



ITIL® Intermediate Capability Stream:

SERVICE OFFERINGS AND AGREEMENTS (SOA) CERTIFICATE

Sample Paper 2, 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 of the following options is the BEST approach for the IT manager to take when introducing financial management for IT services and dealing with the current issues?

- A.
 - Introduce budgeting so that the IT department can understand the cost of providing the IT services to the business units.
 - Create a structure for controlling IT expenditure to allow a clearer understanding of how the IT budget is spent.
 - Report the cost of providing each service
 - Introduce differential charging (off-peak pricing) in conjunction with demand management and capacity management in order to influence demand patterns and reduce the cost of providing the services.
- B.
 - Introduce accounting in order to classify expenditure and understand the cost of providing the IT services to the business units.
 - Liaise with the corporate finance department to identify and agree who has control of the capital and operating budgets for IT expenditure.
 - Provide analysis and reporting to business units to allow them to understand both their direct and indirect costs.
 - Use the service catalogue, cost model and CMS to predict the effect of any proposed cost savings.
- C.
 - Introduce budgeting so that the IT department can gain control of all IT expenditure.
 - Classify items of capital expenditure and exclude them as they are not relevant to IT and so should remain wholly with the corporate finance department.
 - Consider any special IT financial regulatory requirements.
 - Introduce full chargeback as soon as possible as this is the only way to change the behaviour of the business units.
- D.
 - Introduce accounting so that the IT department can gain control of all IT expenditure by understanding costs.
 - Classify expenditure in order to understand the cost of providing the IT services to the business units. Classification should use categories such as direct, indirect, capital and operational.
 - Produce analysis and reporting to allow understanding of costs of provision by service.
 - Introduce notional charging as soon as possible to give the business units a better understanding of their use of the IT services and influence their usage.

Question Two

Refer to Scenario Two

Which one of the following four potential tools would offer the BEST solution for the needs of the organization?

- A. While this tool is relatively new it has a good reputation and is rapidly gaining market share. It is a fully integrated service management tool which includes a configuration management system (CMS) as standard and which interfaces to other management tools. It conforms to open standards and includes full support provided by the supplier. A few basic reports are included as standard, and the tool has a good interface for integration with commercial off-the-shelf reporting tools.
- B. This tool has the largest market share of all the products offered for review. The functionality of the tool is basic, however the supplier has recognized the need to conform to open standards and provide additional service management functionality. Future versions of the tool will include these enhancements. The reputation of the organization is good and full support is provided. A further benefit would be that additional modules can be purchased as required.
- C. This tool provides most of what is required to resolve the incident management issues. The supplier is currently developing additional modules for other areas. The tool has the facility to import data from other sources, thereby reducing the time needed to implement the new tool. An additional feature offered by the supplier is the development of reports upon request. Whilst this has an associated cost, it will add benefit to the organization by saving valuable development time and effort.
- D. The supplier is known to the organization and has a reputation for providing quality products. The reporting capability is fully customizable and therefore adds value, especially where ad-hoc reports are required. The supplier is currently developing tool integration with other service management and operational tools, though this may not be available immediately. The provision of tiered support levels means that levels of service can be tailored to suit the needs of the business.

Question Three

Refer to Scenario Three

You have been asked to describe how the new processes will work with the existing processes to address the current issues. You have also been asked to suggest potential enhancements to existing processes which may help the situation improve. Which one of the following options is the BEST description of the interactions and additional improvements not yet suggested?

