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The ITIL Practitioner Examination

Sample Paper 2

Rationales

1. What are the BEST steps to start developing and improving problem management, as a means to manage and reduce incidents?
- a. Implement ITIL problem management, document responsibilities, and create a RACI model authority matrix.
 - b. Develop process documentation, train service desk, and implement a knowledge base.
 - c. Hire a problem manager, create a problem management team, and agree targets.
 - d. Identify commonly recurring incidents, develop work-arounds, and investigate root causes.

Correct Answer: D

Syllabus Topic: 1.1

Assessment Criteria: Apply the concept of '*adopt and adapt*' when using ITIL guidance in a given context (1.1).

Rationale:

- a) is incorrect because it is not appropriate to simply "Implement ITIL problem management" without adapting it to the needs of the organization. The answer does not apply the principles of the process to the particular situation. Without applying the principles of problem management to the known problems it will be difficult to see whether process improvements are producing the desired results.
- b) is incorrect because it does not show an understanding of how to 'adopt and adapt'. Training the service desk or developing a knowledge base are not activities that will immediately address the problems described. Some or all of these steps may be appropriate as problem management becomes more mature, but they are not appropriate as a starting point.
- c) is incorrect because, while these steps seem reasonable from a theoretical perspective, this approach will take a long time to create any value. It does not follow the guiding principles 'focus on value', 'progress iteratively' or 'start where you are'. Without applying the principles of problem management to the currently known problems, it will be difficult to see whether process improvements are producing the desired results.
- d) is correct because the reason for introducing problem management is "as a means to manage and reduce incidents" and this will be the best way to achieve that. This option conforms to the guiding principles 'focus on value', 'start where you are', 'progress iteratively' and 'keep it simple'. With this approach the UoB IT department is adopting ITIL best practices and applying them to a real situation. Iterative improvements based on this experience can be used to formalize new practices based on lessons learned.

2. Which problem has the highest priority, and why?
- a. The WiFi connection problem because it will result in significant cost to the university.
 - b. The keycard management problem because it will result in significant risk to the university.
 - c. The WiFi connection problem because it will result in significant risk to the university.
 - d. The keycard management problem because it will result in significant cost to the university.

Correct Answer: B

Syllabus Topic: 1.2

Assessment Criteria: Analyze the importance of each element of the definition of a service when planning and implementing service improvements (1.2):

- a) Customer (1.2.2)
- b) Value (1.2.3)
- c) Outcome (1.2.4)
- d) Cost (1.2.5)
- e) Risk (1.2.6)

Rationale:

For this question, candidates need to be able to evaluate the relative importance of an issue in the situation described, based on the potential cost and risk.

- a) is incorrect because the students' inability to connect to the WiFi is unlikely to result in significant costs to the university. The lack of WiFi connectivity may result in students being dissatisfied, but this option says that this will result in significant costs to the university and that is not necessarily true.
- b) is correct because inability to revoke access for a lost key card could result in an unauthorized person being able to access secure areas. This access could result in a safety issue, a financial loss, or a breach of confidential information, any of which might be a major risk to the university.
- c) is incorrect because although the lack of WiFi will impact the students, there is no evidence that it will present any significant risk to the university.
- d) is incorrect because there is no evidence to show that unauthorized access will result in a cost to the university. It is possible that there could be a cost, but this would be as a result of a risk, and therefore b) is a correct answer, and not d).

3. The problem management process is being developed and improved using the CSI approach.

What is the purpose of the '*did we get there?*' step?

- a. To define new CSFs and KPIs for problem management
- b. To ensure that problem management has been developed effectively.
- c. To build a single list of problems for management prioritization.
- d. To create regular problem management reports.

Correct Answer: B

Syllabus Topic: 3.1

Assessment Criteria: Describe the purpose and main outputs of each step of the CSI Approach (3.1.1, 3.2.1-6)

Rationale:

For this question, candidates need to understand the steps of the CSI approach and the difference between process activities and the steps of the CSI approach that are used to develop and improve a process.

- a) is incorrect because defining new CSFs and KPIs is an activity of '*where do we want to be?*', not '*did we get there?*'.
- b) is correct because the purpose of '*did we get there?*' is to make sure that the improvement has resulted in the required value. In this case, the improvement was to implement or "develop" problem management.
- c) is incorrect because building a list of problems for prioritization is an activity of problem management, not the purpose of '*did we get there?*'. This activity may be carried out during the '*how do we get there?*' step, and reviewing its effectiveness may be part of '*did we get there?*', but it is not the purpose of '*did we get there?*'.
- d) is incorrect because creating regular management reports is part of the ongoing process. This could possibly be part of '*how do we keep the momentum going?*' but it is not part of '*did we get there?*'.

4. This is an extract from a benefits realization review of the project to develop and improve problem management:

Baseline value	Expected result	Achieved result
Service downtime = 5 hours per month	Service downtime < 1 hour per month	Service downtime = 2.3 hours per month

Is this a valid use of the template?

- a. Yes, because this shows whether a benefit was achieved.
- b. Yes, because service downtime is better than expected.
- c. No, because service downtime is not a valid measure of problem management.
- d. No, because the achieved result is worse than the expected result.

Correct Answer: A
Syllabus Topic: 3.2

Assessment Criteria: Use the CSI Approach tools and techniques successfully in a given specific context (3.1-2):

- a) Orientation Worksheet (3.2.1)
- b) Benefits Realization Review Template (3.2.5)
- c) CSI register (3.1.2)

Rationale:

For this question, candidates need to understand the purpose of a benefits realization review and know how a benefits realization template should be used. The first thing that candidates should look for is whether the three values in the template (baseline, expected and achieved result) measure the same thing. Only values that measure the same metric can be compared to see whether there has been any change. The second thing candidates should look for is whether the metrics are appropriate to determine whether benefit(s) have been achieved from the improvement.

- a) is correct because all three values measure the same metric (service downtime), and the data can be used to understand the benefit of the improvement. The data shows that some benefit has been achieved, but that the expected result has not been delivered.
- b) is incorrect because the achieved service downtime of 2.3 hours per month is NOT better than the expected result of less than 1 hour per month. This answer incorrectly interprets the data.
- c) is incorrect because service downtime is a valid measure of problem management. Service downtime can be reduced by reducing the number of incidents, or the impact of those incidents, and these are goals of problem management.
- d) is incorrect because the fact that the expected benefit has not yet been achieved does not mean that the template was used incorrectly. A benefits review should determine what benefit was achieved, and sometimes this will show that the expected benefit was not achieved.

