



ITIL[®] Intermediate Capability Stream:

SERVICE OFFERINGS AND AGREEMENTS (SOA) CERTIFICATE

Sample Paper 1, 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	D	C	B	A
Two	2	D	B	A	C
Three	3	B	A	D	C
Four	4	A	D	C	B
Five	5	C	B	A	D
Six	6	C	B	D	A
Seven	7	A	B	D	C
Eight	8	B	D	C	A

Answer and Question Rationale:

QUESTION	One	SCENARIO	One
Question Rationale	The question focuses on the correct activities involved in determining the costs of providing a service and on basic financial management for IT services activities to determine return on investment (ROI). It also requires an understanding of the links between business case, ROI, service portfolio management and financial management for IT services.		
MOST CORRECT (5)	D	This answer describes an appropriate approach to suit the situation in the scenario. Bullet 1 - correct. The organization supports many services so they need to gain an understanding of all costs and where they are used. Bullet 2 - correct. Each option may use different resources so each must be costed separately. Each option will have different benefits; these could be cost savings or opportunities for the business to create increased revenue. It is the comparison of the costs and benefits of each option that will allow ROI to be calculated. Bullet 3 - correct. The cost and ROI information is then used to establish the most advantageous options through service portfolio management. A business case contains more than just a description of the costs and benefits, which are just one of the inputs to developing a business case.	
SECOND BEST (3)	C	Bullet 1 - correct. Bullet 2 - partially correct. The idea of sharing the cost appropriately is sound but the service catalogue would be the tool of choice for this not service level agreements. Bullet 3 - incorrect. Assumes that the only option is to compare the costs with outsourcing the service.	
THIRD BEST (1)	B	Bullet 1 - incorrect. Assumes all costs can be directly apportioned to each service. Some, however, will be indirect / shared. Bullet 2 - incorrect. The new infrastructure costs would only be shared equally between the two services if they were used only on these two services. With the virtualization project already started it is likely that other services already use these components. Bullet 3 - correct.	
DISTRACTER (0)	A	This answer is a somewhat theoretical answer. It does not address any of the points described in the scenario and would take far longer than the three months suggested by the board of directors. All the steps described are correct for implementing a financial management for IT services, but this is not what the question asked for.	
Syllabus Unit / Module supported	ITIL SC: SOA07 Financial management for IT services		
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. 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 structure and can distinguish between facts and inferences. Application – The candidate must apply their knowledge of the financial management process and the various methods and models for service valuation. The candidate must analyse and then select the method and activities that will produce the desired result described in the scenario.		

Subjects covered	Concepts of service valuation The main activities, methods and techniques of financial management
Book Section Refs	SS 4.3.5 – Service strategy processes – Financial management for IT service – Process activities, method and techniques: sections relevant to accounting (4.3.5.2 to 4.3.5.9 inclusive) SS 3.6.1 (<i>up to</i> 3.6.1.2) – Service strategy principles – Service economics – Return on investment
Difficulty	Easy

