must use their knowledge of the change evaluation, service validation and testing and change management process interfaces to identify which of the answer options contains the correct information.		
<b>Subjects covered</b>	Categories Covered: <ul style="list-style-type: none"><li>Change evaluation outputs and interfaces</li></ul>		
<b>Book Section Refs</b>	ST 4.6.5 – Service transition processes – Change evaluation – Process activities, methods and techniques (Figure 4.33 Change evaluation process flow) ST 4.6.6.3 – Service transition processes – Change evaluation – Triggers, inputs, outputs and interfaces – Outputs ST 4.6.6.4 – Service transition processes – Change evaluation – Triggers, inputs, outputs and interfaces – Interfaces		
<b>Difficulty</b>	Easy		

QUESTION	Three	Scenario	Three
<b>Question Rationale</b>	This question focuses on managing organizational change and on the best approach to ensuring a transition will be successful from an organizational communications perspective.		
<b>MOST CORRECT (5)</b>	<b>B</b>	<p>This answer addresses many of the KEY activities that are required to manage the organizational change.</p> <ul style="list-style-type: none"> <li>• A project team is created</li> <li>• The stakeholder map and communication plan are developed quickly to be sympathetic to the sense of urgency and to demonstrate an organized, responsive plan is being created to assist the organizational comfort level of the proposed change</li> <li>• Workshops are held and include key elements, chief information officer (CIO) support and users who are negatively impacted by the change. CIO presence is a crucial element in showing executive support for the change, as is the inclusion of negatively impacted users to bring them into the team as early as possible to build the solution</li> <li>• Training is matched to those with an appropriate need and not just a blanket approach, and is not restricted to IT staff only</li> </ul>	
<b>SECOND BEST (3)</b>	<b>A</b>	<p>This answer addresses some of the activities required, includes some steps that are not appropriate (e.g., conducting a cultural assessment) and fails to provide the steps necessary to 'manage' the change.</p> <ul style="list-style-type: none"> <li>• The CIO's plan is not discussed with the staff; it is presented to the staff as the solution. This does not provide the IT organization with any input into the solution and will not help with gaining support</li> <li>• Conducting a cultural assessment is (1) a service design responsibility and (b) not necessary as the scenario states that an assessment has been performed</li> <li>• Elements of this plan that are positive include the visible management support and commitment to the change and creating a communication plan that supports two-way communication</li> <li>• However, the communication plan should be based on stakeholders' level of commitment, versus the results of a cultural assessment</li> <li>• Suggested training is limited to key staff members, not necessarily matched to requirements, and covers IT staff only</li> </ul>	
<b>THIRD BEST (1)</b>	<b>D</b>	<p>This answer also includes the main KEY activities that should be undertaken to address the organizational change; however, the activities are executed in an ineffective manner.</p> <ul style="list-style-type: none"> <li>• While talking to the 'supportive groups' is easier and provides positive feedback it is not the best use of time</li> <li>• Part of managing people through transitions is to ensure that users who are negatively impacted by the change are consulted immediately and are part of building the solution, as opposed to being "handled" by management privately</li> <li>• Conducting a cultural assessment is (1) a service design responsibility and (b) not necessary as the scenario states that an assessment has been performed. The purpose of a cultural assessment is to determine an organization's readiness and level of maturity, not to monitor acceptance of a change</li> </ul>	
<b>DISTRACTER (0)</b>	<b>C</b>	<p>This answer does not address elements of managing organizational change that are relevant to the scenario.</p> <ul style="list-style-type: none"> <li>• Conducting a cultural assessment is (1) a service design responsibility and (b) not necessary as the scenario states that an assessment has been performed. This answer fails to suggest creating a communication plan</li> <li>• Targeting communications at groups who are resistant is not the best use of time. It is best to concentrate on those people who are capable of understanding and welcoming the transition</li> <li>• Creating a commitment planning chart is premature at this time as other activities are needed (e.g., establishing a project team, conducting</li> </ul>	

