



ITIL® Intermediate Capability Stream:

SERVICE OFFERINGS AND AGREEMENTS (SOA) CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

This booklet contains the scenarios upon which the 8 examination questions will be based. All questions are contained within the Question Booklet and each question will clearly state the scenario to which the question relates. In order to answer each of the 8 questions, you will need to read the related scenario carefully.

On the basis of the information provided in the scenario, you will be required to select which of the four answer options provided (A, B, C or D) you believe to be the optimum answer. You may choose ONE answer only, and the Gradient Scoring system works as follows:

- If you select the CORRECT answer, you will be awarded 5 marks for the question
- If you select the SECOND BEST answer, you will be awarded 3 marks for the question
- If you select the THIRD BEST answer, you will be awarded 1 mark for the question
- If you select the DISTRACTER (the incorrect answer), you will receive no marks for the question

In order to pass this examination, you must achieve a total of 28 marks or more out of a maximum of 40 marks (70%).

Scenario One

An organization relies on internal IT for its IT services. The IT budget is provided by the business units which contribute an equal fixed sum towards the IT running costs. As part of a cost-control exercise, all business units are being asked to make savings and they see the fixed sum given to IT as an area that can provide savings. The business units believe that IT must share the burden of cost reduction but, crucially, must maintain existing service levels.

There is no financial management for IT services process in place and all financial matters are dealt with by the corporate finance department. There is no overall view of IT expenditure by business units within the organization and hence little control. The IT organization, however, does possess both a service catalogue and an underpinning configuration management system that allows the effect of infrastructure changes to be predicted.

The IT manager is planning to introduce a financial management for IT services process, and believes this will bring the cost of IT under control and provide a better understanding of IT expenditure. In order to gain support they wish to create a clear, realistic plan that will be accepted by all concerned.

Scenario Two

The service desk manager (SDM) of an internal IT department within a large commercial organization has been informed by the chief information officer (CIO) that ITIL is to be adopted by the organization. The reason for the adoption is to improve the management of the IT services that are provided to the business.

The initial task of this ITIL adoption initiative is to address the many complaints relating to the management of incidents handled by the service desk. Many of the complaints arise from poor processes and tools, and the lack of a centralized repository of incident data. The SDM is keen to introduce integrated IT service management tools that can address many of the current issues and has convinced the CIO of the value such tools can offer.

The SDM has been provided with four potential solutions for a new tool based on the requirements identified by the business, the service management process owners, and other areas of IT. The requirements include the support of open standards, support of an incident management data repository, and good incident management reporting.

Scenario Three

The IT organization of a printing and publishing company implemented a number of ITIL service management practices some years ago. Generally this has been successful. Service level agreements (SLAs) are in place for most services. A service desk was set up which has a good reputation. A very basic service catalogue was developed and published on the company's IT portal to facilitate self-help for basic service requests.

There are still issues, the most serious of which are: -

- Disagreements over allocation of funding for service improvements
- Resourcing conflicts during business critical times
- A silo approach to the management of individual services
- Some duplication of services.

There are many service management processes in place, including service level management, financial management for IT services, and supplier management.

A new phase of service management implementation is being planned and will include service portfolio management (SPM), demand management and business relationship management processes.

Scenario Four

A car manufacturer has many geographically-dispersed dealerships selling its vehicles, with the IT infrastructure maintained by an internal IT support team based in the head office. Support for the outlying dealerships is limited and consists of incident resolution through remote access or by sending engineers to the offices when required.

The IT Director is concerned that this is not the most cost-effective way of resolving incidents as it takes several hours to reach outlying offices, which often leads to breaches in service levels.

It has been decided that this remote support should be outsourced to a third party and you have been asked to work with the human resources manager to recruit an individual for a newly-created position of supplier manager. The supplier manager will be responsible for managing all external contracts and your initial task is to write a job specification for this role.

Scenario Five

An IT director of a pharmaceutical company is working with the senior management team to establish a method to allocate resources across the range of services they offer and prioritize investments in new services. The team agrees that the best way to establish this is to begin by building a service portfolio. The organization currently utilizes a project portfolio detailing those IT investments that have been approved.

The director and managers have held a meeting and created a list of the activities they believe are needed in order to manage services within a service portfolio:

- a. Establish investment priorities
- b. Include a document allocating resources in the project portfolio
- c. Communicate investment decisions to stakeholders
- d. Decide the level of investment required
- e. Collect and validate the purpose, outcomes and customers of each service
- f. Assess proposed investment for added value
- g. Confirm existence of business cases for services
- h. Authorize investments in services

You have just returned from an ITIL SOA course and have been asked to assist. You remember that the service portfolio management process method is as follows:

1. Define
2. Analyse
3. Approve
4. Charter

Scenario Six

A financial company relies heavily on its website and supporting IT services to stay profitable and maintain a competitive edge. The company has a number of key services including customer relationship management and a service allowing the financial credit checks of potential customers.

The IT organization supports the use of best practice and has adopted a number of ITIL processes including service level management. Service level agreements (SLAs) are in place for the key services including the customer relationship management service.

Recently, concerns have been raised to the IT organization that the business is unhappy with the level of service being delivered for the customer relationship management service.

All the targets within the existing SLA for the service have been met for the past six months but, at several recent meetings, it has been suggested that this is not translating into customer satisfaction. The existing SLA for the customer relationship management service does not include a measure for customer satisfaction.

Senior management within both the business and IT are unhappy with the perceived failure of the service to perform and want to take prompt action.

Scenario Seven

The internal IT organization of a holiday tour operator has had several issues in the last year with meeting fluctuating demand from the business for services. The IT organization has been using the ITIL framework for many years and, in most areas, their processes are mature. However, financial management for IT services is the only service strategy process in place.

After the recent issues with business demand for services they are now looking to introduce a demand management process. Focusing on demand management improvements fits into their overall plans to adopt more of the service strategy principles.

You have been asked to put together a proposal on how this will help solve the recent issues with meeting business demand for services and how you will approach this activity.

Scenario Eight

You are the service catalogue manager for a large construction organization. Following the recent hostile acquisition of a competitor, you have been tasked by senior management to review the services that the IT department of the former competitor offers and produce a revised service catalogue combining all services provided by both departments. It is the intention of the senior management team to review what services should be retained, improved or retired.

Your company has good service management processes which have enabled the production and maintenance of up-to-date business and supporting service catalogues. Your IT organization is willing to co-operate in any way it can.

The former competitor organization has a poor understanding of the services they provide to their customers and do not place any value on the creation of a service catalogue; they consider the initiative to be a waste of time. Fear that your actions will lead to consolidation of services and job losses has led to strong resistance to change from your newly acquired colleagues. They have been reluctant to assist or provide any information that you have requested.