

ITIL[®] 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

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.*

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Question One

Refer to Scenario One

You have been hired as an ITSM consultant and have been asked to provide guidance on the development and implementation of change management within the bank.

Which one of the following options is the BEST course of action for this organization?

- A. Develop a change management process that will be implemented across the entire IT organization and, in order to address the specific issues, ensure that the process includes:
- A range of different change models to handle different types of changes
 - A change authorization matrix indicating sign-off levels for the various types of changes
 - A risk model to be used by all of IT for assessment and evaluation activities
- B. Develop a change management process that will be implemented across the entire IT organization and, in order to address the specific issues, ensure that the process includes:
- A policy where there is zero tolerance for unauthorized changes
 - A single change advisory board (CAB) to handle the change requests consistently across the organization
 - A risk model to be used by the change management team for assessment and evaluation activities
- C. Develop change management processes matched to different business units that will cover the whole organization and, in order to address the specific issues, ensure that the process includes:
- An approval process that minimizes bureaucracy by allowing local authorization for standard changes
 - Regular audits for compliance and relevance carried out by a central change manager role
 - Detailed reporting of change statistics to the central change role
- D. Develop a change management process that will be implemented across the entire IT organization and, in order to address the specific issues, ensure that the process includes:
- A single CAB that considers all change requests
 - Central assessment of risk by the change management team to ensure changes are as low risk as possible
 - Escalation of all change-related incidents to problem management to identify the root cause and enable continual improvement

Question Two

Refer to Scenario Two

Based on ITIL best practices, which one of the following options provides the MOST appropriate response to the issues raised by the change manager?

- A. The evaluation plans are the appropriate outputs from change evaluation; however, the change manager may need training on how to use the plans. The evaluation plans should be used by the change management team to measure any deviations between intended benefits and actual performance after changes are complete. The results will provide accurate, fact-based views of every change and avoid perception-based judgements by the business stakeholders, therefore enabling a better dialogue about performance and a better understanding of impacts.
- B. Evaluation plans are important, but are not an output of change evaluation. The change evaluation process also needs to produce evaluation reports. Evaluation reports are needed by change management to accept or reject changes based on the analysis of actual versus predicted performance. To produce accurate reports, change evaluation may need to work with business relationship management to engage users and customers during the evaluation in an effort to fully understand the impact of identified risks and issues.
- C. The evaluation plans should be supplemented by evaluation reports that identify risks and issues before a change is implemented. However, the change manager needs to direct complaints about improved outputs to the service validation and testing (SV&T) process. The evaluation plans are inputs to SV&T so that proper evaluation activities can occur during service validation. Change evaluation is performing correctly, and the change manager needs to channel his expectations for additional reports and test results to the SV&T process manager.
- D. The change manager is correct: change evaluation should be producing more outputs. Change evaluation is accountable for producing evaluation plans and also for evaluating the predicted and actual performance before a change is implemented. An interim evaluation report should be provided to SV&T when additional testing is needed to better understand potential impacts. When testing is complete, a final evaluation report is provided to change management so that an effective decision can be made about whether or not to authorize a change.

Question Three

Refer to Scenario Three

You have been hired as the organizational change expert.

Which one of the following sets of activities would BEST help to improve acceptance for adopting ITIL in this organization?

A. Focusing on IT staff, go ahead with the chief information officer's (CIO's) ITIL implementation and:

- Arrange for the chief executive officer (CEO) and CIO to lead an IT staff meeting to present the ITIL programme and its benefits
- Conduct a cultural assessment to identify key areas within the organization to target with specific messages
- Create a communication plan based on the cultural assessment that supports two-way communication and includes ways to obtain feedback from the IT staff
- Immediately deliver ITIL training to key IT staff members

B. Focusing on IT staff, do the following:

- Create a project team made up of key influencing staff from across the IT organization
- Create a stakeholder map to help understand stakeholder's interests and a communication plan aimed at quickly delivering appropriately targeted messages
- Provide ITIL training to all appropriate staff members, including non-IT staff
- Arrange workshops with the CIO, the project team and selected IT staff, including those who are negatively impacted by, and strongly opposed to, the change. Discuss how adopting ITIL will benefit both the IT staff and the business

