



ITIL® Intermediate Lifecycle Stream:

SERVICE DESIGN 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

An in-house IT unit in a financial services company has initiated a program to improve the quality of IT services delivered to the business, and to address issues with a low level of customer satisfaction. One of the business's main causes of dissatisfaction with the current IT service quality is the IT unit's inability to quickly prioritize incidents, problems and changes based on business criticality.

You are the service design co-ordinator and you have been asked by the chief information officer (CIO) to review the situation and make recommendations on how the issue should be progressed. You have identified the following key stakeholders in the company to ask for input:

- Service managers (SMs) in the IT unit, who are responsible for the daily service delivery and who know the technical aspects of the services well
- Business relationship managers (BRMs) in the IT unit, who are responsible for the overall IT service delivery to the various business areas and who have frequent contact with business representatives
- Business process owners (BPOs) in the business areas, who are responsible for the daily performance of each business process
- Business area managers (BAMs), who are responsible for the vision, strategy and overall performance of the company.

Based on these discussions, you have concluded that there are major differences of opinion between the stakeholders regarding the classification of business criticality.

You have reviewed all other sources of information including the service catalogue, a recent business impact analysis, a document listing the agreed vital business functions, and the configuration management system. You have determined that none of the sources is completely accurate or up-to-date, and that there are many inconsistencies between the data sources on business criticality.

Scenario Two

A medium-sized company in the electronics industry is in a period of significant expansion in terms of revenue, business lines, geographic presence and headcount.

The company has an internal IT department delivering global IT services to all business lines. The IT department has several mature processes in place with a clear focus on customer needs and is running a continual improvement programme.

As part of the continual improvement programme, an external company has just completed the first of what are to be annual ITIL process maturity assessments. Although pointing out a number of strengths, the company has also found the capacity management process to be ad hoc and informal, representing a critical risk to the business. Key IT systems have been found to be rapidly approaching their capacity limits, and network latency for business critical services in new regions is often unacceptable.

Scenario Three

A recently privatized utility company that supplies gas and electrical services decided to review its strategy for sourcing its IT services. Many other areas of the business have already been outsourced, such as gas production and gas distribution for domestic and commercial customers.

Currently, all IT services are provided by an internal IT unit. The IT services are principally supplied by two internally-housed and managed data centres. A set of generic service acceptance criteria (SAC) was created 12-months ago to reduce issues associated with the acceptance of new services.

In order to improve the quality and cost-effectiveness of IT service delivery, the business has decided to consider the use of external suppliers/outsourcers.

In order to comply with the strategic directive, senior managers within IT are reviewing the current sourcing arrangements with a view to outsourcing some elements of the existing services.

This is progressing in parallel with a project to design and develop a new customer billing system for the organization. This project has been selected as a pilot for evaluating the new sourcing strategies.

Scenario Four

The internal IT unit of a major manufacturing company has been implementing service management processes for two years. It has a number of different processes in place, with varying degrees of maturity. Several business relationship managers (BRMs) are working within the IT unit to provide interfaces to the business.

The IT unit has identified a need for more involvement from the business and better alignment of IT to the business. Until now the business has been reluctant to get involved in service management activities, seeing them as an “IT responsibility”. The business has even expected IT to develop business continuity plans and a business security policy, which have yet to be finalized.

A new corporate risk and security manager (CRSM) recently joined the organization. The CRSM is worried by the level of unacceptable and unmanaged risk within the organization, specifically in relation to IT service continuity and information security. The CRSM wants to establish better control and stronger corporate governance, and has the support of the board and the chief executive officer (CEO).

Scenario Five

A hotel has an internal unit providing IT services. The IT unit has been using ITIL as a framework of best practices for several years, and is now moving from a process-focused approach to an ITIL service lifecycle focus. The main activity so far has been in the areas of incident, problem, change, and release and deployment management. These four processes are now well-established and used throughout the IT unit. The service desk activities and the automation of the incident management process are supported by a tool. The IT unit has tried to extend the use of the tool to both problem and change management, as well as to integrate the tool with in-house event and system management tools, but has experienced issues with and received little support from the tool vendor.

The IT unit has reviewed its service management activities and decided to expand its use of ITIL, especially for processes that have a greater influence over the service design activities. The unit has recently started to implement service level management and has service level agreements (SLAs) in operation for most of their services. IT now realizes that, in order to reach their goals with service management, they will need to replace the existing tool with a more comprehensive, integrated service management tool.

Scenario Six

You are the design co-ordination manager in a small financial organization renowned for the ease and speed of its mortgage request handling.

The company is intending to launch a new service allowing customers to submit mortgage requests and track progress of their applications through a secure web interface. Senior management intends to use the web to launch further financial products such as private loans and investment products. This activity expansion will require the development of new IT services.

The internal IT department has a good reputation. There are formal processes in place which follow ITIL best practices and which have so far suited the business needs. However, a recent serious security breach caused significant business dissatisfaction. Security will be critical for future business development. The business thinks that this security incident could have been avoided and should have been resolved much faster.

To maximize the chance of success for future IT developments, a project has been launched to improve IT performance by further implementing ITIL service management practices. Each IT manager has been asked to come up with a list of key performance indicators (KPIs) for their activities. After a brainstorming session with your team, you ended up with a long list of possible KPIs.

You know that best practice recommends focusing on only a small number of well-balanced KPIs. You therefore have to make a selection of the best subset of the KPIs from the list and will begin by considering service design KPIs.

Scenario Seven

A large airline company is experiencing significant competition from smaller, low-cost airlines and high-speed train operators. The current company focus is, therefore, on cost reductions and maximizing value for money.

One of the main issues identified by senior business management is that IT tends to introduce unnecessary, sophisticated tools in order to satisfy their fascination with new technology, regardless of the actual business needs and costs. In order to deal with this issue and contribute to the company's focus, the internal IT department has launched an ITIL initiative.

There is no formal service level management (SLM) process in place yet, but the IT director believes that SLM would support the objective of giving more attention to business needs and providing better value for money.

An SLM team has been set up and a project plan is in preparation. As part of an awareness campaign, the IT director wishes to advertise a mission statement for the team. This mission statement should help to ensure support for SLM from all stakeholders. The director has come up with four proposals.

Scenario Eight

A travel agency is divided into three separate divisions: business travel, holiday travel, and group travel.

In the November budget meeting, the business unit manager of holiday travel voiced an urgent need for a new, business-critical customer relationship management (CRM) solution. The old system has been in use for more than 15 years and runs on an outdated and expensive mainframe. This system has performance issues and lacks much-needed functionality. Employees report reduced efficiency due to the need for manual data entry and poor system response times.

The board of directors recognizes the need and has approved resources in next year's budget, based on estimated costs of market-leading CRM solutions. They agree the urgency and set the target date for project completion as the end of the second fiscal quarter (Q2) next year.