QUESTION	Two	SCENARIO	Two
Question Rationale	This question focuses on the differences between a service catalogue and a full service portfolio containing a service pipeline and retired services as well as the service catalogue. The question also considers the benefits that a service portfolio management process can bring to an IT service provider.		
MOST CORRECT (5)	D	Each point is correct and appropriate to the situation described in the scenario. Bullet 1 - correct. These are all elements that will be recorded in the service portfolio and not the service catalogue alone. Bullet 2 - correct. The service portfolio is an excellent tool for understanding how resources are utilized throughout the service lifecycle. Bullet 3 - correct. The purpose of service portfolio management is to ensure that the organization has the right mix of services by governing investments.	
SECOND BEST (3)	B	Bullet 1 - correct. Bullet 2 - incorrect. The cost of a service cannot be calculated from the cost of resources acquired from key suppliers only. All suppliers should be included in addition to internal provider costs. Bullet 3 - correct. Creating a service portfolio that includes services in the service pipeline, as well as those in the service catalogue, will create a larger pool of services to be included in service offerings and should reduce duplication. You will often find that organizations want similar services developing at the same time, i.e. cloud.	
THIRD BEST (1)	A	Bullet 1 - incorrect. Support terms and conditions and ordering and request procedures are added to the service catalogue once a service is being prepared for operation. The creation of a service portfolio that includes a service pipeline and retired services as well as a service catalogue is not required to record these. Bullet 2 - not totally untrue, but not relevant in this case. The service portfolio not only records information about resources required in service operation but also in all other stages of the service lifecycle. This is one of the factors that make the portfolio useful over and above the service catalogue. Bullet 3 - although this is a true statement it will not help address the scenario issues regarding the assessment of new investments.	
DISTRACTER (0)	C	Bullet 1 - incorrect. These are either items that are normally found in a service catalogue, or items that are described in the scenario as already being included in the service catalogue. Bullet 2 - incorrect. This statement is too vague. The organization is looking to reduce costs and improve their investment decision-making: this is unlikely to help. Bullet 3 - incorrect. The organization does not need to implement a service portfolio to make these improvements to the service catalogue and introduce self-help. Additionally, this will do nothing to address the issues described in the scenario.	
Syllabus Unit / Module supported	ITIL SC: SOA02 Service portfolio management		
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. 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		

	<p>parts to understand structure and can distinguish between facts and inferences.</p> <p>Application – The candidate must apply their knowledge of service portfolio management to the scenario and understand how to discern the differences between the service portfolio and the service catalogue.</p>
Subjects covered	<p>Categories covered:</p> <ul style="list-style-type: none"> • Service portfolio management process activities, methods and techniques
Book Section Refs	<p>SS 4.2 – Service portfolio management – in general, but especially;</p> <p>SS 4.2.4 – Service portfolio management – Policies, principles and basic concepts</p>
Difficulty	Moderate

QUESTION	Three	SCENARIO	Three
Question Rationale	This question focuses on the value that the business relationship manager (BRM) can bring to the IT organization and their responsibilities in being customer-focused and managing opportunities.		
MOST CORRECT (5)	B	The role of the BRM is to build a good relationship with the customer to help identify new business requirements. In this scenario it is advantageous to have a good understanding of the existing services. The BRM must concentrate on understanding the business outcomes that the customer wishes to achieve and then see if there are any existing services that can be used before chartering new services. The understanding of the changing customer environment is key to allowing the service provider to proactively prepare the services to meet new business requirements.	
SECOND BEST (3)	A	The first and second points are correct. The third point is incorrect. The BRM, service level manager (SLM) and service owners do not design the service. It is too soon to involve the SLM; they will not become involved until after the service has been approved and chartered using the service portfolio management process. Managing customer expectations of the service is also a key role that will be particularly important when the organization drives into new markets.	
THIRD BEST (1)	D	The first two points are not totally wrong, however they fail to state that the BRM will identify new business requirements. The third point is wrong on two counts. First, the service owners are not best placed to understand profile and usage of the IT services. This is usually done via the demand management process. Second, in this scenario, the service catalogue already exists so there would be no need to create a new one. The final point is incorrect. The BRM role articulates business requirements to the customer and not the other way round.	
DISTRACTER (0)	C	Generally this answer is a little over-effusive, suggesting that the BRM help the customers do their job. The third point is wrong: the BRM will not take responsibility for the services and their development and the SLM will not be the sole source of customer liaison. Finally, the BRM will most certainly not get involved in managing the third parties contracted by the service provider.	
Syllabus Unit / Module supported	ITIL SC: SOA08 business relationship management		
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. 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 structure and can distinguish between facts and inferences. Application – The candidate must apply their knowledge of the role of the BRM and analyse how best to articulate the specific responsibilities of the BRM in order to achieve the scenario objectives.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• The scope of business relationship management• Processes activities, methods and techniques of business relationship management		

Book Section Refs	SS 4.5.2 – Service strategy processes – Business relationship management – in general but especially; SS 4.5.2 – Service strategy processes – Business relationship management – Scope SS 4.5.5.5 – Service strategy processes – Business relationship management - Processes activities, methods and techniques – The Business relationship management process through the lifecycle
Difficulty	Moderate

QUESTION	Four	SCENARIO	Four
Question Rationale	This question focuses on how demand management can help resolve the issues of managing the demand for services, patterns of business activity (PBA) and the interface with the service portfolio.		
MOST CORRECT (5)	A	This answer would offer the best potential solution as it addresses all the issues highlighted in the scenario. Bullet 1 - correct. PBAs represent the business needs. This should then be translated into potential usage of the IT services. Bullet 2 - correct. Differentiated service offerings means that service packages and associated service options can be tailored to meet PBA for each business unit. This will help make better use of IT resources and will therefore address the immediate quality issues. Bullet 3 - correct. Working with capacity management and using the PBAs means that longer term plans can be put in place to meet the expansion plans of the business.	
SECOND BEST (3)	D	Bullet 1 - incorrect. Usage of the IT services is not the same as patterns of business activity and will not provide the whole picture. Bullet 2 - correct. Bullet 3 - not untrue, but not specifically an activity of demand management and does not address the issues in the scenario surrounding the expansion plans.	
THIRD BEST (1)	C	Bullet 1 - incorrect. Usage of the IT services is not the same as patterns of business activity and will not provide the whole picture. Bullet 2 - incorrect. Imposing limited usage of the IT services could have a negative effect on the business, possibly leading to lost sales. Bullet 3 - correct.	
DISTRACTER (0)	B	Bullet 1 - incorrect. Services are not 'selected' from the service catalogue based only on a PBA. Bullet 2 - incorrect. It is unclear what revising the cost model will achieve, other than possibly changing how the IT budget is accounted for. This does not address any of the issues in the scenario. Bullet 3 - incorrect. Differential charging is unlikely to be appropriate for internal IT provision. It may help to improve resource usage in the short term but it will not provide a solution to supporting the business expansion.	
Syllabus Unit / Module supported	ITIL SC: SOA05 Demand management		
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. 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 structure and can distinguish between facts and inferences. Application – The candidate must apply their knowledge of the demand management process and, based on an analysis of the issues described in the scenario, select the correct option to apply demand management activities to address them.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Scope of demand management• Process activities, methods and techniques of demand management		
Book Section Refs	SS 4.4 – Service strategy processes – Demand management - in general but		

	especially: SS 4.4.2 – Service strategy processes – Demand management – Scope SS 4.4.5.5 – Service strategy processes – Demand management – Process activities, methods and techniques SS 4.4.6 – Service strategy processes – Demand management – Triggers, inputs, outputs and interfaces
Difficulty	Moderate

QUESTION	Five	SCENARIO	Five
Question Rationale	This question explores how supplier management should focus the organization on making the right choice of supplier. It incorporates best practice for choosing a supplier.		
MOST CORRECT (5)	C	This answer would offer the best potential solution. A single supplier would be far easier to manage as internal communication within the supplier would already be established by default. This reduces the cost of managing non-purchasing relationships between suppliers. Supplier management should have a single, defined point of ownership with local responsibility granted for operational management of issues. This allows some level of local autonomy thereby reducing the cultural effect of changing suppliers, but ensures consistency and control through central ownership. A long-term risk-reward framework is a better, more considered approach that fosters trust and a better relationship. A strategic alignment should ensure attitudes and culture are a good fit. Implementation of a joint partnership team initially to ensure a smooth transition of the service to the new supplier and subsequently to manage on-going service improvement gives the assurance that both organizations are committed to working together.	
SECOND BEST (3)	B	The single supplier is again a good idea but the lack of global ownership is likely to cause issues particularly if the supplier seeks to manage globally. Most of the other ideas are good but the local as opposed to global focus means some of the benefit of having the same supplier will be lost, as will any opportunities to leverage this through economies of scale.	
THIRD BEST (1)	A	Finding three local suppliers who have worked together before would potentially be fine, but there is no evidence to support the possibility of this working as intended. ITIL training might be highly desirable but it is no guarantee that the issues will be addressed. Removing the threat of contractual penalties might work but it is a high-risk strategy. Local ownership is correct but little different from the current situation, as is the commitment to follow IT processes.	
DISTRACTER (0)	D	This is the weakest alternative. This offers little change to the current situation with the additional cost of adding in a new service desk.	
Syllabus Unit / Module supported	ITIL SC: SOA06 Supplier management		
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. 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 structure and can distinguish between facts and inferences. Application – The candidate must apply their knowledge of supplier management and analyse the stated objectives described in the scenario to select the correct answer option.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Evaluation of new suppliers and contracts		
Book Section Refs	SD 4.8.5 – Service design processes – Supplier management – Process activities, methods and techniques SD 4.8.5.2 – Service design processes – Supplier management – Process activities, methods and techniques – Evaluation of new suppliers and		

	contracts SD 4.8.5.4 – Service design processes – Supplier management – Process activities, methods and techniques – Establishment of new suppliers and contracts SD 4.8.5.5 – Service design processes – Supplier Management – Process activities, methods and techniques – Supplier, contract and performance management SD 4.8.5.6 – Service design processes – Supplier management – Process activities, methods and techniques – Contract renewal or termination
Difficulty	Medium

QUESTION	Six	SCENARIO	Six
Question Rationale	This questions deals with service level management (SLM) and with an understanding of what contributes to meaningful availability reporting which demonstrates performance levels and the actual service availability levels.		
MOST CORRECT (5)	C	This answer recognizes that the availability service targets may no longer be adequate and recommends meeting with the customer managers to review the situation. The reporting systems must be reviewed to ensure they can provide metrics that can be matched to the service targets. Any changes must be submitted through the change management process.	
SECOND BEST (3)	B	This answer suggests that all service levels are reviewed, not just the availability targets. This is unnecessary as there is no evidence of issues other than those related to availability. There is no mention of measuring both component and end-to-end service availability. Whilst balanced scorecard reporting is desirable it is not essential in this situation and probably best developed in a more considered way than as a reaction to this situation.	
THIRD BEST (1)	D	This answer describes a rather heavy-handed approach and is unlikely to result in any improvement. Forcing a customer to attend meetings is unlikely to be a way to improve the relationship. Reviewing is still only against current data and not against future trends or variations.	
DISTRACTER (0)	A	This answer fails to recognize the need to meet with the business managers and review their availability requirements. The measures taken are very reactive and are unlikely to resolve the situation.	
Syllabus Unit / Module supported	ITIL SC: SOA04 Service level management		
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>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 structure and can distinguish between facts and inferences.</p> <p>Application – The candidate must apply their knowledge of SLM, SLR, service availability and associated metrics. They must analyse the issues described in the scenario and correctly identify the option that will address the issues of service availability reporting.</p>		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Reporting on SLA targets		
Book Section Refs	SD 4.3.5.4 – Service design processes – Service level management – Process activities, methods and techniques – Monitoring service performance against SLA SD 4.3.5.5 – Service design processes - Service level management – Process activities, methods and techniques – Producing service reports		
Difficulty	Moderate		

QUESTION	Seven	SCENARIO	Seven
Question Rationale	This question focuses on the correct approach to service level management (SLM) and development of service level agreements (SLAs) and operational level agreements (OLAs).		
MOST CORRECT (5)	A	This is the best solution. It follows the process of SLM. All services that are currently being delivered should be within the service catalogue. Customer-based SLAs are best simply to remove the IT service focus that the scenario suggests. However, it is imperative that SLM meet with the business and determine the service level requirements (SLR). A pro-forma SLR speeds up this process. Once this requirement has been defined, the draft document is produced. During this time existing operational level agreements and contracts should be checked before the signing of the final document. Meeting with incident, capacity and availability management addresses the chiefly warranty concerns of the customer. Once committed, the service is communicated then actively monitored and measured to ensure that IT is meeting the agreed targets.	
SECOND BEST (3)	B	In this answer a formal SLA is never agreed though most other steps seem rational. The primarily service-based SLAs may miss individual customer needs for service. The OLAs seem to be only discussed and communicated before they are effectively imposed. The answer mentions measuring the targets that are in the OLAs, but the SLA targets should also be measured.	
THIRD BEST (1)	D	This is not a great way of dealing with the issues. Whilst the aim of maintaining the relationship is present, there may be problems in delivering commitments to the levels of service without prior consultation with IT.	
DISTRACTER (0)	C	This is the wrong answer. This is almost certainly the reason behind the ill feeling and distrust. IT should not dictate to the business what level of services they can offer. It is about relationship building and this only comes from negotiation, honesty and communication.	
Syllabus Unit / Module supported	ITIL SC: SOA04 Service level management		
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. 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 structure and can distinguish between facts and inferences. Application – The candidate must apply their knowledge of SLM, including the correct process for developing OLAs and SLAs. The candidate must analyse the various options presented and correctly identify the one option which outlines the events in the correct sequence.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Service level management• Determining SLRs• Agreeing SLAs and OLAs		
Book Section Refs	SD 4.3.5 – Service design processes – Service level management – Process activities, methods and techniques		
Difficulty	Moderate		

QUESTION	Eight	SCENARIO	Eight
Question Rationale	This question focuses on identifying the activities performed by the service level manager and the supplier manager in a given scenario. The candidate must be able to correctly distinguish that: <ul style="list-style-type: none">• The service level manager should log the complaint• Evidence must be gathered to determine that the service desk is at fault• The supplier manager should review the performance of services• A meeting with the supplier manager should take place quickly		
MOST CORRECT (5)	B	This answer would offer the best potential solution as steps are being taken to establish the facts before approaching the supplier to discuss the complaint. The activities are correctly assigned to the appropriate roles.	
SECOND BEST (3)	D	The only wrong action in this answer is a lack of collecting evidence before contacting the supplier to determine that these complaints are related to the service desk supplier. The other two errors are appropriate actions but by the wrong people. Firstly, the complaints should be logged by the service level manager, not the supplier manager. Second, the supplier manager, not the service level manager, should review the performance of all services delivered by the supplier.	
THIRD BEST (1)	C	Two wrong actions here. Firstly, it is inadequate to wait until the next scheduled meeting to discuss this with the supplier. A meeting should be arranged sooner. Secondly, the dispute process should be not initiated without further evidence being collected first.	
DISTRACTER (0)	A	This option makes an assumption that the supplier has failed to provide the level or service required and it may be that the customer is unaware what the agreed service level targets are. Penalties should not be invoked without further investigation and this approach could damage the long-standing relationship held with the supplier for many years. The supplier manager, not the service level manager, should perform the risk analysis.	
Syllabus Unit / Module supported	ITIL SC: SOA09 Roles and responsibilities		
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. 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 structure and can distinguish between facts and inferences. Application – The candidate must analyse the scenario and select the answer which best follows the ITIL guidance for dealing with supplier agreements and customer complaints.		
Subjects covered	Categories Covered: <ul style="list-style-type: none">• Roles and responsibilities of supplier management• Roles and responsibilities of service level management		
Book Section Refs	SD 6.3.7.2 – Organizing for service design – Roles and responsibilities – Service level management roles – Service level management process manager SD 6.3.12.2 – Organizing for service design – Roles and responsibilities – Supplier manager roles– Supplier management process manager SD 4.3.5 – Service design processes – Service level management – Process		

	activities, methods and techniques – Handling complaints and compliments
Difficulty	Easy