C. Focusing on IT staff, move forward with the CIO's ITIL implementation and:

- Conduct a cultural assessment to identify key areas within the organization that are most at risk of not understanding or resisting the ITIL implementation
- Target communications immediately at those groups who are resistant to the transition
- Create a commitment planning chart to show the current commitment level of the targeted individuals and groups and to track whether the communications are having a positive affect
- Create a stakeholder map to proactively monitor and address "employee shock" as the transition proceeds

D. Focusing on the project, move forward with the CIO's ITIL implementation and:

- Create a stakeholder map to identify stakeholder's interests in, and perceptions of, the change
- Develop a communication plan targeted at those individuals who are sympathetic to the change to create positive feedback and a positive environment
- Speak privately with staff members who are negatively impacted by the change to minimize the impact of their resistance and attempt to gain their acceptance
- Conduct a cultural assessment to monitor acceptance of the programme and to identify opportunities for improvement

Question Four

Refer to Scenario Four

Which one of the following collections of service transition processes and value statements BEST addresses the concerns of the chief executive officer (CEO)?

A.

Service transition process	Value statement
Transition planning and support	Delivers new functionality to the business while protecting the integrity of existing services.
Service validation and testing	Quality management assures releases and ensures that the integrity of a release package and its constituent components are maintained throughout service transition.
Knowledge management	Ensures that staff have a clear and common understanding of the value that their services provide to customers and the ways in which benefits are realized from the use of those services.

B.

Service transition process	Value statement
Release and deployment management	Ensures that release and deployment plans are defined and agreed with the business, deploys releases, enables customers to optimize their use of services, protects the integrity of existing services and permits handover to service operation.
Transition planning and support	Plans and coordinates the resources to ensure that the requirements defined in service strategy are encoded into the service design and effectively realized in service operation.
Service validation and testing	Confirms that customer and stakeholder requirements are correctly defined and validates that a service will deliver the required utility.

C.

Service transition process	Value statement
Release and deployment management	Creates and tests release packages that consist of compatible configuration items, deploys releases into production and permits handover to service operation.
Service validation and testing	Enables IT to improve the quality of services by ensuring that reliable and secure knowledge, information and data are available throughout the service lifecycle.
Change evaluation	Sets stakeholder expectations correctly and provides effective and accurate information to change management to ensure that changes which could affect service capability and introduce risk are not transitioned unchecked.

Question continues overleaf

D.

Service transition process	Value statement
Release and deployment management	Ensures that release and deployment plans are defined and agreed with the business, deploys releases into production, enables customers to optimize their use of services, protects the integrity of existing services and permits handover to service operation.
Service validation and testing	Ensures that services are fit for purpose and fit for use, and provides objective evidence that new or changed services will support the customers' requirements.
Change evaluation	Evaluates the intended and, where possible, unintended effects of a change and provides outputs that change management can use to decide whether or not to authorize the change based on its ability to deliver value.

Question Five

Refer to Scenario Five

As the service transition manager, which one of the following sets of service transition activities is the BEST choice to present to the business?

- A.
 - Document end-to-end supply chains and ensure contracts are in place with suppliers of externally-hosted cloud-based services
 - Reduce the percentage of incidents that are caused by changes to cloud-based services
 - Increase the number of continual service improvement initiatives implemented within the service transition lifecycle
 - Automate activities where possible in an effort to derive maximum value from the cloud architecture
- B.
 - Ensure the percentage of the service lifecycle budget allocated to service transition activities is appropriate, given current financial constraints
 - Ensure strategic and tactical projects adopt service transition practices
 - Consider the impact of cloud computing on the design, implementation and operation of service transition
 - Establish a quality rating system that ensures service transition and release plans are complete, based on templates and aligned with IT strategies
- C.
 - Ensure customer and stakeholder organizations have a clear understanding of the service transition practice and its capabilities
 - Create configuration item (CI) types, release models, change models and standard changes that support a cloud architecture
 - Ensure the service transition processes are robust enough to function effectively in the highly automated environment that a cloud architecture requires
 - Ensure the effective use of resources by managing changes to existing services, including the transfer and retirement of services
- D.
 - Produce planning templates and a structured approach that enables IT to deliver what the business considers a priority within financial and other resource constraints
 - Ensure service transition tools, activities, authorities, roles and responsibilities are designed to work seamlessly across both physical and virtual environments
 - Ensure service transition plans are aligned with the business, IT and service management strategies and plans
 - Ensure the SACM process and configuration information can support the dynamic nature of a cloud architecture

Question Six

Refer to Scenario Six

Based on ITIL best practices which one of the following approaches would you recommend as the BEST initial scope approach for service asset and configuration management (SACM) to meet the organization's needs?