		workshops, providing training. Furthermore, a commitment planning chart would include all stakeholder, or at a minimum, key stakeholders, not just those that are resisting the change
		<ul style="list-style-type: none"> <li>The purpose of a stakeholder map is to plot interests, not monitor "employee shock"</li> </ul>
<b>Syllabus Unit / Module supported</b>	ITIL SL: ST04 Managing people through service transitions	
<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 structure and can distinguish between facts and inferences.</p> <p>Application – The candidate must use their knowledge of managing organizational change and communication strategies along with their analysis of the scenario to select the list of actions that will produce the best outcome.</p>	
<b>Subjects covered</b>	<p>Categories Covered:</p> <ul style="list-style-type: none"> <li>Managing communications and commitment</li> <li>Managing organizational and stakeholder change</li> </ul>	
<b>Book Section Refs</b>	<p>ST 5.1 – Managing people through service transitions – Managing communications and commitment</p> <p>ST 5.2 – Managing people through service transitions – Managing organization and stakeholder change</p> <p>ST 5.3 – Managing people through service transitions – Stakeholder management</p>	
<b>Difficulty</b>	Moderate	



QUESTION	Four	Scenario	Four
<b>Question Rationale</b>	This question is designed to test the candidate's knowledge of the purpose and objectives of the service transition processes, and also the application of those processes in relation to the scenario. The correct answer requires that the candidate can link the following processes to the issues identified in the scenario: <ul style="list-style-type: none"><li>• Bullet 1 – release and deployment management (RDM)</li><li>• Bullet 2 – service validation and testing (SV&amp;T)</li><li>• Bullet 3 – change evaluation</li></ul>		
<b>MOST CORRECT (5)</b>	<b>D</b>	This is the only answer in which all three statements accurately describe the associated processes. This answer also correctly addresses the issues identified in the scenario.	
<b>SECOND BEST (3)</b>	<b>B</b>	This is the second best option because two of the three statements are correct. However, the statement regarding service validation and testing is not complete as that process also provides assurance that a service will deliver the agreed warranty (in response to the reference to service level requirements in the scenario). Also, this option excludes change evaluation, which would address the third issue mentioned in the scenario about the business not being able to determine the value of some projects.	
<b>THIRD BEST (1)</b>	<b>C</b>	This answer has some merits but also some flaws. In this answer, the statement regarding release and deployment management is correct but it is not as good as the correct answer (D) as it does not reference release and deployment plans, nor does it mention protecting the integrity of existing services, both of which are relevant to the scenario. The statement regarding service validation and testing is wrong as the value statement describes knowledge management. The statement regarding change evaluation is correct but is not as good as the correct answer (D) as it does not speak to the matter of authorizing only those changes that are able to deliver value.	
<b>DISTRACTER (0)</b>	<b>A</b>	This answer is wrong as all of the value statements are incorrect. The transition planning and support statement is actually a release and deployment management statement and does not address the need for improved planning to ensure the business is not affected by unexpected changes. Service validation and testing does have quality assure releases but does not ensure the integrity of a release package; that is RDM's responsibility. The knowledge management statement is correct but does not relate to any of the issues identified in the scenario. The correct answer must ensure the <i>business</i> understands the value of a service, not IT staff.	
<b>Syllabus Unit / Module supported</b>	ITIL SL: ST03 Service transition processes		
<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 must apply their in-depth knowledge of the service transition processes and analyse the scenario to correctly select the answer option.		
<b>Subjects covered</b>	Categories Covered: <ul style="list-style-type: none"><li>• Purpose and objectives, scope and value to business of these processes</li></ul>		
<b>Book Section Refs</b>	ST 4.1.1 – Service transition processes – Transition planning and support – Purpose and objectives ST 4.4.1 – Service transition processes – Release and deployment management – Purpose and objectives ST 4.5.1 – Service transition processes – Service validation and testing – Purpose and objectives ST 4.6.1 – Service transition processes – Change evaluation – Purpose and objectives		

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	ST 4.7.1 – Service transition processes – Knowledge management – Purpose and objectives
<b>Difficulty</b>	Hard

