



ITIL[®] Intermediate Lifecycle Stream:

SERVICE TRANSITION CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

ANSWERS AND RATIONALES

Answer Key:

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

QUESTION	One	Scenario	One
Question Rationale	This question tests the candidate's understanding of the value of the service asset and configuration management (SACM) process and of a configuration management system (CMS), and how to articulate the value in both business and IT terms. This question requires the candidate to identify the option that will best gain the support of both IT and the business by addressing the following issues identified in the scenario: <ul style="list-style-type: none">Increased compliance with regulatory reportingFailed changesCentrally housing and sharing informationUnexplained service outages and the associated risk		
MOST CORRECT (5)	C	These three points touch on each of the areas for improvement referred to in the question rationale. Also, this answer option best positions the value statements for both a technical audience (e.g. more accurate and integrated data) and a business audience (e.g. managing and preventing outages, optimizing costs, increased compliance).	
SECOND BEST (3)	B	This answer option is also a very good choice, however it tends to be more IT-focused and so it may be difficult to gain support from the business for such a costly venture. The first point is good, however it doesn't really address minimizing the impact of or preventing outages. The second point addresses benefits for IT in terms of improved ability to manage assets but doesn't show how that will benefit the business. The third option addresses IT improving service levels and customer satisfaction, however it does not address complying with regulatory requirements which was a stated objective in the scenario.	
THIRD BEST (1)	A	This answer option, much like option B, is also highly technical, however it is slightly more off target because it introduces a narrow view of how the information quality and accuracy will be improved but not of how that will benefit the business and IT. It assumes that software license compliance is the major regulatory issue. It does not address dealing with failed changes. There is nothing in the scenario to indicate the business does not understand the value of IT components and so the third bullet contributes little to the overall answer.	
DISTRACTER (0)	D	While each point is true, none of them address the issues in the scenario as specified in the question rationale.	
Syllabus Unit / Module supported	ITIL SL: ST03 Service transition processes ITIL SL: ST06 Technology consideration		
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 – Based on the information given in the scenario the candidate must select the most appropriate option which not only uses service asset and configuration management to address specific issues such as the need for increased compliance with regulatory reporting, the failed changes mentioned in the assessment report, and the risk caused by unexplained service outages, but which also targets both a business and technical audience.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">Purpose and objectivesValue to businessConfiguration management system.		
Book Section Refs	ST 4.3.1 – Service transition processes – Service asset and configuration management – Purpose and objectives ST 4.3.3 – Service transition processes – Service asset and configuration management – Value to business ST 7.3 – Technology considerations – Configuration management system		

<i>Difficulty</i>	Moderate
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QUESTION	Two	Scenario	Two
Question Rationale	This question is focused on the understanding that change evaluation is not about testing whether a service has been built according to the agreed design, but whether it will deliver business value. The focus needs to cover both the intended and unintended effects – both in the circumstances that prevail at the time of transition and those expected during the operational phase of the service.		
MOST CORRECT (5)	C	This answer specifically brings in expertise from all areas and covers the full duration of service transition. It also considers both the anticipated and the actual effects of the service.	
SECOND BEST (3)	A	Good answer, but the focus is only on beneficial aspects. This is not sufficient since a key job of change evaluation is to identify if the anticipated benefits can be delivered within acceptable costs; if they cannot, rejection or rework should be recommended.	
THIRD BEST (1)	D	This answer has some merit but is not complete. Risk is important and needs to be identified and considered but it is not the whole picture - performance benefits also have to be considered. Also, regardless of how quickly transition acts, this approach does not manage changes in requirements.	
DISTRACTER (0)	B	This option does not involve IT. This approach also does not allow the actual performance to be assessed against the predicted performance so that any deviations can be understood and managed.	
Syllabus Unit / Module supported	ITIL SL: ST03 Service transition processes		
Blooms Taxonomy Testing Level	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 - This question requires the candidate to apply their understanding of the change evaluation process to a company by analysing the current issues being faced and selecting the most appropriate approach to prevent issues from recurring.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">Change evaluation<ul style="list-style-type: none">Purpose and objectivesScopePolicies, principles and basic concepts.		
Book Section Refs	ST 4.6.1 – Service transition processes – Change evaluation – Purpose and objectives ST 4.6.2 – Service transition processes – Change evaluation – Scope ST 4.6.4 – Service transition processes – Change evaluation – Policies, principles and basic concepts		
Difficulty	Moderate		