5. There are many complaints every day about delays in resolving incidents and lack of communication from IT about their status.

When assessing these complaints, what is the BEST approach to start with?

- a. Review incident management metrics to see if targets are being met.
- b. Talk through the incidents with support staff to identify actions taken.
- c. Sit in the support operation and see how customers' incidents are handled.
- d. Track times taken to resolve incidents by logging some dummy incidents.

Correct Answer: C

Syllabus Topic: 3.3

Assessment Criteria: Apply the CSI approach to a given context, demonstrating an understanding of (Chapter 3):

- a) The critical competencies (communication, metrics & measurement, OCM) (Chapters 4, 5 and 6)
- b) The guiding principles (Chapter 2)
- c) The main concepts of experimentation and the scientific method (3.2.4.5 including table 3.1 & 3.2)

Rationale:

This question requires candidates to apply the guiding principles to the CSI approach. Candidates should also note that they are being asked what approach to start with.

- a) is incorrect because there is no evidence from the information provided that targets exist regarding communication and reducing delays. Even if they do, knowledge of whether incident management targets are being met will not help to understand the reason for the customer complaints, or whether these are reasonable. This might be helpful information, but it is not necessarily the place to start.
- b) is incorrect because it relies on the memories of support staff, which may not be complete or accurate. It conflicts with the guiding principle '*observe directly*' by relying on what people say they do instead of observing what they actually do.
- c) is correct because it will allow observers to see for themselves how customer incidents are being managed, following the guiding principle of '*observe directly*'. It may enable the service provider to identify opportunities to reduce delays and/or improve communication. Investigating potential issues in these areas is also consistent with the principle '*focus on value*'. The observer can also obtain additional information from the staff to more clearly identify improvement opportunities.
- d) is incorrect because the time taken to resolve incidents is not the only issue that needs to be investigated, and because it will not provide the information needed regarding how incidents are being managed and how effectively the service desk communicates with customers.

6. To improve problem management, the UoB wants to make better use of the information and knowledge held by teams and individuals in different countries.

What is the BEST way to do this, by applying the guiding principles?

- a. By requiring that all documents are written in non-technical language.
- b. By making incidents and problems visible across all IT areas.
- c. By ensuring the service desk raises problem records for recurring incidents.
- d. By building a common service catalogue.

Correct Answer: B

Syllabus Topic: 3.3

Assessment Criteria: Apply the CSI approach to a given context, demonstrating an understanding of (Chapter 3):

- a) The critical competencies (communication, metrics & measurement, OCM) (Chapters 4, 5 and 6)
- b) The guiding principles (Chapter 2)
- c) The main concepts of experimentation and the scientific method (3.2.4.5 including table 3.1 & 3.2)

Rationale:

For this question, candidates are expected to understand the guiding principles and note that the objective is to use the knowledge that already exists within the organization, but which is not available to all as the teams are in different places.

- a) is incorrect because some IT support documents will need to be written in technical language. Candidates should recognize that this would not be an application of the principle '*keep it simple*', which is primarily concerned with eliminating activities that create no value. Furthermore, simply requiring documents to be written in a certain way does not address the issue of the information being available to teams and individuals in different locations.
- b) is correct because sharing incident and problem information follows the guiding principles of '*be transparent*' and '*collaborate*', and will help the transfer of information across the organization. It also follows the principle of '*start where you are*' as this knowledge and information already exist and can be useful immediately.
- c) is incorrect because raising problems for recurring incidents will not make information more visible across teams, unless they also carry out option B.
- d) is incorrect because building a service catalogue will not directly help to make information about problem management available amongst the teams, and creation of a common service catalogue may not be appropriate for the business.

7. Which of the following BEST describes OCM?

- a. A standard for managing organizational change.
- b. An approach for managing the people aspect of change.
- c. An approach for managing service change.
- d. A standard for managing the process aspect of change.

Correct Answer: B

Syllabus Topic: 6.1

Assessment Criteria: Explain the role and impact of OCM in successful improvement (6.1)

Rationale:

- a) is incorrect because OCM is not a standard. There are many different approaches and techniques for OCM, but these have not been brought together to establish a formal standard. Organizations can use various approaches and techniques to address the specific needs of their own situation.
- b) is correct because OCM is concerned with managing people's understanding, acceptance and ongoing support of a change, so that any change in behaviour necessary for the change to be successful can be achieved. OCM manages the people aspect of a change; it does not decide whether there will be a change or manage the other aspects of the change.
- c) is incorrect because OCM is concerned with the people side of change, not just with service changes. While a significant service change may require OCM in order to be fully successful, service change is not OCM. The change management process described in ITIL service transition is concerned with service change.
- d) is incorrect because OCM is not a standard, and OCM does not focus on the process aspects of change, it is about the people aspects of change.

8. Which activity should be used to identify areas of weakness for the KL service desk analysts?
- a. Managing stakeholders.
 - b. Analyzing training needs.
 - c. Managing sponsors.
 - d. Creating a sense of urgency.

Correct Answer: B

Syllabus Topic: 6.2

Assessment Criteria: Describe the purpose and value of OCM activities (6.6):

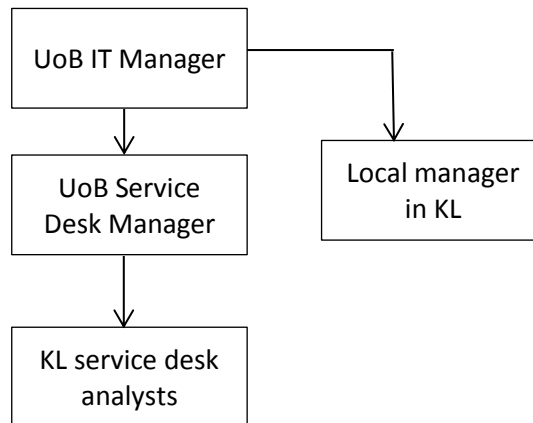
- a) Create a sense of urgency (6.6.1)
- b) Manage stakeholders (6.6.2)
- c) Manage sponsors (6.6.3)
- d) Analyze training needs (6.6.5)
- e) Manage resistance to change (6.6.6)
- f) Use reinforcement to embed the change (6.6.7)

Rationale:

In this question candidates are expected to differentiate between activities specifically intended to identify areas of weakness (that can subsequently be addressed with training), from activities that have a different primary purpose, even though areas of weakness might also be uncovered in the course of executing those activities.