QUESTION	Five	Scenario	Five
Question Rationale	This question focuses on: 1. Ensuring service transition activities are aligned with business, service management and IT strategies and plans. 2. Implementing service transition in a virtual or cloud environment. 3. Ensuring service transition activities are appropriate given current financial and resource constraints.		
MOST CORRECT (5)	D	This is the best answer as it addresses all of the issues presented in the scenario and all of the items listed in the question rationale. <ul style="list-style-type: none"><li>Bullet 1 – addresses both items 1 and 3 above</li><li>Bullet 2 – addresses item 2 above</li><li>Bullet 3 – addresses item 1 above</li><li>Bullet 4 – addresses item 2 above</li></ul>	
SECOND BEST (3)	C	This is the next best answer as the answer options are somewhat applicable to the scenario and question rationales but this option fails to address item 1 above <ul style="list-style-type: none"><li>Bullet 1 – while beneficial, this option speaks more to customers being aware of the IT organization’s capabilities and needs rather than the other way around</li><li>Bullet 2 – addresses item 2 above</li><li>Bullet 3 – addresses item 2 above</li><li>Bullet 4 – touches on item 3 above but fails to speak directly to the matter of financial constraints</li></ul>	
THIRD BEST (1)	B	Only the third bullet in this answer directly supports the scenario or question rationales. <ul style="list-style-type: none"><li>Bullet 1 – while somewhat relevant to item 3 above, this option is very IT-centric and fails to address the need to ensure resources, including financial resources, are used in a way that supports the priorities of the business</li><li>Bullet 2 – addresses item 1 above but doesn’t really explain why this is important (i.e., ensuring those projects that are most important to the business are managed via service transition)</li><li>Bullet 3 – addresses item 2 above but doesn’t really provide any specifics in terms of what must be done</li><li>Bullet 4 – touches on items 1 and 3 above but barely – it fails to mention ensuring plans are aligned with business strategies and plans and also doesn’t really explain that templates can improve the utilization of resources</li></ul>	
DISTRACTER (0)	A	This is the distracter as none of the answers directly address the issues in the scenario or question rationale. <ul style="list-style-type: none"><li>Bullet 1 – while important when transitioning to a cloud environment, ensuring contracts are in place is not a service transition responsibility. It is a supplier management responsibility</li><li>Bullet 2 – while the scenario states that the business units are struggling to support the cloud-based services, there is nothing that identifies incidents as a major consideration</li><li>Bullet 3 – while important, this option fails to explain what benefits will be derived from increasing continual service improvement initiatives</li><li>Bullet 4 – while increased automation will be a likely part of transitioning to a cloud environment, the organization must first ensure the service transition processes are robust enough to handle the automation</li></ul>	
Syllabus Unit / Module supported	ITIL SL: ST02 Service transition principles ITIL SL: ST07 Implementing and improving service transition		
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.  Application – The candidate needs to apply their knowledge of service transition principles and considerations when implementing service transition in a virtual or		

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	cloud environment and determine which list of options best meets the challenges in the scenario. While each answer contains some valid options, only one has four options that directly meet the scenario challenges correctly.
<b>Subjects covered</b>	Categories Covered: <ul style="list-style-type: none"> <li>• Service transition principles</li> <li>• Metrics for alignment with the business and IT plans</li> <li>• Implementing service transition in a virtual or cloud environment</li> </ul>
<b>Book Section Refs</b>	ST 3.2.1 – ST principles – Optimizing service transition performance - Metrics for alignment with the business and IT plans ST 8.3 – Implementing service transition – implementing service transition in a virtual or cloud environment
<b>Difficulty</b>	Moderate

