



ITIL® Intermediate Lifecycle Stream:

SERVICE DESIGN CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

QUESTION BOOKLET

Gradient Style Multiple Choice
90 minute paper
Eight 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.*

Question One

Refer to Scenario One

You must provide a recommendation to the chief information officer (CIO). Your recommendation must say WHO should discuss and agree on the criticality of all new or changed IT services, and WHEN discussions should take place.

Which one of the following options BEST addresses both of these issues?

- A. BPOs and SMs should agree on the criticality. Discussions should take place during the finalization of the service level agreement (SLA). The decision should be reviewed when handling major incidents, problems and changes.
- B. BAMs and BRMs should agree on the criticality. Discussions should take place when drafting or revising the service level requirements (SLRs). The decision should be reviewed through the stages of the service lifecycle.
- C. BPOs and BRMs should agree on the criticality. Discussions should take place when drafting the SLA. The decision should be reviewed when planning the transition of the service into production.
- D. BPOs and BRMs should agree on the criticality. Discussions should take place when drafting or revising the SLRs. The decision should be reviewed during the finalization of the SLA.

Question Two

Refer to Scenario Two

You have been hired by the IT department to assist in developing a formal capacity management process. The chief information officer (CIO) has asked you to provide input to the first workshop, listing a balanced set of activities that the process should include.

Which one of the options below BEST represents a balanced set of activities for the capacity management process?

- A.
 - Ensure that collected performance data is recorded, analysed and reported
 - Tune and optimize the performance of infrastructure components
 - Exploit and introduce new technology to improve the overall capacity
 - Produce trends for the current component utilization and estimate the future requirements
 - Establish and monitor automated thresholds to manage operation
 - Instigate proactive and reactive actions to ensure that the performance meets business needs.
- B.
 - Help identify and model business demand and growth
 - Control and predict usage, workloads and end-to-end performance of the live, operational IT services
 - Assist with the diagnosis and resolution of capacity-related incidents and problems
 - Ensure that all components within the IT infrastructure that have finite resources are monitored, measured and tuned
 - Produce trends for the current component utilizations and estimate the future requirements
 - Produce and maintain an appropriate and up-to-date capacity plan which reflects the current and future needs of the business.
- C.
 - Understand the current demands being made by the customers for IT resources
 - Translate business needs into requirements for IT services and infrastructure
 - Ensure that requirements for IT services are quantified, designed, planned and implemented in a timely manner
 - Establish and monitor automated thresholds to manage operation
 - Ensure that collected performance data is recorded, analysed and reported
 - Produce and maintain an appropriate and up-to-date capacity plan which reflects the current and future needs of the business.

Question continues overleaf

- D.
- Create models and trends for predicted changes in IT services
 - Ensure that SLAs are in place for new services and that they reflect capacity requirements
 - Ensure that the performance of all services, as detailed in service targets within SLAs and SLRs, is monitored and measured
 - Ensure that collected service data is recorded, analysed and reported
 - Instigate proactive and reactive actions to ensure that the performance of all services meets their agreed business targets
 - Communicate capacity requirements to external suppliers and negotiate prices.

Question Three

Refer to Scenario Three

You are the senior manager in charge of the project designing and developing a new customer billing system. You have been asked to evaluate alternative sourcing strategies for the development and delivery of this new service. Your first task is to complete a business case and outline an approach.

Which one of the following options is the MOST appropriate approach to use for the design and development of the new customer billing system?

A.

Preparation:	<ul style="list-style-type: none">• Agree on the requirements for the new customer billing system with the business units
Design alternative solutions:	<ul style="list-style-type: none">• Design alternative sourcing solutions• Produce budgets for alternative solutions
Evaluation and selection:	<ul style="list-style-type: none">• Check how alternative solutions conform with constraints, strategy and architectures• Evaluate alternative solutions• Select the preferred solution and supplier(s)• Review the current sourcing strategy and SAC
Recommendation and conclusion:	<ul style="list-style-type: none">• Produce specific SAC for the customer billing solution• Produce the business case with the recommended solution• Eliminate alternative solutions

B.

Preparation:	<ul style="list-style-type: none">• Agree on the requirements for the new customer billing system with the business units• Review the current sourcing strategy and SAC
Design alternative solutions:	<ul style="list-style-type: none">• Produce specific SAC for the customer billing solution• Design alternative sourcing solutions• Produce budgets for alternative solutions
Evaluation and selection:	<ul style="list-style-type: none">• Check that alternative solutions conform with constraints, strategy and architectures• Evaluate alternative solutions• Select the preferred solution and supplier(s)
Recommendation and conclusion:	<ul style="list-style-type: none">• Produce the business case with the recommended solution• Eliminate alternative solutions

Question continues overleaf

C.

Preparation:	<ul style="list-style-type: none"> • Agree on the requirements for the new customer billing system with the senior managers • Evaluate alternative solutions
Design alternative solutions:	<ul style="list-style-type: none"> • Check that alternative solutions conform with constraints, strategy and architectures • Design alternative sourcing solutions • Produce budgets for alternative solutions • Eliminate alternative solutions
Evaluation and selection:	<ul style="list-style-type: none"> • Select the preferred solution and supplier(s) • Review the current sourcing strategy and SAC
Recommendation and conclusion:	<ul style="list-style-type: none"> • Produce specific SAC for the customer billing solution • Produce the business case, with the recommended solution

D.

Preparation:	<ul style="list-style-type: none"> • Agree on the requirements for the new customer billing system with the senior managers • Produce the business case with the recommended solution • Evaluate alternative solutions • Eliminate alternative solutions
Design alternative solutions:	<ul style="list-style-type: none"> • Check that alternative solutions conform with constraints, strategy and architectures • Design alternative sourcing solutions
Evaluation and selection:	<ul style="list-style-type: none"> • Produce budgets for alternative solutions • Select the preferred solution and supplier(s)
Recommendation and conclusion:	<ul style="list-style-type: none"> • Review the current sourcing strategy and SAC • Produce specific SAC for the customer billing solution

Question Four

Refer to Scenario Four

As a project manager from the IT unit, you have been asked by the corporate risk and security manager (CRSM) to establish new IT service continuity and information security strategies.

Which one of the following options describes the BEST set of phases and activities for the project?

A.

Phase 1:	1. Review strategies and plans in the IT unit. 2. Review IT security, continuity and risks with the head of IT. 3. Review business plans with business capacity management.
Phase 2:	4. Define and agree on the scope with IT senior management. 5. Involve IT departments in determining requirements.
Phase 3:	6. Agree on a business case with budget, resources and IT senior management commitment. 7. Conduct a business impact analysis (BIA) and a risk assessment. 8. Produce IT continuity and information security strategies.
Phase 4:	9. Verify IT continuity and information security strategies with IT senior management.

B.

Phase 1:	1. Review service catalogue, service level agreements, contracts and IT strategies. 2. Review security, continuity and risk with the CRSM. 3. Review corporate strategies, approaches and processes.
Phase 2:	4. Define and agree the scope with business relationship managers (BRMs). 5. Involve business units in determining requirements.
Phase 3:	6. Agree on a business case with budget, resources and IT senior management commitment. 7. Conduct a BIA and a risk assessment. 8. Agree on the business security and business continuity strategies.
Phase 4:	9. Produce and agree IT continuity and information security strategies.

Question continues overleaf

C.

Phase 1:	1. Identify vital business functions (VBFs). 2. Conduct an RA and perform penetration testing of business critical services. 3. Agree on prioritized risks and mitigating actions.
Phase 2:	4. Produce and agree on IT continuity and information security strategies.
Phase 3:	5. Review the current IT continuity mechanisms. 6. Review the supplier agreements of IT continuity providers. 7. Review capacity and availability plans.
Phase 4:	8. Update agreements with IT continuity providers. 9. Update availability and capacity management plans.

D.

Phase 1:	1. Define and agree on the scope with IT senior management. 2. Involve IT departments in determining requirements.
Phase 2:	3. Review existing IT continuity mechanisms. 4. Review the existing information security policy. 5. Review the corporate risk register.
Phase 3:	6. Identify VBFs. 7. Conduct a risk assessment and update the corporate risk register. 8. Produce IT continuity and information security strategies.
Phase 4:	9. Verify IT continuity and information security strategies with IT senior management.

Question Five

Refer to Scenario Five

You have asked four service management tool suppliers to provide information on their products. Which one of the following supplier statements BEST matches the IT unit's high-level requirements for an integrated service management tool?

- A.
- Our service lifecycle tool supports incident and problem management, including computer telephony integration (CTI)
 - The processes can be integrated using a configuration management database (CMDB), which has a service catalogue and a financial accounting module
 - With some modifications, the tool can easily be integrated with most event management tools in the marketplace
 - Support for key activities in the management of changes and releases is present
 - We are soon releasing new functionality which includes service and component availability management.
- B.
- Our tool is a fully integrated service desk tool that supports incident and problem management, which includes the support of CTI
 - There is an integrated asset management module that also supports financial budgeting and accounting
 - The tool has been used in conjunction with system management tools
 - An optional module provides a change calendar and roll-out planning, and extended functionality in this area is being tested
 - We are finalizing a module to support both system availability and performance management, including reporting.
- C.
- Our tool is fully ITIL-compliant, with support for incident and problem management
 - There is a financial accounting system option within the tool which provides comprehensive budgeting and accounting functionality
 - A key feature in our tool is an integrated event management and request fulfilment module
 - Future support for both change and release and deployment management is being considered
 - We are currently developing a component capacity management module, with support for advanced modelling.

Question continues overleaf

- D.
- Currently the tool supports incident and problem management within an integrated service desk module, including CTI
 - An optional module can be provided to fully support the management of changes and releases
 - There is an option for supporting these modules with a configuration management system module that includes a service portfolio containing a service catalogue
 - The tool has well-established interfaces to leading event management tools and we have experienced consultants available to help with the integration
 - We are currently trialling an optional module that includes the management of service level agreements and service quality targets, with a comprehensive reporting interface.

Question Six

Refer to Scenario Six

Which one of the following options is the BEST set of balanced KPIs for measuring the service design process for this organization?

- A.
 - Increase in percentage of service design packages completed on schedule
 - An information security policy (ISP) is produced, communicated and reviewed according to schedule
 - Percentage reduction in customer complaints regarding the IT services' functionality, availability, security and performance
 - Percentage reduction in number of problems for which the root cause is linked to flaws in the service design process
 - Decrease in the number of security compliance audit failures relating to security requirements.
- B.
 - Increase in percentage of service design packages completed on schedule
 - Increased number of services transitioned with a service design package
 - Increase in percentage of new services going live with a signed SLA
 - Percentage reduction of costs related to problems for which the root cause is linked to flaws in the service design process
 - Decrease in percentage of new services not approved for production due to lack of sufficient planning.
- C.
 - Percentage of service design packages completed on schedule
 - Average time taken to resolve capacity-related incidents
 - Increase in percentage of test plans produced on time
 - Percentage reduction in number of problems for which the root cause is linked to flaws in the service design process
 - Percentage reduction in the resolution costs of security-related problems.
- D.
 - Percentage reduction in number of security breaches
 - Increase in percentage of new services going live with a signed SLA
 - Increased accuracy of the SLAs, OLAs and contracts
 - Percentage reduction in number of problems for which the root cause is linked to flaws in the service design process
 - Increased number of services transitioned with a service design package.

Question Seven

Refer to Scenario Seven

Which one of the following options is the BEST mission statement for service level management (SLM) in this organization?

- A. In order to provide first-class IT services to the business, the SLM team will make sure that they have a good understanding of the services to be provided by defining and agreeing service level agreements (SLAs). SLAs will be based on a predefined template and special attention will be paid to making sure that only realistic targets are included. In the best interest of the business, the SLM team will contribute to any new IT service development project in order to make sure service level requirements are defined before development starts.
- B. The SLM team will contribute to the company's objectives by making sure high-quality IT services are provided based on reliable technologies. To achieve this we will make sure SLAs are defined, negotiated and agreed between the business and the IT department. We will make sure all IT teams and suppliers support the required quality of service by defining appropriate underpinning agreements and contracts. We will carefully monitor the quality of services and take required corrective actions. We will also invest in continual service quality improvement.
- C. In order to make good use of modern technology the SLM team will make sure all stakeholders have a common understanding of required IT service quality levels. The SLM team will develop relationships with the business, IT teams and IT suppliers. Our purpose is to act as a facilitator between all parties in order to define and manage SLAs, underpinning agreements, and contracts. Performance is our primary concern, and we take responsibility for carefully analysing volumes and demand for services in order to size the IT infrastructure and avoid unnecessary expense.
- D. The SLM team will develop relationships with the business and make sure the appropriate IT service targets are defined, negotiated and agreed in SLAs. Our main focus is on aligning IT services with business needs, in order to meet customer and user expectations for quality and cost. The SLM team will collaborate with other IT teams and with supplier management to ensure that IT services are delivered to the agreed targets. We will identify and implement service improvements in the best interest of the business.

Question Eight

Refer to Scenario Eight

You are an IT service management specialist who has just been assigned the role of project manager for establishing the new customer relationship management (CRM) solution.

It is now January. You have been asked to present a project plan at the board meeting next week, with a shortlist of relevant CRM solutions as a key milestone in the plan.

Which one of the options below is the BEST approach to use for the first steps in the project plan?

- A.
 - 1. Identify all business, user and IT stakeholders for the new CRM solution.
 - 2. Produce a requirements catalogue through interviews, workshops and observations.
 - 3. Present the requirements to the board for discussion and approval.
 - 4. Establish a CRM solution shortlist based on the agreed requirements.
- B.
 - 1. Use a recent market analysis performed on CRM solutions to produce a shortlist of two to four CRM solutions.
 - 2. Check solution references with existing customers to see if they are satisfied with the solutions.
 - 3. Invite the shortlisted CRM vendors to early pilot testing in the project group.
 - 4. Present to the board the findings and a recommendation on which solution to choose.
- C.
 - 1. Use the experience and knowledge in the IT department to produce a requirements catalogue and a CRM solution shortlist.
 - 2. Produce and distribute a request for proposal (RFP) to the shortlisted vendors.
 - 3. Invite the shortlisted vendors to participate in extensive testing, involving business users and IT.
 - 4. Present to the board the findings and a recommendation on which solution to choose.
- D.
 - 1. Produce a requirements catalogue by extracting requirements from the SLA for the existing CRM solution.
 - 2. Discuss and agree on requirements with senior business management.
 - 3. Establish a CRM solution shortlist based on the agreed requirements.
 - 4. Present the shortlist to the board for discussion and approval.