- a) is incorrect because managing stakeholders is primarily concerned with winning and keeping the support of the people who can impact the change. While the KL service desk analysts are stakeholders and it is true that weaknesses might be uncovered during the course of working with them, identifying areas of weakness is not the focus of stakeholder management.
- b) is correct because the purpose of training needs analysis is to determine areas of weakness so that a training plan can be created.
- c) is incorrect because sponsor management is concerned with identifying and engaging with sponsors, not with identifying weaknesses.
- d) is incorrect because creating a sense of urgency is concerned with preparing the organization for change, not with identifying weaknesses.

9. Which roles in this sponsorship diagram are reinforcing sponsors?



- a. UoB IT Manager and KL service desk analysts.
- b. UoB Service Desk Manager and UoB IT manager.
- c. KL service desk analysts and local manager in KL.
- d. UoB Service Desk Manager and local manager in KL.

Correct Answer: D

Syllabus Topic: 6.3

Assessment Criteria: Use relevant OCM tools and techniques to support improvement in a given context (7.4):

- a) Sponsor diagram (7.4.4)
- b) Stakeholder analysis worksheet (7.4.1)
- c) Stakeholder map (7.4.2)
- d) RACI model authority matrix (7.4.6)

Rationale:

For this question, candidates are expected to understand that the role of a reinforcing sponsor is to influence the target, or impacted group. This is usually a role held by people who have direct or near-direct influence over the target, or impacted group.

- The UoB IT manager does not directly manage the impacted staff and so would not be considered a reinforcing sponsor in this situation. It is likely, however, that the UoB IT manager would be the authorizing sponsor, as this person has a high level of control over the change.
- The UoB service desk manager has direct authority over the KL service desk analysts and is therefore in a good position to influence acceptance and to champion the change. This makes the manager a reinforcing sponsor.
- The KL local manager is responsible for activities in KL, and, as stated in the additional information, has a close working relationship with the analysts. This means that the KL local manager is able to influence the service desk analysts as a reinforcing sponsor.
- The KL service desk analysts are the target, or impacted, group. Therefore, they cannot be the reinforcing sponsors.

- a) is incorrect because neither role in this option is a reinforcing sponsor.
- b) is incorrect because only one of the roles listed in this option is a reinforcing sponsor.
- c) is incorrect because only one of the roles listed in this option is a reinforcing sponsor.
- d) is correct because both roles listed are reinforcing sponsors.

10. The local manager in KL knows that the service desk analysts are very likely to resist the change.

What is the BEST tactic to overcome this resistance?

- a. Work with the internal communications department to publish FAQs on the company intranet.
- b. Email the service desk analysts explaining the importance of the improvement to the company.
- c. Meet with the service desk analysts and discuss how they will benefit from the improvement.
- d. Monitor the situation and review in a month's time to determine if it is still an issue for concern.

Correct Answer: C

Syllabus Topic: 6.4

Assessment Criteria: Apply knowledge of OCM when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.6)

Rationale:

- a) is incorrect because information published on the company intranet may not even be seen by the people that need to be influenced. Even if they see it, it is unlikely that simply publishing information about the change will have a significant impact on their resistance to this change. Publishing FAQs is a one-way communication method and an important aspect of managing resistance is to show the analysts that their concerns have been listened to.
- b) is incorrect because email is a one-way communication method and an important aspect of managing resistance is to show the analysts that their concerns have been listened to.
- c) is correct because ensuring that those impacted by a change recognize the benefits that it will bring them is key to overcoming resistance. Meeting with the analysts is a personal way of sharing this information and it will provide an opportunity for the local manager in KL to listen to the analysts and understand their concerns. This information can then be used to help ensure that their concerns are being dealt with, which will help to manage their resistance.
- d) is incorrect because monitoring the situation will not help to overcome the resistance. This is simply postponing the required action.

11. This diagram shows four possible rows for a RACI matrix.

Which row has the CORRECT entry for this service desk transition?

	ACTIVITY	ROLES			
		Local service desk analyst	Local manager in KL	UoB IT manager	UoB service desk manager
a)	Service Desk Transition	A/R	A	C	C
b)		C	R	I	A/R
c)		R	A	C	R
d)		I	R	R	A

Correct Answer: B

Syllabus Topic: 6.4

Assessment Criteria: Apply knowledge of OCM when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.6).

Rationale:

For this question, candidates need to demonstrate that they understand the correct use of a RACI model authority matrix, and also that they understand the roles and responsibilities of the stakeholders involved in the situation described.

- a) is incorrect because this row includes two accountable roles, and only one role can be accountable for a single activity on a RACI chart.
- b) is correct because the additional information states, "The UoB service desk manager is accountable for the transition and a local manager from KL is responsible for activities in KL. The local service desk analysts must be consulted as their cooperation is essential to this success of the change. The UoB IT manager is the sponsoring manager and must be kept informed.
- c) is incorrect because it shows the local manager in KL as accountable for the transition, but the additional information says, "The UoB service desk manager is accountable for the transition".
- d) is incorrect. It correctly shows that the UoB service desk manager is accountable and the local manager in KL is responsible, however the UoB service desk manager is not only accountable for the outcome of the transition, but also has direct responsibility for specific transition activities. This should be reflected in the RACI chart. Furthermore, the local service desk analysts are impacted directly by this project and must be consulted, not only informed. Finally, the UoB IT manager is very likely to be either informed, or perhaps consulted. Showing this manager as responsible is probably inappropriate.

12. For the transition to a corporate tool, the UoB Service Desk Manager is creating a stakeholder matrix.

Which is the CORRECT stakeholder category for the KL service desk?