QUESTION	Three	Scenario	Three
Question Rationale	This question addresses how a stakeholder map and analysis can be utilized to understand stakeholder interests and help manage their position with regard to the project proposed by the head of IT.		
MOST CORRECT (5)	A	This is the correct answer. This option describes creating a stakeholder map which can then be used to highlight issues in stakeholder commitment, interests, and requirements for both projects so that these can be targeted and addressed via a communication strategy.	
SECOND BEST (3)	B	There is some merit in this answer. This answer describes a stakeholder management strategy but it fails to describe specific actions that can be taken – such as executing a communication strategy – to manage the changing climate and stakeholder position in relation to the projects.	
THIRD BEST (1)	C	There is little merit in this answer. This answer provides the steps that should be taken after an understanding of the stakeholder map and analysis has been reached. A RACI matrix by itself will not change the attitudes of the stakeholders.	
DISTRACTER (0)	D	Since ITIL has already been a part of the organization for the last 18 months and there has been ongoing support until recently from the stakeholders, providing awareness training will not resolve the concerns,	
Syllabus Unit / Module supported	ITIL SL: ST04 Managing people through service transitions		
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>Application – This question requires that the candidate understand the current climate of the organization in the scenario in order to apply the most appropriate action. There is a shift in priorities which needs to be managed and only one answer option will provide the right information to manage that.</p>		
Subjects covered	Categories Covered: <ul style="list-style-type: none">Stakeholder management.		
Book Section Refs	ST 5.2.6 – Managing people through service transitions – Managing organization and stakeholder change – Organizational change products (RACI matrix for managing change) ST 5.2.10.2 – Managing people through service transitions – Managing organization and stakeholder change – Methods, practices and techniques – J.P. Kotter’s eight steps to transform your organization ST 5.3.2 – Managing people through service transitions – Stakeholder management – Stakeholder map and analysis		
Difficulty	Moderate		

QUESTION	Four	Scenario	Four
Question Rationale	This question focuses on roles within service transition and determining the best roles to put in place, given the issues being faced by a small organization such as ensuring: <ul style="list-style-type: none">• services deliver value (change evaluation)• services work reliably, and deliver the expected levels of quality (service validation and testing)• a balance between the impact and speed of deployment		
MOST CORRECT (5)	A	These two roles will fill in the change evaluation and validation and testing gaps that are apparent in the organization. The evaluation manager is a role that can be handled by the existing release and deployment manager, and the service validation and testing manager is correctly appointed to a new resource, not the release and deployment manager. This segregation of duties will ensure independent testing and test verification. The description of each role supports the desired outcomes, as described by the chief information officer (CIO) and as listed in the question rationale.	
SECOND BEST (3)	D	These two roles will fill in the change evaluation and validation and testing gaps that are apparent in the organization. While the evaluation manager does focus on assessing actual against predicted performance and producing evaluation reports, this answer fails to address the fact that some risk-taking may be necessary, given the business's time to market requirements. The service validation and testing manager role is accurately described and will provide the necessary support for the CIO. However, in order to ensure independent testing and test verification, this role should not be carried out by the release and deployment manager.	
THIRD BEST (1)	C	It is not necessary to fill the service transition manager role at this point, particularly given that this is a small organization. The description of the service validation and testing manger role is accurate and does relate well to the organization in terms of ensuring requirements are correctly defined and are managed throughout the transition, as this is a volatile environment. The answer fails, however, to recognize the importance of the change evaluation role in terms of ensuring that services deliver value.	
DISTRACTER (0)	B	Neither of these roles relates to the organization's need for change evaluation, service validation and testing (see question rationale). It is not necessary to fill the service transition manager role at this point, particularly given that this is a small organization. There is nothing in the scenario to indicate that release packaging and build activities are a concern and so the release packaging and build manager would add little value at this time as well.	
Syllabus Unit / Module supported	ITIL SL: ST05 Organizing for service transition ITIL SL: ST03 Service transition processes		
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 – This question requires the candidate to examine the scenario issues leading to the need for change evaluation procedures and improved service validation and testing. It tests the ability to discover these weaknesses in the organization and appropriately apply the correct roles to address the issues.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Service transition roles and responsibilities; particularly change evaluation and service validation and testing• Service transition roles in relation to the purpose and objectives of their related service transition processes.		
Book Section Refs	ST 4.1.1 – Service transition processes – Transition planning and support – 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 ST 4.6.9.1 – Service transition processes – Change evaluation – Challenges and risks ST 6.4.5.1 – Organizing for service transition – Roles – Transition planning and support roles – Service transition manager ST 6.4.8.3 – Organizing for service transition – Roles – Release and deployment management roles – Release packaging and build practitioner ST 6.4.9.2 – Organizing for service transition – Roles – Service validation and testing roles – Service validation and testing process manager ST 6.4.10.2 – Organizing for service transition – Roles – Change evaluation roles – Change evaluation process manager
Difficulty	Moderate

