



ITIL® Intermediate Capability Stream:

SERVICE OFFERINGS AND AGREEMENTS (SOA) CERTIFICATE

Sample Paper 1, version 6.1

Gradient Style, Complex Multiple Choice

QUESTION BOOKLET

Gradient Style Multiple Choice
90 minute paper
8 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

Which one of the following options would be the BEST approach to providing the information for the financial review of the service options?

- A.
 - Appoint an IT finance manager to implement budgeting and accounting for IT services
 - Create a cost model that takes into account direct and indirect costs, as well as fixed and variable costs
 - Use the cost model to calculate the cost of providing the IT services and provide the information to service portfolio management (SPM).
- B.
 - Produce a summary of current costs, apportioning all costs directly to the appropriate service
 - Any investment in virtualization or new infrastructure should be shared equally between the two services
 - This creates a baseline for comparison with the anticipated business revenues and ROI that will enable a business case to be developed for each option.
- C.
 - Produce a summary of current costs, recognizing that the resources are shared across services
 - Use service level agreements to understand how the services are used and create a model for the services, ensuring that both current and projected costs are shared appropriately
 - These costs can then be compared with the cost of outsourcing the service and with the anticipated business revenue.
- D.
 - Produce a summary of current costs, recognizing that the resources are shared across services
 - The various options for providing the service, including those requiring investment in new infrastructure, can then be costed. Using the projected revenues supplied, a calculation can establish the ROI for each option
 - These costs and ROI for each option can then be compared through the service portfolio management process and used as an input to develop a business case for the most advantageous options.

Question Two

Refer to Scenario Two

Which one of the following sets of statements BEST describes the elements that a service portfolio contains in addition to the elements in a service catalogue, and describes the additional value service portfolio management would bring to the IT services company in resolving their current issues?

- A.
 - The service portfolio will include: resource allocation; support terms and conditions; ordering and request procedures; the value proposition; offerings and packages
 - The service portfolio will show where additional resources will be required to operate new services
 - Service portfolio management will enable the organization to rationalize existing services to optimize the use of resources.
- B.
 - The service portfolio will include: business cases; risks; business outcomes supported; cost and pricing
 - The service portfolio will show the proportion of resources acquired from key suppliers so that the cost of new services can be accurately estimated
 - Creating a service portfolio that includes services in the service pipeline, as well as those in the service catalogue, will enable new services currently being developed to be included in service offerings. This increased visibility of new services extends the range available for new opportunities.
- C.
 - The service portfolio will include: ordering and request procedures; service level targets; support terms and conditions; details of services obtained from suppliers
 - The service portfolio will show the resources and capabilities that are needed to improve the services in the service catalogue
 - Service portfolio management will enable the organization to expand the service catalogue to include details of service requests and standard changes, providing a valuable self-help portal to users.
- D.
 - The service portfolio will include: business cases; risks; investment priorities; value propositions
 - The service portfolio will show where resources are used across all stages of the service lifecycle both within the provider and where they have been acquired from suppliers
 - Service portfolio management will improve the organization's ability to compare potential investments and make sound decisions.

Question Three

Refer to Scenario Three

Which one of the following options provides the BEST overview of the business relationship manager's (BRM) responsibilities which will be key to support the expansion?

- A. The BRM will engage actively with the customers, gain a good insight into their business and plans, and develop a strong working relationship. The BRM will work closely with the customer to understand the value proposition of any new IT services that will be required to support the expansion programme. The BRM will liaise with the service level manager and service owners to develop the designs of any new IT services, thereby creating value for both parties. The BRM will ensure customer expectations of new services do not exceed what they have agreed to pay for.
- B. The BRM will engage actively with the customers, gain a good insight into their business and plans, and develop a strong working relationship. The BRM will identify the business requirements associated with the expansion programme especially concentrating on gaining a clear understanding of business outcomes and business drivers. The BRM will liaise with the service portfolio manager to understand how the business outcomes can be supported by IT services, and, where possible, create new services and service offerings for inclusion in the service catalogue. It is key that the BRM understands how changes to the customer environment in different operating markets might affect the delivery of services.
- C. The BRM will engage actively with the customers, gain their trust, and help them develop their business area. This would help both the IT organization and the company become more successful. If the BRM commits time and energy, it should be possible to improve the IT services quickly to meet the needs of the expansion programme and therefore achieve the business objectives. The BRM should take responsibility for the services and their development, while the service level manager will take responsibility for customer liaison. The BRM will take ultimate responsibility for ensuring the customer needs are met by the service provider by managing any third parties in the emerging markets.
- D. The BRM will have primary responsibility for engaging actively with the customers. They should develop a mutual understanding with the customers and have a good working knowledge of their business. The BRM would also work closely with the service owners to understand the profile and usage of the IT services, to help develop the IT services and to create a new service catalogue for the new markets. The BRM will articulate service provider business requirement to the customer to prevent them asking for services that would involve them paying more for the IT service they receive.

Question Four

Refer to Scenario Four

The review of the supply and demand issues concluded that the implementation of a demand management process could help the IT organization address the issues. Which one of the following options provides the BEST solution to both the problems currently being faced and those related to the proposed expansion?