- a. Minor: The KL service desk is a satellite operation with a few analysts. Their impact on the success of the project is minor.
- b. Significant: The KL service desk should be kept informed of the transition. Their direct influence is minimal so active communication is appropriate.
- c. Major: The local manager and analysts must be actively involved. This will ensure there is no resistance after the transition is complete.
- d. Critical: The service desk must be fully engaged. Their cooperation is central to the success of the transition and impacts the objective directly.

Correct Answer: D

Syllabus Topic: 6.4

Assessment Criteria: Apply knowledge of OCM when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.6)

Rationale:

The candidate needs to consider the wider implications of how this very small service desk operation impacts the overarching objective of providing transparency and leveraging information sharing across the organization.

- a) is not correct. The KL service desk has a major impact on the success of the transition. If they resist using the corporate tool, the larger organization fails to achieve its objective of transparency and information sharing.
- b) is not correct. The KL service desk is small, however, they are more than just a significant stakeholder. Their participation directly affects the possibility for a successful or unsuccessful outcome.
- c) is not correct. The stakeholder matrix shows that a Major stakeholder has a high influence on the project, but has a low level of interest / involvement. This change requires the service desk analysts to change how they work, so their interest / involvement will be high. Section 7.4.2 (Stakeholder map)
- d) is correct. The service desk is a critical stakeholder because their adoption and use of the corporate tool achieves a broader organizational objective. Their resistance could negatively impact the achievement of this objective and so direct and full engagement is the best approach.

13. The project manager is defining CSFs and KPIs to measure the success of the project.

Which hierarchical approach is MOST suitable for this purpose?

- a. ITIL vision-to-measurement.
- b. Balanced scorecard.
- c. Organization cascade.
- d. ITIL component to scorecard.

Correct Answer: A

Syllabus Topic: 4.1

Assessment Criteria: Define critical success factors (CSFs) using a relevant hierarchical approach (4.2-3)

- a) ITIL Vision to measurement (4.3.1)
- b) Balanced scorecard (4.3.2)
- c) Organization cascade (4.3.5)

Rationale:

- a) is correct because using the ITIL vision-to-measure hierarchy will ensure that all CSF's and KPIs relate to the organization's vision and mission and the goals of the project, and that success is measurable and relevant to the organization.
- b) is incorrect because using a balanced scorecard will not ensure that the CSFs and KPIs for the project deliver the goals of the project. It is important to balance the CSFs and KPIs across the four areas of the balanced scorecard, but it is much more important to base them on the vision, mission, goals and objectives of the organization and the project.
- c) is incorrect because the organization cascade is intended to cascade metrics and measurements down through an organizational hierarchy and this is not relevant to this particular scenario. The need here is for CSFs and KPIs that support a project.
- d) is incorrect because the ITIL component to scorecard hierarchy is used to calculate service results, not to measure the success of a project.

14. One CSF for the project is to provide a more consistent service for roaming users. KPIs for the service are measured and reported every month. Reduction and increase in KPIs is based on comparison to the beginning of the year.

Which two KPIs would BEST underpin this CSF?

	KPI
1	40% reduction in incidents being re-opened by roaming users
2	25% increase in user satisfaction ratings at call closure for roaming users
3	15% reduction in cost for the incidents with roaming users
4	10% decrease in number of roaming users' incidents escalated to second line support

- a. 1 and 2.
- b. 2 and 3.
- c. 3 and 4.
- d. 1 and 4.

Correct Answer: A

Syllabus Topic: 4.2

Assessment Criteria: Determine key performance indicators (KPIs) to underpin a critical success factor (4.2)

Rationale:

KPI 1 is a good KPI for this CSF because it is directly related to the consistency of service for roaming users. A reduction in the percentage of incidents being re-opened by roaming users would demonstrate that the service desk is doing a much better job of resolving their issues.

KPI 2 is a good KPI for this CSF because user satisfaction is a very important measure of service quality. If the user satisfaction ratings at call closure for roaming users increase by 25% then they are clearly much more satisfied with the service and this is a direct measure of service quality.

KPI 3 is not a good KPI for this CSF because reducing the cost of managing incidents with roaming users does not demonstrate a more consistent service. There may even be a need to increase the cost per incident to achieve the required quality. This may be an important KPI for the organization as a whole, but it is not a good KPI to underpin this CSF.

KPI 4 is not a good KPI for this CSF because a reduction in the number of roaming users' incidents escalated to second line support will not necessarily indicate an improvement in service quality. This KPI might drive the service desk to keep hold of incidents that should have been escalated.

- a) is correct because it includes the two KPIs that are good measurements of consistency of service for roaming users.
- b) is incorrect because it only includes one of the two KPIs that are good measurements of consistency of service for roaming users. It also includes one KPI that is not a good measure.
- c) is incorrect because it includes both KPIs that are not good measures of consistency of service for roaming users. It does not include either of the two good KPIs.
- d) is incorrect because it only includes one of the two KPIs that are good measurements of consistency of service for roaming users. It also includes one KPI that is not a good measure.

15. The Project Manager has proposed the following KPIs to measure service quality.

Proposed KPIs
25% increase in customer satisfaction measured by annual survey
10% reduction in time to resolve priority 3 incidents, measured monthly and compared to before the project
10% increase in incidents resolved by knowledge base, measured monthly and compared to before the project

Is this a balanced set of KPIs?

- a. Yes, it is a balanced set of KPIs.
- b. No, because there are no leading KPIs.
- c. No, because there are no process KPIs.
- d. No, because there are no inside-out KPIs.

Correct Answer: B

Syllabus Topic: 4.3

Assessment Criteria: Analyze CSFs and KPIs in a given context to ensure they are balanced between the four categories (4.4):

- a) Technology, process, service (4.4.1)
- b) Progress, compliance, effectiveness, efficiency (4.4.2)
- c) Leading, trailing (4.4.3)
- d) Inside-out, outside-in (4.4.4)

Rationale:

- a) is incorrect because a balanced set of KPIs would include both leading and trailing KPIs. These three KPIs are all trailing, they tell us about the past but do not help to predict future performance.
- b) is correct because these three metrics are all trailing. There are no leading metrics that would help to predict what might happen in the future.
- c) is incorrect because “10% increase in incidents resolved by knowledge base” is a process metric.
- d) is incorrect because “10% increase in incidents resolved by knowledge base” is an inside-out metric.

16. The project manager needs to understand how the service desks are working.

Which is the FIRST action the project manager should take?

