



## **ITIL® Intermediate Capability Stream:**

### **SERVICE OFFERINGS AND AGREEMENTS (SOA) CERTIFICATE**

*Sample Paper 2, version 6.1*

Gradient Style, Complex Multiple Choice

### **ANSWERS AND RATIONALES**

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**Answer Key:**

<b>Scenario</b>	<b>Question</b>	<b>Correct: 5 Marks</b>	<b>2<sup>nd</sup> Best: 3 Marks</b>	<b>3<sup>rd</sup> Best: 1 Mark</b>	<b>Distracter: 0 Marks</b>
<b>One</b>	<b>1</b>	<i>B</i>	<i>D</i>	<i>A</i>	<i>C</i>
<b>Two</b>	<b>2</b>	<i>A</i>	<i>D</i>	<i>B</i>	<i>C</i>
<b>Three</b>	<b>3</b>	<i>C</i>	<i>A</i>	<i>B</i>	<i>D</i>
<b>Four</b>	<b>4</b>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>
<b>Five</b>	<b>5</b>	<i>D</i>	<i>C</i>	<i>A</i>	<i>B</i>
<b>Six</b>	<b>6</b>	<i>D</i>	<i>A</i>	<i>B</i>	<i>C</i>
<b>Seven</b>	<b>7</b>	<i>C</i>	<i>A</i>	<i>B</i>	<i>D</i>
<b>Eight</b>	<b>8</b>	<i>A</i>	<i>D</i>	<i>B</i>	<i>C</i>

QUESTION	One	Scenario	One
<b>Question Rationale</b>	This question focuses on an overall understanding of the financial management for IT services process and the approach to introducing the process in an internal IT provider organization.		
<b>MOST CORRECT (5)</b>	<b>B</b>	This answer is correct and appropriate for the situation described in the scenario. Bullet 1 - Correct. Introducing accounting is essential for the IT manager to gain an understanding the costs of providing the IT services. Bullet 2 - Correct. All organizations vary in the way they control their budgets. The IT manager must understand the preferences of the corporate finance department. Bullet 3 – Correct. This allows the business units visibility of expenditure. Bullet 4 - Correct. A functioning service catalogue and CMS when linked to a cost model will allow cost of changes to be predicted.	
<b>SECOND BEST (3)</b>	<b>D</b>	Bullet 1 - Partially correct. Introducing accounting will definitely improve the situation, however the wording is a little vague. Accounting alone will not necessarily improve control. It will improve the understanding of costs which hopefully will lead to better control. Bullet 2 - Correct. This answer is a little vague but nonetheless is not wrong. Classification of costs is necessary, but is not the only step in understanding the financial value of the services. Bullet 3 – Partially correct. Cost per service is interesting to the business but their actual costs would be more useful in this scenario. Bullet 4 - Incorrect. Introducing notional charging may improve the current situation, but it should not be rushed into without further consideration. There is no guarantee that the cost of setting up and administering will be offset by savings.	
<b>THIRD BEST (1)</b>	<b>A</b>	Bullet 1 - Incorrect. Budgeting alone will not help the IT manager gain an understanding of the costs of providing the IT services. Bullet 2 - Correct. This answer is a little vague but nonetheless is not wrong. Bullet 3 – Partially correct. Cost per service is interesting to the business but their actual costs would be more useful in this scenario. Bullet 4 - Incorrect. A leap too far and highly inappropriate in this situation. Budgeting and accounting must be introduced first to provide a clear understanding of the costs of the IT services, before any form of charging is introduced. To introduce charging this soon into an organization with these issues may only make the situation worse.	
<b>DISTRACTER (0)</b>	<b>C</b>	Bullet 1 - Incorrect. A bit vague. Budgeting alone will not necessarily improve control. Bullet 2 - Incorrect. Capital expenditure is just as relevant to IT as operational expenditure. In fact it could represent a large proportion of the total IT expenditure. The IT manager must establish who has control of each expenditure type before deciding how to account for it. Bullet 3 – Incorrect. This is a vital part of implementing financial management but does little to address the issues in the scenario. Bullet 4 - Incorrect. Introducing chargeback is not the only way to change the behaviour of the business units. Also, charging is inappropriate in this situation - see comments for answer A bullet 4.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: SOA07 Financial management for IT services		
<b>Blooms Taxonomy Testing Level</b>	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		

	<p>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 budgeting, accounting and charging and apply it to the situation described in the scenario.</p>
<b><i>Subjects covered</i></b>	<p>Categories covered:</p> <ul style="list-style-type: none"> <li>• Process activities, methods and techniques: budgeting, accounting and charging</li> </ul>
<b><i>Book Section Refs</i></b>	SS 4.3.5 - Financial management for IT services - Process activities, methods and techniques
<b><i>Difficulty</i></b>	Moderate

QUESTION	Two	Scenario	Two
Question Rationale	This question focuses on service management technology considerations.		
MOST CORRECT (5)	A	While this is a relatively new tool, it addresses all of the issues with regard to complaints currently faced by the business and IT service management processes. It also has support of reporting and open standards. The ITIL guidance states that an 80% fit with requirements is reasonable, so the compromise with reporting is not unreasonable.	
SECOND BEST (3)	D	While not such a good choice as answer A, work is currently being carried out by the supplier to address the issues faced. It provides much of the functionality required and the ability to integrate with other toolsets is being developed. The reporting capability sounds good but customization is not always a good thing. You would need assurance that any customization will be supported in the future. Tool integration (support of open standards) is not yet available. It is dangerous to select tools based on what might be available in the future. There is no mention of a CMS or incident data repository.	
THIRD BEST (1)	B	Whilst this organization has the biggest market share, there is a lot of work to be completed to make this a viable option and it could prove costly if additional modules have to be purchased. The current functionality is basic and may not meet the organization's requirements. Further functionality and integration is promised but it is dangerous to select tools based on what might be available in the future.	
DISTRACTER (0)	C	There is a lot of work to be completed to make this a viable option and it could prove costly if reports need to be changed or developed for each module purchased. Whilst data import is mentioned it is not clear whether this tool will support open standards. This toolset has limited capability and only has the incident module currently available.	
Syllabus Unit / Module supported	ITIL SC: SOA10 Technology and implementation considerations		
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 service management technology considerations. The key here is to analyse the scenario and understand which requirements are most important, as each answer option has valid requirements depending on specific organization needs. The candidate must determine which option best suits the requirements defined in the scenario and address the issues described.		
Subjects covered	Categories covered: <ul style="list-style-type: none"><li>Evaluation criteria for technology and tooling for process implementation</li></ul>		
Book Section Refs	SD 7.2 - Technology considerations – Service management tools SO 8.5 - Implementation of service operation - Planning and implementing service management technologies		
Difficulty	Moderate		

QUESTION	Three	Scenario	Three
Question Rationale	This question focuses on an overall understanding of the SOA processes and how they work together. It draws on foundation material as well as on an overview of the SOA processes.		
MOST CORRECT (5)	C	This answer correctly describes the processes and their relationships. Bullet 1 - Correct. One of the main roles of business relationship management is to maintain a good relationship with the customer. In doing so they will be able to identify opportunities for new services. Bullet 2 - Correct. Under- and over-utilized use of services introduces a risk that the service provider will not receive the appropriate return on investment for their services. By identifying predicted patterns of business activity, demand management can help to reduce this risk. Bullet 3 - Correct. As an input to service portfolio management (SPM), demand management will identify patterns of business activity and work with financial management to provide an estimate of the cost of the resources required to meet them, thereby enabling a business case to be created. Bullet 4 - Correct. Developing the service catalogue will help to resolve the issue of duplication of services. It should be straightforward enough to spot any matches for new customer requirements with a more mature service catalogue.	
SECOND BEST (3)	A	Bullet 1 - Correct. A service portfolio is a repository of information about all of a provider's services, even conceptual ideas. It should contain details of resources which will improve an organization's ability to prioritize investments. Bullet 2 - Incorrect. The BRM does gather information about business needs and add it to the service portfolio. However, SLM does not get involved until after the service has been chartered. Bullet 3 - Correct. As answer C bullet 2. Bullet 4 - Correct. As an input to SPM, demand management will identify patterns of business activity and work with financial management to provide an estimate of the cost of the resources required to meet them.	
THIRD BEST (1)	B	Bullet 1 – Partially correct. As answer C bullet 1 for new services. It is unlikely that BRM will get involved to the level of granularity of individual improvement to specific services. This is likely the domain of SLM. Bullet 2 - Incorrect. The purpose of demand management is to identify demand for IT services in order to identify the costs and risks involved with meeting the demand. It does not provide information that will limit negotiations. Bullet 3 - Correct. As answer A bullet 1. Bullet 4 - Incorrect. A Service desk key responsibility is management of the relationship with the users. SLM and BRM have the customer as a focus.	
DISTRACTER (0)	D	Bullet 1 - Incorrect. SLM will negotiate service level agreements, not BRM. Bullet 2 - Incorrect. As answer B bullet 2. Bullet 3 - Incorrect. This isn't SLM's job. This is likely to be assessed by SPM when making investment decisions. Bullet 4 - Incorrect. Details of new services are added to the service pipeline in the service portfolio first, not the service catalogue.	
Syllabus Unit / Module supported	ITIL SC: SOA01 introduction		
Blooms Taxonomy Testing Level	Level 1 Knowing - Bring to mind or remember the appropriate material. Includes such tasks as defining, recalling, listing, recognizing, describing and naming.  Level 2 Comprehending - Understand or grasp the meaning of what is being communicated and make use of the idea. Tasks include illustrating, inferring, summarizing and interpreting.  Application – The candidate must use their knowledge of each of the SOA processes in order to select the best answer option. This requires the candidate to distinguish		

	between factual statements and inferred ones.
<b>Subjects covered</b>	Categories covered: <ul style="list-style-type: none"> <li>• The context of the SOA process in the service lifecycle</li> <li>• Identifying customer requirements</li> <li>• Return on investment (ROI) and the business case and the relevance to the SOA processes</li> </ul>
<b>Book Section Refs</b>	SS and SD 1.2 – The context of the SOA process in the service lifecycle SD 3.1.3, SD 3.4, SD 3.5 - Identifying customer requirements SS 3.6.1 ( <i>up to 3.6.1.2</i> ) - Return on investment (ROI) and the business case and the relevance to the SOA processes SS 4.5.1 Purpose and Objectives of BRM
<b>Difficulty</b>	Easy

QUESTION	Four	Scenario	Four
<b>Question Rationale</b>	This question focuses on identifying the correct roles and responsibilities of the supplier manager. It requires knowledge of the supplier manager roles described in SD 6.3.12 and an understanding of the scope of supplier management described in SD 4.8.2		
<b>MOST CORRECT (5)</b>	<b>A</b>	All 5 activities listed are responsibilities of a supplier manager.	
<b>SECOND BEST (3)</b>	<b>B</b>	Only 4 activities are associated with a supplier manager. Develop and document contacts and relationships with all stakeholders would be a responsibility of the service level manager.	
<b>THIRD BEST (1)</b>	<b>C</b>	Only 3 activities are associated with the supplier management process. Ensuring that IT have a clear expectation of the level of service to be delivered, and monitoring and improving customer satisfaction with the quality of service delivered would be the responsibility of the service level manager	
<b>DISTRACTER (0)</b>	<b>D</b>	Only 2 activities listed would be carried out by a supplier manager. These are development, negotiation and agreement of contracts, and maintenance of a supplier and contract database. The other 3 are responsibilities of the service level manager.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: SOA09 Service offerings and agreement roles and responsibilities ITIL SC: SOA06 Supplier management		
<b>Blooms Taxonomy Testing Level</b>	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's knowledge of the role of the supplier manager, along with which of the listed activities belong with this role are needed to analyse the scenario and distinguish which option is the most correct one.		
<b>Subjects covered</b>	Categories covered: <ul style="list-style-type: none"><li>• Roles and responsibilities of supplier manager</li><li>• Scope of supplier management</li></ul>		
<b>Book Section Refs</b>	SD 6.3.12 – Organizing for service design – Supplier management roles SD 4.8.2 – Scope of supplier management		
<b>Difficulty</b>	Moderate		



QUESTION	Five	Scenario	Five
<b>Question Rationale</b>	The purpose of this question is test the candidate's understanding of the service portfolio management (SPM) process. The candidate is required to link SPM activities with the appropriate process steps. The correct steps and activities are as follows: Define <ul style="list-style-type: none"><li>Collect and validate the purpose, outcomes and customers of each service (e)</li><li>Confirm existence of business cases for services (g)</li></ul> Analyse <ul style="list-style-type: none"><li>Establish investment priorities (a)</li><li>Assess proposed investment for added value (f)</li></ul> Approve <ul style="list-style-type: none"><li>Decide the level of investment required (d)</li><li>Authorize investments in services (h)</li></ul> Charter <ul style="list-style-type: none"><li>Include a document allocating resources in the project portfolio (b)</li><li>Communicate investment decisions to stakeholders (c)</li></ul>		
<b>MOST CORRECT (5)</b>	<b>D</b>	This answer correctly matches the activities to the process steps	
<b>SECOND BEST (3)</b>	<b>C</b>	The define and analyse steps are correct. Approve: resources will be identified at this stage but not allocated until the charter step when the decision is communicated. Charter: authorization takes place in the approve stage and must take place <i>before</i> the service is chartered.	
<b>THIRD BEST (1)</b>	<b>A</b>	There is one error in each step. Define: establish investment priorities cannot be performed until <i>after</i> data has been collected and stored in the service portfolio. Analyse: collect and validate purpose and outcomes must be done <i>before</i> the proposed service or service changes can be analysed. Approve: communicating decisions to stakeholders can only happen <i>after</i> the service is authorized, i.e. as part of the charter step. Charter: making decisions about the future of each service must take place <i>before</i> the service is chartered and is part of the approve step.	
<b>DISTRACTER (0)</b>	<b>B</b>	Every activity is associated with the wrong process step.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: SOA02 Service Portfolio Management		
<b>Blooms Taxonomy Testing Level</b>	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 service portfolio management and understand the correct sequence of activities that drives the cycle of SPM.		
<b>Subjects covered</b>	Categories covered: <ul style="list-style-type: none"><li>Service portfolio management process activities, methods and techniques</li></ul>		
<b>Book Section Refs</b>	SS 4.2.5 - Service portfolio management - Process activities, methods and techniques		
<b>Difficulty</b>	Moderate		

QUESTION	Six	Scenario	Six
<b>Question Rationale</b>	The question tests the candidate's knowledge of the service level management (SLM) process activities and how they can be applied within the context of the issues in the scenario in order to improve the situation. It requires the candidate to recognize the various stakeholders that must be involved in any solution in order for it to have the desired consequence. It also recognizes customer satisfaction as an important service measure.		
<b>MOST CORRECT (5)</b>	<b>D</b>	This answer includes key process activities, methods and techniques for SLM. The situation is reviewed to ensure that the perceived problem is correct before a number of appropriate actions are identified and implemented.	
<b>SECOND BEST (3)</b>	<b>A</b>	This is a good answer but is too one-sided – there is no mention of the SLM working with the IT department to make sure that they can deliver exactly what the business wants.	
<b>THIRD BEST (1)</b>	<b>B</b>	This is a good start by the SLM but only contains conversation with senior management within the business. A dialogue should be taking place at all levels of the business to ensure a fair view of the level of customer satisfaction is received.	
<b>DISTRACTER (0)</b>	<b>C</b>	This is the wrong answer – in this answer the SLM does not discuss the situation with anyone or try to quantify the existing level of customer satisfaction. Targets are raised without consultation with IT or the business, based on a report that may not apply specifically to this company.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: SOA04 Service level management		
<b>Blooms Taxonomy Testing Level</b>	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 distinguish, from the issues described in the scenario, how SLM process activities can be applied in this case to meet the expectations of the management while ensuring that all stakeholder needs are considered.		
<b>Subjects covered</b>	Categories covered: <ul style="list-style-type: none"><li>• Service level management processes, methods and techniques</li></ul>		
<b>Book Section Refs</b>	SD 4.3.5 - Service level management - Process activities, methods and techniques in general, but especially: SD 4.3.5.4 - Monitoring service performance against SLA SD 4.3.5.7 - Collating, measuring and improving customer satisfaction SD 4.3.8 - Critical success factors and key performance indicators		
<b>Difficulty</b>	Moderate		

QUESTION	Seven	Scenario	Seven
Question Rationale	This question focuses on the how to establish demand management activities in order to achieve the goal of the IT department to manage business demand fluctuations. It also considers who should be consulted and the correct way to manage the associated activities.		
MOST CORRECT (5)	C	This answer correctly describes the establishment of a demand management process based on identifying patterns of business activity (PBA). It subsequently uses demand management to deal with scenarios where IT is stretched by normal demand patterns as defined by the customer, and also to deal with occasions where the customer got it wrong.	
SECOND BEST (3)	A	This is close to C but is slightly more reactive, with service capacity being subsequently provided based on service workload demand fluctuations. Paragraph 1 - correct Paragraph 2 - incorrect. Problem management will not be involved at this stage. Paragraph 3 - partially correct. This is fine but, unlike answer C, it fails to deal with situations where customer demand forecasts are wrong.	
THIRD BEST (1)	B	Paragraph 1 - incorrect. Service workload and PBA are different things. Service workload demand refers to usage of the IT service and PBA refers to the patterns of business activity, i.e. what the business actually does, not their use of the IT service. Paragraph 2 - partially correct. Demand fluctuation is too weak. Paragraph 3 - incorrect. Demand information is initially recorded in the service portfolio not the service catalogue.	
DISTRACTER (0)	D	Paragraph 1 - incorrect. See answer B paragraph 1. Paragraph 2 - incorrect. Change management will not be involved at this stage. Paragraph 3 - incorrect. Investments in services to meet PBA are assessed and approved by service portfolio management, the only snag being they don't have a process for that in the scenario. .	
Syllabus Unit / Module supported	ITIL SC: SOA05 Demand 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 possess a thorough knowledge of demand management and use this knowledge to select the best approach to managing the associated activities and to begin the consultation process for the process improvement.</p>		
Subjects covered	<p>Categories covered:</p> <ul style="list-style-type: none"><li>• Demand management</li><li>• Business activity patterns</li><li>• Activity based demand management</li><li>• Triggers, inputs, outputs and interfaces</li></ul>		
Book Section Refs	SS 4.4 - Demand management in general, but especially: SS 4.4.5.2 - Patterns of business activity SS 4.4.5.4 - Activity-based demand management SS 4.4.6 - Triggers, inputs, outputs and interfaces		
Difficulty	Moderate		

QUESTION	Eight	Scenario	Eight
<b>Question Rationale</b>	This question focuses on the challenges associated with service catalogue management (SCM).		
<b>MOST CORRECT (5)</b>	<b>A</b>	This option addresses the issues identified within the scenario and represents an appropriate approach to gaining buy-in and support to enable a new joint service catalogue to be produced. The answer also addresses the need for cultural change and would ensure that an integrated service catalogue was brought under control of change management. On-going awareness and particularly training for all staff should help to ease fears over job losses.	
<b>SECOND BEST (3)</b>	<b>D</b>	There is nothing inherently wrong with the activities described in this answer. However, when compared with answer A it exhibits a few weaknesses. SCM must work very closely with service level management (SLM) to ensure that information in the catalogue is consistent with service levels agreements (SLA). This answer fails to mention this. It is essential that the service catalogue is consistent with the configuration management system (CMS) and service knowledge management system (SKMS). This answer fails to mention this. Training key staff would be sufficient.	
<b>THIRD BEST (1)</b>	<b>B</b>	This answer treats service catalogue management as a one-off project and does not address how it will be managed once implemented. The answer also fails to address the people and cultural issues described in the scenario.	
<b>DISTRACTER (0)</b>	<b>C</b>	This answer describes a very detailed and technical approach to SCM. It fails to mention SLM and uses very indirect and labour intensive methods of gathering the information. The answer also fails to address the people and cultural issues described in the scenario. Training key staff to expert level is probably excessive for current needs.	
<b>Syllabus Unit / Module supported</b>	ITIL SC: SOA03 Service catalogue management		
<b>Blooms Taxonomy Testing Level</b>	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 SCM and distinguish the best activities from the options that meet the needs described in the scenario and which are consistent with the core guidance.		
<b>Subjects covered</b>	Categories covered: <ul style="list-style-type: none"><li>• Service catalogue management</li></ul>		
<b>Book Section Refs</b>	SD 4.2 – Service catalogue management		
<b>Difficulty</b>	Moderate		