- A. Create a policy that defines the initial scope for SACM. Work with the key stakeholders to define and agree on the configuration items (CIs) to be controlled and the number and types of attributes that will be shared. Focus on creating a configuration management system (CMS) that relies on a federated configuration management database (CMDB). This will allow CI relationships to be maintained, as well as flexibility in terms of the level of detail kept at the local level.
- B. Create a policy that defines the scope for SACM. The scope should meet each manager's need to have different levels of detail. Stakeholders will be allowed to track their own attributes in their spreadsheets or other databases to facilitate a quickly implemented and widely accepted SACM process. Security controls will provide access on a need-to-know basis. Such an approach will offer rapid and achievable benefits to all parties, while avoiding a costly, long-term project which delivers full technical details.
- C. Create a policy that defines the scope for SACM, focusing initially on migrating to a common CMS architecture based on a single database. Work with stakeholders to agree on the level of detail to be captured in configuration records, taking into account both the stakeholders' requirements and the requirements of other service management processes. Reduce costs and the resources required to maintain configuration information by eliminating the multiple existing databases and the redundant work they create.
- D. Create a policy that defines the scope for SACM to be the same as change management. Thus, all services, systems and physical components that are under the control of change management will also be under the control of SACM, and the changes will be captured in a single repository of information. The SACM process owner will work with key stakeholders to determine what attributes will be maintained for the CIs, driven by the required degree of change control.

Question Seven

Refer to Scenario Seven

Which one of the following options is the MOST appropriate approach for the service asset and configuration management (SACM) process roles and responsibilities?

- A. Given the very different responsibilities and duties, three separate staff roles should be established and staffed first, namely a SACM process manager, a configuration analyst, and a configuration librarian. This provides the appropriate checks and balances between roles. Once the SACM process has been implemented, a dedicated configuration management system (CMS) and tools administrator role should be considered, along with a release and deployment manager.
- B. The CMS and tools administrator role should be defined and staffed, in order to properly assess the current service management tool portfolio for configuration management capabilities. Given the significant upfront work typically needed for planning the CMS, this role would ensure that the tools would be ready to manage the process designed by the process owner. A release and deployment process owner should also be identified to begin planning efforts for that process.
- C. The priority should be a combined change, configuration and release (CCR) manager role. This role, most likely filled by the existing change manager, would work with the SACM process owner to define the scope of the SACM process. Depending on the operational requirements, separate roles for configuration analyst, librarian, CMS and tools administration, and release and deployment practitioner should be evaluated at a later date when more is known about the implementation plans.
- D. SACM process manager and configuration analyst roles should be defined and staffed first. The SACM process manager will be needed to plan and coordinate process activities and begin an awareness campaign to win support for the process. The configuration analyst role can focus on the scope, process and procedures. In time, the organization can evaluate the need for additional roles such as configuration librarian, CMS and tools administrator and the release and deployment manager.

Question Eight

Refer to Scenario Eight

Which of the following options lists the MOST appropriate critical success factors for service transition?

- A.
 - Integrating with other lifecycle stages and processes
 - Developing good-quality systems, tools, processes and procedures
 - Being able to understand service and technical configurations and their dependencies
- B.
 - Having clearly defined relationships with programme and project management
 - Establishing a culture that enables knowledge to be shared fully
 - Demonstrating improved cycle time to deliver changes and less variation in the predicted cost, quality and time
- C.
 - Maintaining a stable production environment
 - Developing a workforce with the necessary knowledge and skills
 - Demonstrating that the benefits of improving service transition processes outweigh the costs
- D.
 - Defining clear accountabilities, roles and responsibilities
 - Creating and maintaining knowledge in a form that people can find and use
 - Automating processes to eliminate errors and improve efficiency