- a. Visit a representative sample of service desks and their customers; collect the same data from all of them.
- b. Speak to all of the service desks and their customers on the telephone; collect the same data from all of them.
- c. Send each service desk a questionnaire for staff and customers to complete and return.
- d. Visit all service desks; document their current practices and KPIs and talk to their customers.

Correct Answer: A

Syllabus Topic: 4.4

Assessment Criteria: Define a current state assessment in a given context (4.5)

- a) Purpose (4.5)
- b) Scope (4.5.1)
- c) Assessment criteria (4.5.2)
- d) Required outputs (4.5.3)
- e) Available resources and skills (4.5)

Rationale:

- a) is correct because there are a large number of service desks, located globally, so it would be unrealistic to visit all of them. However, it is appropriate to follow the guiding principle 'observe directly' in order to assure the accuracy and completeness of discovery, so visiting a representative sample would be the best approach in this case. Visiting a sample rather than all service desks would also follow the guiding principles 'focus on value' and 'keep it simple'.
- b) is incorrect because there are a large number of service desks, so it is unlikely to be practical to speak to all of them, and their customers. Also, simply talking to them on the phone and collecting data is not sufficient to discover how they are working. To follow 'observe directly' the project manager would need to visit at least some service desks to see how they operate.
- c) is incorrect because a questionnaire will not give sufficient detail, and this approach does not follow the guiding principle 'observe directly'. Also it would be very difficult to know what to ask in a survey without first visiting a sample of the service desks to see how they work.
- d) is incorrect because there are a large number of service desks, located globally. This would be an extremely expensive and time-consuming operation. It does follow the guiding principle 'observe directly', but not the principles 'keep it simple' or 'focus on value'.

17. The project manager has assessed the service desks and has written a report that says:

- Outsourced service desks are 10% lower cost than in-house provision.
- Customer satisfaction is higher for small local service desks than for centralized service desks.
- Some countries have a mandatory requirement for local language support.
- Roaming users can only get support from their home service desk.
- There is a large variance in the quality of support offered by different service desks.
- There are no consistent KPIs to enable adequate comparison of service desks.

Does this report enable a decision to be made on the next action to take?

- a. Yes, because outsourced service desks are significantly cheaper.
- b. Yes, because it has identified the need for consistent metrics to support a decision.
- c. No, because there is no information on first level fix rate.
- d. No, because there is a variance in quality of support from different service desks.

Correct Answer: B
Syllabus Topic: 4.5

Assessment Criteria: Design a report in a given context (4.6, 4.6.1)

Rationale:

- a) is incorrect because the fact that outsourced service desks' costs are 10% lower does not by itself allow a decision to be made on how to proceed. The guiding principle '*focus on value*' suggests that a simple focus on cost is not sufficient.
- b) is correct because the report highlights a lack of consistent data that would be needed in order to proceed. The next action should be to define a simple set of metrics that can be collected by all service desks to enable some comparisons to be made. The guiding principles '*start where you are*', '*be transparent*' and '*keep it simple*' all support the idea of collecting a few consistent metrics to enable a decision to be made.
- c) is incorrect because even if data about first level fix rate for each service desk was available, this would still not be sufficient to make a decision on how to consolidate.
- d) is incorrect because the variance in quality of support from different service desks does not impact a decision to collect a consistent set of metrics from all service desks so that a comparison can be made.

18. KPIs were defined in the ‘*where do we want to be?*’ step. One way that these will be used is to establish ‘*did we get there?*’ after improvements have been made. Two of these KPIs are:

KPIs
25% increase in customer satisfaction in the annual survey
10% reduction in time to resolve priority 3 incidents

Are these KPIs SMART?

- a. No, because one of them is not relevant to the project goals.
- b. No, because one of them is not time-bound.
- c. Yes, these are SMART KPIs.
- d. No, because one of them is not measurable.

Correct Answer: B

Syllabus Topic: 4.6

Assessment Criteria: Apply knowledge of metrics and measurement when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.4, 4.7).

Rationale:

- a) is incorrect because increase in customer satisfaction and reduction in time to resolve incidents are both good KPIs for measuring a project to improve the service desk.
- b) is correct because “10% reduction in time to resolve priority 3 incidents” does not specify the time period over which this reduction should be achieved. To make this KPI SMART it would need to say “... by the end of the year” or “...over a three-month period” or something similar.
- c) is incorrect because one of the KPIs is not time-bound.
- d) is incorrect because both of these KPIs can be measured.

19. Some people at CruiseAlong Cars do not understand the need for CSFs and believe that just KPIs are sufficient. The project manager suggests that the focus in customer reviews should be on "the CSFs that the KPIs support, rather than the KPIs in isolation".

Is the project manager correct?

- a. Yes, if KPIs are used in isolation then people may ensure the figures look good, even if this is worse for customers.
- b. Yes, CSFs may not be measurable and KPIs provide the proof needed to be certain that CSFs have been met.
- c. No, KPIs are SMART targets and therefore we understand how they will affect behaviour and impact customers.
- d. No, KPIs are based on the maturity and effectiveness of processes and services, not on their contribution to a CSF.

Correct Answer: A

Syllabus Topic: 4.6

Assessment Criteria: Apply knowledge of metrics and measurement when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.4, 4.7).

Rationale:

- a) is correct because KPIs without CSFs often lead to 'watermelon' reports, where the numbers all look good but the customer is not satisfied.
- b) is incorrect because KPIs do not "prove" that CSFs have been met, they are simply indicators that help to demonstrate achievements. Section 4.2
- c) is incorrect because KPIs should be selected based on the CSFs that they support. It is true that the choice of KPIs will depend on the current maturity and effectiveness of customer processes, but these KPIs will only be useful if they support a CSF.
- d) is incorrect because even SMART targets can have unintended consequences. In addition to being SMART, it must be considered how KPIs will affect behaviour.

20. Which is the MOST relevant quality metric for this service desk consolidation?

- a. Average number of incidents each day.
- b. Incident resolution time.
- c. Cost per incident.
- d. Percentage of incidents escalated to second line support.

Correct Answer: B

Syllabus Topic: 4.6

Assessment Criteria: Apply knowledge of metrics and measurement when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.4, 4.7).

Rationale:

- a) is incorrect because “average number of incidents each day” is not directly impacted by service desk quality. This is an important metric for planning service desk resources, but it is not a measure of service desk quality.
- b) is correct because consistency of service from the service desk is one of the goals for the project and one important factor in this will be the length of time it takes to resolve incidents.
- c) is incorrect because “cost per incident” is a measure of service desk cost, but the question asks for a quality metric. This metric does support one of the goals of the project, but not the goal specified in this question.
- d) is incorrect because “percentage of incidents escalated to second line support” does not measure something that directly impacts the users or the business. This is an important metric for helping to manage the service desk, but “incident resolution time” is a much better measure of quality as it directly impacts the users experience.

21. An ongoing communications plan includes emails, telephone calls, face-to-face meetings and briefings with various different stakeholders.

Which communication principle does this BEST demonstrate?

- a. *'Communication is a two-way process'.*
- b. *'We're all communicating, all of the time'.*
- c. *'There is no single method of communication'.*
- d. *'Timing and frequency matter'.*

Correct Answer: C

Syllabus Topic: 5.2

Assessment Criteria: Explain communication principles (5.2):

- a) Communication is a two-way process (5.2.1)
- b) We're all communicating, all of the time (5.2.2)
- c) Timing and frequency matter (5.2.3)
- d) There is no single method of communication (5.2.4)
- e) The message is in the medium (5.2.5)

Rationale:

- a) is incorrect because the two-way nature of communication is not well represented in the described approach. Emails are only one-way, and briefings may be only one-way communication. The only clearly two way communication methods are the face-to-face meetings and phone calls, but that is not enough to make this the best answer.
- b) is incorrect because the described approach does not significantly reflect the principle of *'we're all communicating, all of the time'*. This principle relates to the fact that we communicate constantly in many ways, sometimes ways that we are not always aware of, including non-verbal communication such as body language, or tone of voice.
- c) is correct because the question describes the use of four different methods by which to communicate with various stakeholders. The principle *'there is no single method of communication'* focuses on the fact that different people may prefer different methods of communicating and that this must be taken into consideration when making a communication plan.
- d) is incorrect because the question does not provide significant evidence of a strong plan regarding the timing or frequency of the communication, other than to say it is "ongoing." The answer does not tell us how often the emails will be sent or fact-to-face meetings will be held, or how many briefings will be conducted.

22. Which is the BEST example of the communication principle: *'the message is in the medium'*?

- a. Business case documents that include detailed risk analysis.
- b. An email requesting confirmation that information has been understood.
- c. A meeting agenda sent to all attendees before every meeting.
- d. A selection of presentations and webinars to communicate new policies.

Correct Answer: D

Syllabus Topic: 5.2

Assessment Criteria: Explain communication principles (5.2)

- a) Communication is a two-way process (5.2)
- b) We're all communicating, all of the time (5.2.1)
- c) Timing and frequency matter (5.2.2)
- d) There is no single method of communication (5.2.4)
- e) The message is in the medium (5.2.5)

Rationale:

- a) is incorrect because the inclusion of a risk analysis into a business case document does not impact the medium or the way the overall message is received.
- b) is incorrect because there is no evidence to suggest that the selection of this medium has an impact on the way the message is received. An email requesting confirmation could, however, be considered a good example of another communication principle: *'communication is a two-way process'*.
- c) is incorrect because there is no evidence to suggest that this medium has an impact on the way the message is received. A meeting agenda sent to all attendees before every meeting could, however, be considered an example of the communication principle *'timing and frequency matter'*.
- d) is correct because the communication principle *'the message is in the medium'* is about the need to select an appropriate format and medium through which to communicate a message to optimize the way that particular content is received by the intended audience. Using a selection of presentations and webinars is a good example of matching the medium to the content and the intended audience.

23. What is the MOST important reason for using a workshop and meeting action plan?

- a. To make sure the equipment needed is available and working.
- b. To ensure the workshop covers its objectives.
- c. To demonstrate professionalism when planning the workshop.
- d. To provide the exact agenda to the workshop delegates in advance.

Correct Answer: B

Syllabus Topic: 5.3

Assessment Criteria: Explain the purpose and value of communication tools and techniques (Ch.7)

- a) Workshop and meeting action plan (7.3.2)
- b) Meeting notes template (7.3.3)

Rationale:

- a) is incorrect because ensuring that the necessary equipment is available and working is only part of the purpose of a workshop and meeting action plan. This is important but it is not the MOST important reason for using this plan.
- b) is correct because a workshop and meeting action plan is a framework for thorough preparation (including the objectives, agenda, equipment, roles, timings, etc., of the meeting). The primary purpose of this preparation is to help ensure that the meeting covers its objectives. Of the available answer options, this one presents the strongest, most overarching reason for using these plans.
- c) is incorrect because the purpose of the workshop and meeting action plan is to ensure that the meeting is carried out successfully and meets its objectives. Doing this clearly will demonstrate professionalism in the planning, but appearing professional is not the main purpose.
- d) is incorrect because it may not always be appropriate to share an exact agenda with delegates in advance. This may be done, but even so it would only be a small part of the purpose of the plan.

24. Initial discovery information has been gathered to help identify the scope of the GCITS consolidation project. A project manager is responsible for creating a business case to justify the required investment.

Which will MOST help the project manager to ensure the business case is fit for purpose?

- a. Presenting the information exactly as each team has given it.
- b. Providing an analysis of the technical options and challenges involved.
- c. Writing the information in a style that is familiar to senior management.
- d. Including a detailed project plan so that management can assess it fully.

Correct Answer: C

Syllabus Topic: 5.4

Assessment Criteria: Use relevant communication tools and techniques to support improvement in a given context (7.3-4):

- a) Stakeholder communication plan (7.4.3)
- b) Business case (7.3.4)

Rationale:

- a) is incorrect because presenting the information exactly as each team has given it may make it very difficult to compare the information from different business units. Also they may have included too much detail or may not have reported the information in a style and format that is appropriate for the audience. It may be appropriate to include the raw information as an appendix to the business case, but this is much less important than summarizing the information and presenting it in a style and format that will be easily understood by senior management.
- b) is incorrect because an analysis of technical options and challenges is not likely to be of direct interest to the senior management who will be reading the business case. The business case will need to include a range of options, with the risks clearly identified, but technical analysis is not appropriate at this stage as this project is more about organizational structure, processes and people, not technology.
- c) is correct because the audience for the business case is typically senior management. In order for the business case to be fit for the intended audience, it must be presented in a style that will be familiar and appealing to this audience. Section 3.2.3.6 says, "when creating a business case for the improvement (...) describe it from the reviewer's/approver's point of view", section 5.3.3.12 states, "The recipient should be identified in order to work towards their preferred style of presentation", and section 7.4.3 says, "Think about the audience's needs."
- d) is incorrect because a detailed project plan cannot be created until initial approval has been received from management, and the business case should be designed to help achieve that initial approval.

25. Senior management has signed off the business case. The project manager needs to create a stakeholder communication plan to start the consolidation process.

What are the BEST three steps to ensure this plan is fit for purpose?

	Steps
1	Create a personalized communication for each affected employee
2	Choose the same communication channel for all targets
3	Identify the most effective communication channels for each target
4	Establish an initial schedule for delivering messages
5	Ensure key stakeholders from each team are included as targets
6	Ensure communications are signed off by the project team

- a. 1, 2 and 5.
- b. 1, 3 and 6.
- c. 2, 4 and 6.
- d. 3, 4 and 5.

Correct Answer: D

Syllabus Topic: 5.4

Assessment Criteria: Use relevant communication tools and techniques to support improvement in a given context (7.3-4):

- a) Stakeholder communication plan (7.4.3)
- b) Business case (7.3.4)

Rationale:

Step 1 is incorrect because it is unlikely to be practical to create a personalized communication for every employee who might be affected at this early stage in the project, and communication to them is probably best left until later in the project when there is suitable information to share.

Step 2 is incorrect because a single communication channel is unlikely to be effective or suitable for all targets.

Step 3 is correct because the communication channels should be selected to be suitable to the target audience.

Step 4 is correct because this early stage in the project is an appropriate time to create an initial schedule for delivering messages. Later in the project there will be a more comprehensive communication plan.

Step 5 is correct because the project manager needs to communicate with key stakeholders from each team.

Step 6 is incorrect because it is not necessary for every communication to be signed off by the project team. The project manager can take responsibility for routine communications with stakeholders.

- a) is incorrect because it includes steps 1 and 2, and omits steps 3 and 4.
- b) is incorrect because it includes steps 1 and 6 and omits steps 4 and 5.
- c) is incorrect because it includes step 6 and omits step 5.
- d) is correct because it includes the three correct steps.

26. GCITS wants to gather current state information, from various individuals and teams, about existing systems and services provided.

Which is the CORRECT communication principle to apply, and why?

- a. *'There is no single method of communication'*, because the information GCITS gathers will be from different sources and these individuals and teams will have different preferred means of contact.
- b. *'Timing and frequency matter'*, because the tone and positioning of the communication will affect whether GCITS can gather the information in a timely manner.
- c. *'We're all communicating, all of the time'*, because GCITS needs to avoid sending the communication during key business periods to ensure the majority of teams and individuals will reply.
- d. *'The message is in the medium'*, because GCITS needs to check whether the message has been understood by individuals and teams to allow them, to respond accurately.

Correct Answer: A

Syllabus Topic: 5.5

Assessment Criteria: Apply knowledge of communications when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.5, 5.3.2)

Rationale:

For this question, candidates are expected to be able to determine which communication principles relate to which reason in the given situation. Candidates should note that GCITS wants to gather information about various systems and services from various teams and individuals. Therefore, the fact that there are various targets and formats of communication should be taken into consideration.

- a) is correct because it is the only combination where the communication principle matches the following reason. There is *'no single method of communication'* recognises that multiple approaches may be required for different teams and individuals.
- b) is incorrect as tone and positioning mentioned in the answer refer to the principle of *'we are communicating all the time'* not *'timing and frequency matter'*
- c) is incorrect as sending communications to avoid highly critical times refers to the *'timing and frequency matter'* principle not *'we are communicating all the time'* as suggested in the answer.
- d) is incorrect as checking to see if the message is understood displays the *'communication is a two-way process'* principle not *'the message is in the medium'*.

27. There is currently a lack of team cooperation at GCITS and this may affect the success of the consolidation project.

What is the BEST way for GCITS leaders to develop a more collaborative culture?

- a. By defining a clear set of behavioural principles that must be followed.
- b. By allowing staff to define their own criteria for acceptable behavior.
- c. By reinforcing the new behavioural strategy through consistent leadership.
- d. By mandating staff to be open and transparent with colleagues.

Correct Answer: C

Syllabus Topic: 5.5

Assessment Criteria: Apply knowledge of communications when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.5, 5.3.2)

Rationale:

- a) is incorrect because simply defining behavioural principles will not by itself change the culture of the organization. Defining behavioural principles can help, but senior management also need to act consistently in line with these principles to foster acceptance and adoption.
- b) is incorrect because allowing staff to define their own criteria for acceptable behaviour may not result in the collaborative behaviour that CGITS would like to see. It is also possible that, since there is currently a lack of team cooperation at CGITS, staff may find it difficult to reach agreement on what the new behaviours should be.
- c) is correct because leading by example is an effective way to foster acceptance, adoption and consistent cultural practices. Demonstrating the behaviours within the leadership will set the example and give a sense of community and collaboration at all levels in the organization.
- d) is incorrect because mandating behaviour will not by itself change the culture of the organization. It is difficult to "mandate" that staff be open and transparent. Mandating behaviour can make it clear what management would like to see, but senior management also need to act consistently in line with this mandate to foster acceptance and adoption.

28. The consolidation project involves bringing together a number of complex systems, processes and ways of working. The project manager needs to communicate progress clearly to the whole organization.

Which is the BEST approach?

- a. A monthly newsletter, summarizing the current status and next steps.
- b. A monthly newsletter, showing all project activities, CSFs and KPIs.
- c. Ad-hoc email communication, summarizing the current status and next steps.
- d. Ad-hoc email communication, showing all project activities, CSFs and KPIs.

Correct Answer: A

Syllabus Topic: 5.5

Assessment Criteria: Apply knowledge of communications when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.5, 5.3.2).

Rationale:

- a) is correct because this is a business project and the stakeholders include a wide range of people from across the organization. This means that summary updates will be essential to ensure that progress can be understood by the whole audience. Project progress should be communicated on a regular basis to help maintain momentum. A monthly newsletter will achieve this.
- b) is incorrect because detailed reports will have far more detail than most people need, and may be ignored by stakeholders as result.
- c) is incorrect because ad-hoc reports will not maintain a sense of progress or ensure that people know the status of the project when they need to.
- d) is incorrect because detailed reports will have far more detail than most people need, and may be ignored by stakeholders as result. Also, ad-hoc reports will not maintain a sense of progress or ensure that people know the status of the project when they need to.

29. Which is the BEST example of using the ITIL concept '*adopt and adapt*' when delivering improvements?
- a. Use the organization's ITIL compliant toolset to enhance GCITS processes based on improvement priorities.
 - b. Combine both GCITS and DriveYou.com service management processes to produce a best practice solution that reduces the cost of support.
 - c. Modify GCITS cloud services to align with ITIL guidance and other best practice frameworks.
 - d. Enhance GCITS processes based on a gap analysis between current delivery and required benefits, taking ideas from best practices.

Correct Answer: D

Syllabus Topic: 1.1

Assessment Criteria: Apply the concept of '*adopt and adapt*' when using ITIL guidance in a given context. (1.1)

Rationale:

- a) is incorrect because a toolset cannot be 'ITIL compliant' and because using the tools to define how the processes should work does not adopt or adapt ITIL guidance.
- b) is incorrect because simply combining the existing processes is a poor way to adapt them to meet requirements, especially as these requirements are changing due to increased demand for cloud service support.
- c) is incorrect because it simply adopts the guidance, without adapting it to meet the requirements.
- d) is correct because the analysis and the understanding of required benefits will allow process enhancements to be based on business need. Using best practices as the source of potential improvement approaches is a good example of '*adopt and adapt*'.

30. In the first set of improvements, which elements of the cloud services at GCITS are the MOST important to focus on?

- a. Value and outcome.
- b. Cost and outcome.
- c. Value and risk.
- d. Cost and risk.

Correct Answer: D

Syllabus Topic: 1.2

Assessment Criteria: Analyze the importance of each element of a service when planning and implementing service improvements (1.2):

- a) Customer (1.2.2)
- b) Value (1.2.3)
- c) Outcome (1.2.4)
- d) Cost (1.2.5)
- e) Risk (1.2.6)

Rationale:

The scenario specifically mentions that the intended goals are to address “unplanned downtime” and “increased support costs”, so the correct answer should focus on improvements to these two areas. Unplanned downtime represents significant risk to GCITS’ business activities that depend on the services in question. Increased support costs, of course, represent a cost element.

- a) is incorrect because improving value and outcome will not directly address the issues raised in the scenario and additional information. The question asks for the elements that are most important, and the issues identified are related to risk and cost.
- b) is incorrect because although cost is one of the most important elements, due to the issues described, improving outcome will not directly address any of the issues raised in the scenario and additional information.
- c) is incorrect because although risk is one of the most important elements, due to the issues described, improving value will not directly address any of the issues raised in the scenario and additional information.
- d) is correct because the organization’s need to manage “increased support costs” makes cost one priority for improvement, and their need to “create a more automated approach to software release and deployment” and “address unplanned downtime” makes improving the risk profile another priority for improvement.

31. Which rows BEST match the outputs with the associated step in the CSI approach?

	Output	Step in the CSI Approach
1	A completed stakeholder map	<i>'What is the vision?'</i>
2	Planned release and deployment process KPIs	<i>'Where do we want to be?'</i>
3	Agreement on priorities for improvement	<i>'How do we get there?'</i>
4	A detailed plan of action for improvement	<i>'Where do we want to be?'</i>

- a. 1 and 2.
- b. 2 and 3.
- c. 3 and 4.
- d. 1 and 4.

Correct Answer: A

Syllabus Topic: 3.1

Assessment Criteria: Describe the purpose and main outputs of each step of the CSI Approach (3.1.1, 3.2.1-6)

Rationale:

- a) is correct because a completed stakeholder map helps to provide a clear understanding of who the stakeholders are and how they are involved, their vision and expectations of the improvements. Planned release and deployment KPI's will provide the metrics that portray *'where do we want to be?'*.
- b) is incorrect because agreement on priorities for improvement should be part of *'where do we want to be?'*.
- c) is incorrect because agreement on priorities for improvement should be part of *'where do we want to be?'*, and a detailed plan of action for improvement should be part of *'how do we get there?'*.
- d) is incorrect because a detailed plan of action for improvement should be part of *'how do we get there?'*.

32. This is an extract from the CSI register for this improvement.

Which is the CORRECT entry?

	Description	Priority (P1-P4)	KPI metric
a)	Automate software release and deployment	P3	25% reduction in release errors
b)	Automate software release and deployment	P3	Volume of known errors
c)	Automate software release and deployment	P3	10% reduction in downtime
d)	Automate software release and deployment	P3	Accurate cost projections

Correct Answer: C

Syllabus Topic: 3.2

Assessment Criteria: Use the CSI Approach tools and techniques successfully in a given specific context (3.1-2):

- a) Orientation Worksheet (3.2.1)
- b) Benefits Realization Review Template (3.2.5)
- c) CSI register (3.1.2)

Rationale:

- a) is incorrect because “25% reduction in release errors” does not make a direct contribution to the goals of the improvement. The scenario states that the goal is to address unplanned downtime. A reduction in release errors could certainly represent an indirect contribution but, because reducing downtime is the specific focus of option “c” that answer option is better than this one.
- b) is incorrect because “Volume of known errors” is a metric, not a KPI (it has no target). Also an improvement in the number of known errors would not make a direct contribution to the goals of the improvement.
- c) is correct because the additional information says “They want to create a more automated approach to software release and deployment...to address unplanned downtime...”, so “10% reduction in downtime” would directly contribute to the goals of the project.
- d) is incorrect because “accurate cost projections” is not a measurable and specific KPI (how accurate would be good enough? Do they need to be accurate to the nearest penny?).

33. What is the BEST way to choose a design for release and deployment management that will address the issues in the scenario?

- a. Identify the constraints, specify required outcomes, and plan a solution.
- b. