



ITIL® Intermediate Lifecycle Stream:

SERVICE TRANSITION 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 bank that has been operating at a single location is planning to open two new branches. This expansion requires increased compliance with regulatory reporting.

An external consultant assessed the organization's IT service management processes and reported:

"Current change management practices are operating at a sufficient level of maturity for the current size and structure of the organization. Change management should conduct more analysis of the number of failed changes being reported, however, it is not seen that the branch, or its customers, have been put in a position of significant risk."

Configuration management has been successfully operating in the IT support organization with the use of spreadsheets which are kept up-to-date manually by each area. The information found in these spreadsheets demonstrates a solid foundation for configuration information, however it is recommended that this information be centrally housed and shared among other areas to optimize its value and potential."

As part of the data gathering, the external consultant requested a meeting involving both IT and business management. At the meeting, the branch manager raised the importance of retaining a positive public profile and maintaining the bank's reputation and market image. The branch manager realizes that the business plans to expand the number of branches and operate in a new and larger market space means that the bank must be more competitive. There have recently been some unexplained service outages. These unexplained outages are a major concern as they constitute a risk to bank operations.

In the final report, the external consultant recommended that the bank invest in a more robust configuration management system.

Scenario Two

A new service was developed for a major airline according to agreed and documented stakeholder requirements. The service design package (SDP) was signed off by all relevant stakeholders as being accurate, complete and achievable.

The service was built, deployed and handed over to service operation. After initial use, customers are stating that the new service does not deliver the expected value.

The chief information officer (CIO) launched a full review which showed that service transition fully followed company policies and procedures. It was suspected that these policies could be deficient, so the CIO appointed an external consultant to carry out an independent review.

The consultant's review confirmed that the new service was designed and developed in accordance with stakeholder needs and preferences. However, during the period that the service was being built, tested and deployed, a series of external regulatory changes had an impact on how the service would be used once in operation.

The CIO asked the consultant to work with the staff to review and revise the service transition policies, processes and procedures, in particular how the services are evaluated. The emphasis was to ensure that, during the design and transition phases, activities consider ALL appropriate influencing factors that could affect the anticipated business value of services.

Scenario Three

The IT organization of a bank began implementing ITIL 18 months ago to improve the quality and availability of IT services. The implementation project was approved by the chief executive officer (CEO) and the directors after they had received an overview of ITIL and its benefits. Most of the departmental managers supported the implementation of ITIL, even though many of them were unfamiliar with it.

So far, incident, problem, and change management have been implemented, albeit three months behind schedule. Unfortunately, the number of incidents reported following changes is increasing and the availability of services is decreasing.

A number of departmental managers have complained to the head of IT. Some large customers have complained to the CEO and have threatened to move to another bank. The head of IT recognizes the need to continue the project and to implement the following processes within six months:

- Release and deployment management
- Service asset and configuration management
- Service validation and testing

Some of the directors have suggested to the CEO that the organization's limited resources should be transferred to a project to update and expand the online banking service, a project which has the support of the CEO. This would delay the ITIL project by at least four months.

As the service transition manager, you are concerned that the value of the ITIL project is not understood by some of the key stakeholders. You want to take urgent action to ensure that the ITIL project implementation is not delayed and to help clarify the various stakeholder positions with respect to these projects.

Scenario Four

You are chief information officer (CIO) for a small company in the mobile phone industry, a very volatile market sector with short planning horizons. The business value of IT rests upon the fast delivery to market of software, hardware and technical innovations.

Most of your staff members have attended ITIL training and you have established formal change management and release and deployment management processes. If changes are not implemented successfully, then business profitability is affected.

Most software development, hardware installation and upgrades are contracted out on a project basis. Projects are controlled by the development contracts manager. Testing the new or changed services is the responsibility of each project manager.

Change management is responsible for tracking and overseeing changes which are then delivered by release and deployment management. Both the change management and the release and deployment process managers report to the IT services manager.

While new and changed services are being implemented on time, they are often unreliable and lack the service quality that customers require. You are sure the issue is with service transition and believe additional roles will help improve the quality of new or changed services, minimize the impact of changes and maintain the speed of deployment that is so critical to the business.

Scenario Five

A medium-sized insurance company is growing rapidly thanks to innovative web-based services and the creative use of social media. The business relies heavily on IT services and so the chief information officer (CIO) has launched a service management improvement initiative aimed at improving the quality of IT services, increasing customer satisfaction and optimizing support costs.

A recent assessment revealed the presence of five help desks, each with its own tools and processes. A recommendation to consolidate these help desks and transition to a true service desk is being resisted. The IT help desk – which will become the service desk – supports user workstations, laptops and commercially available software. The other help desks are run by teams that manage and support custom applications.

Users have strong ties to these help desks and appreciate the swift responses they receive from these specialized support teams. Users admit, however, that they are sometimes unsure who to contact and become frustrated when asked to contact another desk, or when required to wait for a response, particularly when new services have been introduced. The applications help desks believe their knowledge and expertise is too highly specialized to be handled by a central service desk. They also question whether the service desk is adequately staffed to handle the informal support they provide such as wikis, blogs and informal training sessions.

Scenario Six

The IT department of a large company has been working on an IT service management improvement programme for the last year. Most efforts to date have focused on change and service asset and configuration management (SACM). Despite some early resistance, the improvements seem to be delivering benefits. The percentage of incidents directly attributed to changes has fallen. Effective SACM has improved impact assessment which, in turn, has helped IT understand the potential impact of changes.

All recent new and changed services are considered successful and are being delivered within their expected performance criteria.

Some of the key business customers have returned from a conference and are impressed by the apparently flexible and adaptive services used by their competitors. The feeling is that other companies are able to better use new services to support business activities, and receive better support from their IT departments following the release of new services.

Given the positive results to date using ITIL, the chief information officer (CIO) is willing to fund an improvement project but has made it clear that it must deliver a noticeable improvement in customer satisfaction.

The CIO has asked for views on which service transition processes and activities would enable them to improve business support and so increase customer satisfaction, and in what order of priority those processes should be implemented or improved.

Scenario Seven

You are a consultant assisting a small market research company. All IT applications in use are standard software packages. The company makes extensive use of spreadsheets and simple databases, built and used by the business staff. At monthly board meetings Business directors discuss the budgeting to plan, define future requirement of, purchase and maintain the services.

There are few IT staff members; most work part-time for IT and their main roles are in the business. The roles of chief finance officer (CFO) and chief information officer (CIO) are combined; the current incumbent has previous experience in IT service management within a large company.

At your first meeting the CFO/CIO described the current concerns:

- When software – new or updated – is purchased, implementation is always later than planned
- Business staff are complaining that they do not get the expected benefits from IT
- Services are not always available and performance is neither consistent nor adequate
- Often, when new or improved services are being introduced, there are significant unannounced and unplanned outages.

The CFO/CIO is willing to fund a new, full-time role focused on IT. The CFO/CIO wants that person to focus on service transition but is asking for your recommendation.

A simple service strategy effort is led by the CIO; there are no formal service design practices since all the software is purchased. Service operation uses an external supplier for the service desk.

You decide to make a case that focuses on establishing service transition while showing what else is needed to make that successful.

Scenario Eight

A very successful internet hosting company has undertaken some venture capitalism.

In addition to providing hosting services, they purchased two of their client companies. They increased the success of the client companies and then sold them for a good profit. After this initial success, the business strategy has been to grow the business by purchasing and improving small internet-based companies, and then selling some and keeping others.

As an independent consultant, you have just given a presentation at a service management seminar on ITIL best practices and the service lifecycle.

After attending your talk, the chief executive officer (CEO) of this company has approached you and asked how service transition can help their business strategy and support the success and growth of their organization.