QUESTION	Six	Scenario	Six
<b>Question Rationale</b>	This question focuses on scoping and technology decisions that need to be made when implementing service asset and configuration management. Key considerations include: <ul style="list-style-type: none"><li>Working with change management to determine the configuration items (CIs) to be controlled</li><li>Migrating to a common CMS architecture that supports the integration of multiple data sources and enables CI relationships to be maintained</li><li>Sharing information across service management processes</li></ul>		
<b>MOST CORRECT (5)</b>	<b>A</b>	This is the best option since it follows ITIL guidance by allowing separate physical databases that each stakeholder group uses to meet its needs, but consolidates the commonly needed information across service areas using a CMS. Working with the stakeholders is the key here to recognizing that there are distinct as well as common information needs. All stakeholder needs can be met in addition to supporting SACM requirements and benefits. The scenario references change management as a key stakeholder and so it is implied that change management is considered in this option.	
<b>SECOND BEST (3)</b>	<b>C</b>	This option is partially accurate since it meets the SACM need for a consolidated view of information and recommends migrating to a common CMS architecture. However, it fails to recognize the needs of the stakeholders by suggesting that the level of detail to be captured in configuration records can be agreed upon, versus supporting the need to CIs of varying complexity. This answer also recommends eliminating the existing databases and moving to a single database, versus looking for ways to integrate the existing data sources into a federated view.	
<b>THIRD BEST (1)</b>	<b>D</b>	The issue with this option is the scope. It sets a limiting and narrow view by placing the current change management practices as the scope, ignoring the service desk and the other functions. This solution would inevitably result in the functions continuing to maintain their spreadsheets and databases and so fails to address the need to share information and maintain CI relationships.	
<b>DISTRACTER (0)</b>	<b>B</b>	This option does not address any of the issues in the scenario. While this option may, at first glance, please the technical and application managers as they will be allowed to track their own attributes in their own spreadsheets and databases, this option does not address the needs of the other stakeholders, nor does it represent best practice.	
<b>Syllabus Unit / Module supported</b>	ITIL SL: ST03 Service transition processes ITIL SL: ST06 Technology 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 and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.  Application – The candidate must apply their knowledge of SACM and its basic model constructs and use the issues in the scenario to distinguish which approach provides a win-win situation. Following only the guidance will miss the opportunity to meet the diverse needs of each service area, garner support for SACM and still reap shared benefits.		
<b>Subjects covered</b>	Categories Covered: <ul style="list-style-type: none"><li>CMS planning</li><li>Scope of CI's</li><li>Establishing requirements</li><li>Technology considerations</li></ul>		
<b>Book Section Refs</b>	ST 4.3.4 – Service transition processes – Service asset and configuration management – Policies, principles and basic concepts ST 4.3.4.3 – Service transition processes – Service asset and configuration management – Configuration management system ST 7.3 – Technology considerations – Configuration management system		
<b>Difficulty</b>	Moderate		

QUESTION	Seven	Scenario	Seven
Question Rationale	To analyse and understand how different roles can support service asset, configuration management (SACM) and release and deployment management process implementation and improvement opportunities.		
MOST CORRECT (5)	C	Given the size of the organization, a combined change, configuration and release manager role makes sense, particularly as there is already an individual assigned to the SACM process owner role. It is appropriate to focus initially on SACM-related responsibilities to establish the process scope and plan the implementation approach. Once this is complete, more staff can be evaluated and the attention can turn to release and deployment management.	
SECOND BEST (3)	D	This answer correctly focuses on the SACM process manager role but requires an upfront configuration analyst role, which may not be needed initially. There was no indication that a widespread ‘awareness campaign to win support’ was needed. It is appropriate to say that the need for additional roles will be evaluated in the future.	
THIRD BEST (1)	A	There is no need for three upfront roles to be staffed by separate individuals because of any ‘check and balance’. Given the very small size of the organization, it is not likely that there will be enough configuration librarian or analyst work to justify the roles. More analysis should be done before filling those roles upfront.	
DISTRACTER (0)	B	This answer just focuses on tools for the CMS as the priority role, and relegates all the configuration manager responsibilities to the process owner. While a release and deployment management process owner will be needed in time, there are more important SACM roles to fill at the present.	
Syllabus Unit / Module supported	ITIL SL: ST05 Organizing for service transition		
Blooms Taxonomy Testing Level	<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 structure and can distinguish between facts and inferences.</p> <p>Application – The candidate must apply their knowledge of the SACM roles and distinguish how they should be prioritized in line with the needs of implementation. Roles that are responsible for planning and setting up the initial capabilities must be considered the priority. The candidate must also consider the size of the company and select a range of roles that will suffice to operate SACM fully but with limited resources.</p>		
Subjects covered	<p>Categories Covered:</p> <ul style="list-style-type: none"><li>Organizing for service transition</li><li>SACM roles and responsibilities</li></ul>		
Book Section Refs	ST 6.2.1.1 – Organizing for service transition – Functions – Examples of service transition organizational structures – Small organization ST 6.4.7 – Organizing for service transition – Roles – Service asset and configuration management roles		
Difficulty	Easy		