- A.
 - The introduction of a service portfolio will give the organization a better view of future developments and allow improved prioritization of investments.
 - Service level management (SLM) should be enhanced to gather information about future business needs and add them to the service portfolio.
 - Introducing demand management will improve the organization's ability to manage the risks associated with business demand for the IT services.
 - Financial management and demand management will work together to identify the cost of providing additional capacity to meet patterns of business activity.
- B.
 - Business relationship management will work with the customer to identify opportunities for new services or specific improvements to existing services.
 - Introducing demand management will improve the organization's ability to ensure that the available levels of capacity are known during service level negotiations.
 - The introduction of a service portfolio will give the organization a better view of future developments and allow improved prioritization of investments.
 - Owing to their good reputation, the service desk should be more involved in the management of relationships with the customer.
- C.
 - Business relationship management will work with the customer to identify and document opportunities for new services and to focus on improving the overall relationship.
 - Introducing demand management will improve the organization's ability to manage the risks associated with business demand for the IT services.
 - SPM will work with demand management and financial management to create and approve business cases for service improvements.
 - The current service catalogue serves only as a request catalogue and should be developed further to allow more prompt facilitation of emerging customer needs.
- D.
 - Business relationship management will negotiate service level agreements with the business. SLM will negotiate the operational level agreements with the IT teams.
 - Introducing demand management will improve the organization's ability to ensure that the available levels of capacity are known during service level negotiations.
 - SLM will allow the risk profile of new services to be measured and allow informed investment decisions.
 - The service catalogue will be expanded to include details of new services that are at the feasibility study stage.

Question Four

Refer to Scenario Four

Which one of the following options is the MOST correct list of specific activities the supplier manager job specification should contain?

- A.
 - Update supplier contracts
 - Management of contractual dispute resolution
 - Ongoing risk analysis of suppliers and contracts
 - Document roles between lead and sub-contracted suppliers
 - Maintenance of standard contracts, terms and conditions
- B.
 - Maintenance of a supplier and contract management information system (SCMIS)
 - Ongoing risk analysis of suppliers and contracts
 - Develop and document contacts and relationships with all stakeholders
 - Contract review, renewal and termination
 - Maintenance of standard contracts, terms and conditions
- C.
 - Ensure that IT has a clear expectation of the level of service to be delivered
 - Maintenance of a SCMIS
 - Contract review, renewal and termination
 - Monitor and improve customer satisfaction with the quality of service delivered
 - Management of suppliers and supplier performance
- D.
 - Development, negotiation and agreement of contracts
 - Maintenance of a SCMIS
 - Ensure that specific and measurable targets are developed for all IT services
 - Develop and document contacts and relationships with all stakeholders
 - Monitor and improve customer satisfaction with the quality of service delivered

Question Five

Refer to Scenario Five

From the list of activities identified in the scenario, which one of the following options is the CORRECT match of activities to process steps?

- A.
 - Define – a, g
 - Analyse – e, f
 - Approve – c, h
 - Charter – b, d
- B.
 - Define – a, f
 - Analyse – c, g
 - Approve – b, e
 - Charter – d, h
- C.
 - Define – e, g
 - Analyse – a, f
 - Approve – b, d
 - Charter – c, h
- D.
 - Define – e, g
 - Analyse – a, f
 - Approve – d, h
 - Charter – b, c

Question Six

Refer to Scenario Six

The service level manager (SLM) has been asked to investigate the situation and document an action plan.

Which one of the following options is the BEST response from the SLM?

- A. The SLM should introduce measurement of customer satisfaction to establish the actual level of satisfaction with services. Based on the results of this customer satisfaction survey, the targets in the service level agreement (SLA) can be reviewed and revised to ensure that they represent the needs of the business. Management reports can then be produced to ensure that management concerns are addressed.#
- B. The SLM should meet with the business' senior management to determine the existing level of customer satisfaction and which areas of service are mission critical. Based on the outcome of these meetings, targets within the SLAs can be reviewed, revised and a trial period of three months agreed. Following the end of the three month trial, further meetings will be held with senior management to validate these targets.
- C. The SLM should take immediate action on receiving the request from senior management, and revise the targets within the existing SLA and include a customer satisfaction measure. The SLM believes that matching targets to those published in a leading benchmarking report for the industry will raise the level of customer satisfaction but still be fair service levels that the IT organization can meet.#
- #
- D. The SLM should review existing evidence, including performance reports, and include a customer satisfaction target within the SLA. Using the agreed business contacts, the SLM should then begin to review and revise the existing SLA including the new customer satisfaction measure. Improvements will be documented within a service improvement plan, with all comments and complaints being logged and managed. Any revisions to targets will need to be underpinned by revised agreements with internal IT support groups.