- A.
 - The service portfolio should be reviewed and an analysis carried out of each business unit's requirements in order to understand their patterns of business activity (PBA) and corresponding usage of the IT services
 - Differentiated service offerings should be developed to match PBA; this will make better use of available IT resources. Supporting service performance targets should be amended to reflect these changes
 - Work with business relationship management and capacity management to develop long-term plans to meet the extra demand resulting from the company's expansion plans.
- B.
 - An analysis should be carried out of each business unit's patterns of business activity (PBA), and appropriate services for each business unit selected from the service catalogue
 - In conjunction with the finance department, a revised cost model should be introduced to allow for the fluctuation in usage and costs
 - Differential charging should be introduced to address the issues of service quality.
- C.
 - The service portfolio should be reviewed and an analysis carried out of each business unit's requirements to understand their current usage of the IT services and where seasonal variations lead to fluctuations in usage
 - Discussions should take place with the business units to impose limits within specific time periods for each business unit's usage of IT services
 - Work with business relationship management and capacity management to develop long-term plans to meet the extra demand resulting from the company's expansion plans.
- D.
 - The service portfolio should be reviewed and the business unit's cumulative service usage should be reviewed, monitored and analysed
 - Work with the business to develop short-term measures to manage demand for the IT services, such as delayed or batch processing of retail transactions
 - Service levels should be reviewed to take into account changes to supporting service performance targets and, where applicable, agreements should be updated through change management.

Question Five

Refer to Scenario Five

When considering suppliers, which one of the following options would BEST ensure that network issues are addressed in order to meet the needs of the financial services organization?

- A.
 - Consideration should be given to entering into a partnership with three local suppliers who have worked together before in similar circumstances. This will ensure both communication and local cultural differences are addressed
 - Supplier management should have a single, defined local point of ownership with responsibility granted for operational management of issues
 - The threat of contractual penalties should be removed to encourage suppliers to think longer term about sustainable service improvements
 - Suppliers will commit to the use of local IT processes to ensure compliance and good communication
 - Suppliers are to ensure that staff engaged in the contract (in particular the account managers and customer service managers) are fully ITIL trained so they understand and can implement service management best practice disciplines.

- B.
 - Consideration should be given to entering into a partnership with a single supplier where mutual trust and a good relationship can be established
 - Supplier management should have a single, defined point of ownership within each country to manage all local operational issues
 - A risk-reward framework should be mapped out as an incentive for the supplier to solve local issues
 - A strategic alignment should be sought with the supplier where values, goals and cultural fit are similar to that of the financial services organization
 - The supplier should set up its own dedicated global account management team to deal with transition and on-going issues by working with local IT support teams.

- C.
 - Consideration should be given to entering into a partnership with a single supplier where mutual trust and a good relationship can be established
 - Supplier management should have a single, defined point of ownership with local responsibility granted for operational management of issues
 - A long-term, risk-reward framework should be mapped out to encourage the supplier to work towards sustainable service improvements instead of shorter-term quick fixes
 - A strategic alignment should be sought with the supplier where values, goals and cultural fit are similar to that of the financial services organization
 - Implementation of a joint partnership team to initially ensure a smooth transition of the service to the new supplier and to subsequently manage on-going service improvement.

Question continues overleaf

- D.
- Consideration should be given to re-contracting with the three current local suppliers. There is no suggestion that they are technically incompetent; it appears to be communication and local cultural differences that cause problems
 - Supplier management should have a single, defined local point of ownership with responsibility granted for operational management of issues
 - The threat of contractual penalties should be removed to encourage suppliers to think longer term about sustainable service improvements
 - Communication issues should be addressed by ensuring all incidents are reported to a single global service desk that the financial institution should implement
 - Suppliers are to ensure that staff engaged in the contract (in particular the account managers and customer service managers) are fully ITIL trained so they understand and can implement service management best practice disciplines.

Question Six

Refer to Scenario Six

Which one of the following options will BEST ensure that the primary concerns related to the revision and reporting of targets are addressed?

- A. Determine what information each IT team can provide regarding the collection and reporting of component availability. Implement revised mechanisms for the analysis, calculation and reporting of service availability. Ensure that event management is implemented to trigger alerts in response to availability issues. This will allow for reactive measures to be introduced so that, if services fail to meet their availability targets, proper actions can be taken to mitigate future failures.
- B. Meet with the customer managers to conduct a thorough review of all services and document all revised service level requirements (SLRs), ensuring that business impact and seasonal variations are taken into account. The SLRs should be transformed into a balanced scorecard of service targets with a dashboard for reporting purposes. Mechanisms should be agreed and implemented to collect, analyse and report against the agreed service targets using the change management process. Reports should be circulated to customer managers five working days in advance of service review meetings.
- C. Meet with the customer managers to review and document their availability requirements, ensuring that business impact and seasonal variations are taken into account. Review the monitoring and measurement mechanisms and ensure that they can measure both component and end-to-end service availability. Agree the revised service availability reporting requirements with the customer. Agree and revise service level agreements and operational level agreements as necessary and implement any changes to the monitoring and reporting mechanisms using the change management process.
- D. Review the requirements for service availability against the data collection and measurement currently provided by the IT teams. Design availability metrics and controls to report any variances at the monthly service review meetings, as well as how these variances will be addressed in the future. Internal IT staff and a customer manager will attend the service review meetings. All changes have to be agreed in the service review meetings before any actions can be performed, thus forcing the customer to come to the meetings and reach agreement before any improvement work or change can occur.

Question Seven

Refer to Scenario Seven

Which one of the following sequence of activities would be the BEST approach to establishing service levels agreements (SLA) in the organization?

- A.
- Identify all of the services currently delivered using the service catalogue
 - Define a primarily customer-based approach to implementing service levels agreements (SLAs)
 - Using a pre-prepared pro-forma service level requirements (SLR) template, meet with the appropriate customer representatives to discuss and document their service level requirements
 - Arrange meetings with the appropriate IT teams, specifically those involved in incident, availability and capacity management, to discuss, document and agree the levels of service required
 - Draft agreements from these discussions are then reviewed by service operations to ensure that no existing agreements will be compromised and, once this has been confirmed, the SLA is formally reviewed, agreed, and signed by both the customer and IT
 - The service level targets are then formally communicated, monitored, reported upon and reviewed at the agreed intervals.
- B.
- Identify all the services currently delivered using the service catalogue
 - Define a primarily service-based approach to implementing service level agreements
 - Using the service templates already in use, meet with the appropriate customer representatives and, after discussion, produce formal SLRs which document the levels of service that the customer needs
 - Arrange meetings with the appropriate IT teams, specifically those involved in incident, availability and capacity management, to discuss, document and communicate the levels of service required
 - From these discussions operational level agreements (OLAs) are then produced
 - The SLRs and OLAs can be formally monitored, reported upon and reviewed at the agreed intervals.
- C.
- Meet with the IT operations team, specifically, those involved in incident, availability and capacity management, to define what level of service they can offer to the business against each service in the service catalogue
 - Meet with the appropriate customer representatives to give them a clear understanding of the levels of service IT can offer
 - Produce and agree an SLA and ensure it is signed by representatives of both parties
 - Document and agree OLAs with the service operation teams
 - Ensure all parties understand their responsibilities and enforce penalties for non-compliance
 - Once both agreements have been signed, all service level targets are then formally monitored and reviewed.

Question continues overleaf

- D.
- Identify all of the services currently delivered using the service catalogue
 - Define a primarily service-based approach to implementing service level agreements
 - Meet with the appropriate business representatives and, after discussion, produce a formal SLA that guarantees the levels of service that the business needs
 - Arrange meetings with the appropriate IT teams, specifically those involved in incident, availability and capacity management, to inform them of the service levels you have agreed
 - Document and agree OLAs with the service operation teams
 - Once these are agreed and signed the OLAs are passed back to the business to demonstrate that IT will support the SLA and to build upon the trust between the two parties.

Question Eight

Refer to Scenario Eight

You have been asked to resolve the confusion over the service level manager and supplier manager roles. Which one of the following options BEST represents the correct division of responsibilities and will also address the current complaints regarding the service desk supplier?

- A.
 - Service level manager: Apologize to the customer and compensate them financially for the poor service levels. Assure them that, under the terms and conditions of the contract, a review with the service desk will be carried out and that the supplier will be strictly monitored against agreed targets and penalties imposed, potentially leading to contract termination. Carry out a risk analysis of the supplier and their contract
 - Supplier manager: Log the complaints. Set up a review of the supplier and the service desk function. Invoke the contract's penalty clause to recover compensation from the supplier. Increase the supplier's risk rating. Initiate a service improvement plan in conjunction with continual service improvement.
- B.
 - Service level manager: Log the complaints. Inform the customer that the complaints will be reviewed as a matter of urgency. Collect evidence of failures and pass to the supplier manager. Ensure that the complaints are dealt with efficiently and effectively and improvements are initiated where appropriate. Keep the customer informed of both progress and outcome
 - Supplier manager: Arrange a meeting with service desk supplier to investigate the complaints. Review performance of the supplier for all the services they deliver to the company's customers. Report findings back to service level manager.
- C.
 - Service level manager: Log the complaints. Inform the customer that the complaints will be discussed with the supplier at the next scheduled review meeting. Assure the customer that the contractual disputes process will be invoked to ensure that the complaints are dealt with in an efficient and effective manner. Inform the customer of the actions taken
 - Supplier manager: Discuss the complaints with the supplier at the next review meeting. Initiate the dispute process with the supplier. Carry out a risk analysis of the supplier and their contract.
- D.
 - Service level manager: Inform the customer that the complaints will be reviewed as a matter of urgency. Assure the customer that a disputes process is in place to ensure that the complaints are dealt with in an efficient and effective manner. Inform the customer that they will be updated on the outcome. Review performance of the supplier for all the services they deliver to the company's customers
 - Supplier manager: Log the complaints. Quickly arrange a meeting with service desk supplier to investigate the complaints. If necessary, initiate the dispute process.