QUESTION	Five	Scenario	Five
Question Rationale	This question tests the candidate's understanding of the knowledge management process. Issues to be addressed from the scenario include: <ul style="list-style-type: none">• Considering the chief information officer's (CIO's) improvement goals• Consolidating multiple help desks and the associated knowledge and expertise• Resistance to the idea of knowledge-sharing• Eliminating the need for users to wait for a response, particularly when services are newly introduced, by ensuring knowledge gained in service transition is transferred to the service desk• Accommodating collaboration and informal knowledge-sharing		
MOST CORRECT (5)	C	<ul style="list-style-type: none">• Bullet 1 – considers the needs of all stakeholders which would include service desk staff, application management staff and users• Bullet 2 – will reduce the time users must wait for responses concerning newly introduced services• Bullet 3 – will address the need for informal knowledge-sharing. Rewarding collaboration and knowledge-sharing will help to break down the resistance.	
SECOND BEST (3)	A	<ul style="list-style-type: none">• Bullet 1 – represents best practice and will accommodate the need to consolidate the knowledge and expertise of multiple help desks• Bullet 2 – is a positive and will minimize <i>some</i> of the resistance associated with the consolidation effort, but not as effectively as rewarding collaboration and knowledge-sharing• Bullet 3 – will help eliminate the need for users to wait for a response and provides access to some of the informal knowledge-sharing resources• This answer option is good but could be better in terms of addressing the resistance to knowledge-sharing and the need for collaboration and informal knowledge-sharing methods. It also fails to address the problem of ensuring knowledge gained in service transition is transferred to the service desk.	
THIRD BEST (1)	B	<ul style="list-style-type: none">• Bullet 1 – is a positive but may not be enough, at least initially, to break down the resistance. This option also makes reference to knowledge transfer but not the broader concepts of collaboration and knowledge-sharing• Bullet 2 – such a role would be appropriate in this type of situation• Bullet 3 – such a policy would be appropriate in this type of situation• All of these options are appropriate but fall short of addressing the specific challenges identified in the scenario.	
DISTRACTER (0)	D	This answer does not address the issues presented in the scenario. <ul style="list-style-type: none">• Bullet 1 – does not represent a conclusion that these parties could reach, nor does it reflect the CIO's goal of optimizing support costs• Bullet 2 – is beyond the scope of knowledge management and is specifically stated as an exclusion• Bullet 3 – is not a responsibility of knowledge management, rather it is a service asset and configuration management activity.	
Syllabus Unit / Module supported	ITIL SL: ST03 Service transition processes ITIL SL: ST06 Technology consideration		
Blooms Taxonomy Testing Level	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 - This question requires the candidate to analyse the challenges facing an organization – as specified in the question rationale – and identify knowledge management best practices that will help overcome those challenges.		
Subjects covered	Categories Covered:		

	<ul style="list-style-type: none"> • Knowledge management purpose, objectives and scope • Knowledge management value to the business • The service knowledge management system.
Book Section Refs	ST 4.7.1 – Service transition processes – Knowledge management – Purpose and objectives ST 4.7.2 – Service transition processes – Knowledge management – Scope ST 4.7.3 – Service transition processes – Knowledge management – Value to business ST 4.7.4.3 – Service transition processes – Knowledge management – The service knowledge management system ST 4.7.9 – Service transition processes – Knowledge management – Challenges and risks ST 7.2.1 – Technology considerations – Collaboration – Communities
Difficulty	Moderate

QUESTION	Six	Scenario	Six
Question Rationale	<p>This question tests the candidate's understanding of the value of specific service transition processes and the role that service transition plays in organizational change. Candidates are challenged to identify improvement opportunities related to issues identified in the scenario such as:</p> <ul style="list-style-type: none"> Ensuring services deliver recognizable business benefits. 		
MOST CORRECT (5)	A	<p>This is the correct answer.</p> <ul style="list-style-type: none"> Since the business benefits are apparently not being delivered, implementing the change evaluation process will bring the business value of the change to the forefront by managing and assisting with understanding any deviations in the intended performance and the actual performance of the change Also, it is plausible that the cause lies in a failure to implement elements of the change organizationally. Improving service transition's role in organizational change will ensure that the organizational change happens according to the plans, that the change is still relevant in current circumstances, and that the organizational change delivers the predicted organization capabilities and resources. It will also drive improvements to service design In the second phase, formalizing release and deployment management and service validation and testing will support the improved change evaluation process and service transition's role in organizational change. 	
SECOND BEST (3)	B	<p>This is the second best answer.</p> <ul style="list-style-type: none"> Implementing the change evaluation process will bring the business value of the change to the forefront by managing and assisting with understanding any deviations in the intended performance and the actual performance of the change However, focusing on release and deployment management as a priority will not improve business support as quickly since changes are, technically, being delivered successfully within their performance criteria In the second phase, service validation and testing is appropriately placed, as improvements here will support successful release and deployment management and change evaluation. However, more emphasis should be placed on service transition's role in organizational change, given that the goal is support of the business and the business value of change. 	
THIRD BEST (1)	D	<p>This is the third best answer.</p> <ul style="list-style-type: none"> Change evaluation will help identify whether business benefits which will show some quick wins are being delivered However, focusing on knowledge management is not an effective way to improve business support In the second phase, this answer option does key in on the need to focus on service transition's role in organizational change but it misses the need to improve testing to validate and verify that business requirements are being satisfied. 	
DISTRACTER (0)	C	<p>This is the least correct option.</p> <ul style="list-style-type: none"> Not considering change evaluation at all in this answer option is a significant oversight. Change evaluation will bring the business value of the change to the forefront by managing and assisting with understanding any deviations in the intended performance and the actual performance of the change Focusing first on service validation and testing will not address the issues in the scenario, particularly the fact that business benefits are not coming through. Therefore, change evaluation (which is absent from this answer option) needs to be the focus Organizational change is essential to the improvements required and so is 	

		<p>appropriately placed</p> <ul style="list-style-type: none"> • In the second phase, the inclusion of transition planning and support and release and deployment management cannot compensate for the absence of change evaluation.
Syllabus Unit / Module supported	<p>ITIL SL: ST03 Service transition processes</p> <p>ITIL SL: ST04 Managing people through service transition</p>	
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 in workplace situations. Can separate concepts into component parts to understand their structure and can distinguish between facts and inferences.</p> <p>Application - This question requires the candidate to apply their understanding of how change evaluation is applied to service transition and to pick out how managing service transition's role in organizational change can have an impact on how well the business is served and supported by IT.</p>	
Subjects covered	<p>Categories Covered:</p> <ul style="list-style-type: none"> • Processes within service transition • Service transition's role in organizational change. 	
Book Section Refs	<p>ST 5.2.3 – Managing people through service transitions – Managing organization and stakeholder change – Service transition's role in organizational change</p> <p>ST 4.2.1 – Service transition processes – Change evaluation – Purpose and objectives</p> <p>ST 4.4.1 – Service transition processes – Release and deployment management – Purpose and objectives</p> <p>ST 4.5.1 – Service transition processes – Service validation and testing – Purpose and objectives</p>	
Difficulty	Moderate	

QUESTION	Seven	Scenario	Seven
Question Rationale	This question deals with identifying and articulating considerations and critical success factors (CSFs) for establishing service transition within a small organization that uses standard software. Candidates must also consider how service transition integrates with other parts of the service lifecycle. These considerations and CSFs must address the CFO/CIO's concerns in relation to areas such as time, value, performance, communication and business impact.		
MOST CORRECT (5)	A	This option takes all points into consideration. It reflects the nature and size of the organization, and addresses the direct issues being faced, which include a lack of business value of services, inadequate communications around change, and the importance of the integration of service design with service transition. This option correctly keys in on how change management, release and deployment management, service validation, testing, and change evaluation can help to address the issues around quality and time, as well as cost.	
SECOND BEST (3)	B	This option addresses important aspects of the organization and keys in on the importance of integration with other lifecycle stages but it fails to address the issues around the business value of services (existing, new and change) not being realized. It is a more technologically-focused approach. Focusing on transition planning and support is highly unnecessary at this point; this approach does not take into consideration the culture and size of the organization. This type of management is not critical at this stage.	
THIRD BEST (1)	C	This option fails to address the CFO/CIO's concerns (see question rationale). While the need to ensure integration across the service lifecycle is noted, the focus is on service strategy and the service portfolio rather than on the issues facing the organization.	
DISTRACTER (0)	D	This answer is wrong as it fails to address the CFO/CIO's concerns (see question rationale). The focus is on risk management, return on investment and resource utilization, none of which are presented as concerns in the scenario. Formalized change management is recommended without giving any consideration to the size of the organization and its culture.	
Syllabus Unit / Module supported	ITIL SL: ST02 Service transition principles ITIL SL: ST05 Organizing for service transition ITIL SL: ST08 Challenges, critical success factors and risks		
Blooms Taxonomy Testing Level	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 - This question requires the candidate to analyse the structure and culture of the organization in the scenario and to determine the most appropriate critical success factors to establish formalized service transition. It also tests the candidate's ability to understand which processes should be applied and how to ensure these critical success factors can be in place.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Service transition inputs and outputs• Service transition critical success factors• Service transition relationship with other lifecycle stages.		
Book Section Refs	ST 3.3 – Service transition principles – Service transition inputs and outputs ST 6.7 – Organizing for service transition – Service transition relationship with other lifecycle stages ST 9.1 – Challenges, critical success factors and risks – Challenges ST 9.2 – Challenges, critical success factors and risks – Critical success factors		
Difficulty	Easy		

QUESTION	Eight	Scenario	Eight
Question Rationale	This question focuses on the principles of service transition and the potential value to the business. This question highlights some of the high-level ways that ITIL service transition can potentially add value to the type of organization that experiences high rates of change, that needs to stay extremely competitive and deals heavily in mergers, de-mergers, acquisitions and transfers of service.		
MOST CORRECT (5)	B	This answer correctly touches on benefits such as the ability to handle a high volume of changes and the ability to adapt quickly to changing conditions such as mergers, etc., thus providing a competitive advantage. This answer also emphasizes the ability to control business changes, including divestments and transfers of services, and not just adding new or changed services.	
SECOND BEST (3)	A	This is also a good option but it does not address the challenges facing the organization (see question rationale) as directly as option B. The answer touches on the need to handle a high volume of changes but does not highlight an improved ability to adapt to changing requirements. To be successful in a venture capitalist market, the company must already have a good understanding of risk and so its inclusion as a benefit adds little value. This option focuses on the area of complying with government requirements that may or may not relate to this company: there is nothing mentioned about it in the scenario.	
THIRD BEST (1)	D	This option is slightly scattered. It does not directly address the points that were discussed in the scenario (see question rationale). It fails to mention providing the ability to handle and control a high volume of changes and adapt to changing requirements. Rather, it touches on topics that aren't brought up in the scenario such as financial and resource constraints and the need for improved communications and team work.	
DISTRACTER (0)	C	This option is very generic. While it loosely explains where service transition fits into the lifecycle and how it might work with service strategy, it fails to address the specific needs of the company in the scenario (see question rationale) because it doesn't describe benefits such as those listed in option B.	
Syllabus Unit / Module supported	ITIL SL: ST01 Introduction to 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 - This scenario provides the candidate with enough direct information to pull out the value statements from service transition which directly apply to this very specific type of company.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Service transition's potential value to the business		
Book Section Refs	ST 1.1.2 – Introduction – Scope ST 1.1.4 – Introduction – Overview – Value to business		
Difficulty	Easy		