QUESTION	Eight	Scenario	Eight
Question Rationale	This question focuses on the critical success factors (CSFs) most relevant to this organization in light of the trends mentioned in the scenario.		
MOST CORRECT (5)	A	<p>This answer directly addresses the issues raised in the scenario.</p> <ul style="list-style-type: none"><li>• Process integration would enable better information sharing (i.e. known errors, workarounds) between service transition and service operation and would also ensure that configuration information is accurate and up to date to improve impact analysis for changes</li><li>• Development of good-quality systems, tools, processes and procedures will assist in process integration and will also ensure consistently documented and executed processes</li><li>• A better understanding of configurations and their dependencies will result in improved change impact analysis, leading to a reduction in the number of unexpected outages</li></ul>	
SECOND BEST (3)	D	<ul style="list-style-type: none"><li>• Defining clear accountabilities, roles and responsibilities would improve the execution of processes but does not address the matter of inconsistent documentation</li><li>• Creating and maintaining knowledge in a usable form will help reduce the fact that staff are frequently solving similar issues during release and early operations</li><li>• Automating processes to eliminate errors may help reduce the number of unexpected outages but does not address the fact that there is no evidence in the scenario that the existing service asset and configuration management data is robust enough to support effective impact analysis for changes</li></ul>	
THIRD BEST (1)	B	<ul style="list-style-type: none"><li>• There is nothing in the scenario to suggest the need for improved integration with programme and project management</li><li>• While establishing a culture that enables knowledge sharing speaks to the fact that staff are frequently solving similar issues, there is nothing in the scenario to suggest that this is a cultural problem. It is more likely another symptom of poorly documented processes</li><li>• While less variation in the predicted quality of changes is relevant to the scenario, there is no evidence to suggest that cycle time is an issue or that service transition is not performing within predicted cost and timeframes.</li></ul>	
DISTRACTER (0)	C	<p>This is the least correct answer as it fails to address the concerns of this organization.</p> <ul style="list-style-type: none"><li>• Achieving a balance between maintaining a stable live environment and being responsive to changes is a challenge that service transition must address but simply to “maintain a stable production environment” is not a CSF</li><li>• There is nothing in the scenario to suggest staff lack the required knowledge and skill; however, there is clearly the suggestion that poor-performing processes are preventing the sharing and transfer of knowledge</li><li>• Improving service transition processes alone does not address the matter of inconsistent documentation across the incident, problem and change management processes referenced in the scenario</li></ul>	
Syllabus Unit / Module supported	ITIL SL: ST08 Challenges, critical success factors and risks.		
Blooms Taxonomy Testing Level	<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 to workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.</p> <p>Application – The candidate must analyse the scenario and select the CSFs that are useful given the need to demonstrate ROI. It is not sufficient to apply all CSFs in this case, but those that will produce the desired results.</p>		
Subjects covered	Categories Covered:		

	<ul style="list-style-type: none"> <li>• Implementing and improving service transition</li> <li>• Service transition critical success factors</li> </ul>
<b>Book Section Refs</b>	ST 9.2 – Challenges, critical success factors and risks – Critical success factors
<b>Difficulty</b>	Moderate