Question Seven

Refer to Scenario Seven

Which one of the following options is the BEST proposal to adopt?

- A. Implementing demand management will enable IT to understand the patterns of business activity (PBA) and ensure that the appropriate service capacity is provided as soon as possible.

This can be achieved through discussion between the business managers and problem management which will enable them to understand the characteristics of the service workload demands and enable service capacity to be matched to service workload.

A demand management process will allow information on PBA to be used to define policies for management of demand when resources are over-utilized

- B. Implementing demand management will enable IT to understand the relationship between different service workload demands and ensure that service capacity is provided as soon as possible.

This can be achieved through discussion between the business relationship managers and the business managers which will enable them to understand the issues with the past service workload demand fluctuations and enable service capacity to be matched to service workload.

A demand management process can then be implemented, with information on demand fluctuations being recorded in the service catalogue. Investment in services can then be assessed and approved by financial management for IT services, within an appropriate time scale, and submitted for authorization by change management.

- C. Implementing demand management will enable IT to understand the PBA and ensure that the appropriate service capacity is provided.

This can be achieved through discussion between the business relationship managers and the business managers which will enable them to understand the characteristics of the PBA and predict their impact on service capacity.

A demand management process will allow information on PBA to be used to both define policies for management of demand when resources are over-utilized and implement policies for situations where service utilization is higher or lower than anticipated by the customer.

- D. Implementing demand management will enable IT to understand the relationship between different service workload demands and ensure that service capacity is provided as soon as possible.

This can be achieved through discussion between the business relationship managers and change management which will enable them to understand the issues with service workload demand changes and enable service capacity to be matched to service changes.

A demand management process can then be implemented, with information on service changes being recorded within the service portfolio. Investment in services can then be assessed and authorized by change management and financial management for IT services, within an appropriate time scale.

Question Eight

Refer to Scenario Eight

Which one of the following options is the BEST set of actions to take to address the issues identified and produce a revised service catalogue?

- A
 - Obtain senior management commitment for support and funding
 - Promote the benefits of service catalogue management (SCM) to all staff
 - Mount an on-going awareness campaign throughout the organization and create a joint project
 - Liaise with service level management (SLM) and service desk to verify services and information before adding to the joint service catalogue
 - Review processes, tools and resources needed to maintain information
 - Ensure all staff are trained in the use of the catalogue
 - Promote the service catalogue and maintain it under change management
 - Ensure the detail recorded in service catalogue is consistent with the configuration management system (CMS) and service knowledge management system (SKMS)
- B.
 - Obtain senior management sponsorship of the project plan
 - Establish a project team with experienced ITIL personnel from both companies
 - Form a project steering group from the management team
 - Use the existing service catalogue and add services once identified
 - Maintain service catalogue under change management
 - Liaise with SLM in verifying services before adding to the catalogue
 - Ensure detail in the service catalogue is used to update the CMS and SKMS
 - Communicate the service catalogue and its use throughout the organization
- C.
 - Identify the services used in the organization that was acquired and update the service catalogue
 - Review incident, problem and change records to extract information about services
 - Liaise with the finance department to identify what service invoices have been raised
 - Obtain as much information as possible to enable the catalogue to be produced
 - Purchase a discovery tool to identify any other services
 - Review the processes and agree improvements
 - Train key staff to ITIL expert level in order that they understand the role of the service catalogue
 - Review tools and resources required to maintain information
 - Publish the revised service catalogue on the intranet for internal feedback before it is launched on the customer web page.
- D.
 - Establish a clear vision for SCM and communicate throughout the organization
 - Appoint a project manager and team, involving business and IT personnel of both companies
 - Agree the requirements for a service catalogue covering services in the merged organization
 - Review the SCM processes
 - Maintain revised service catalogue under change management
 - Review the tools and resources required to maintain the information
 - Train key staff in the use of the service catalogue
 - Decide the goals to achieve and the further improvements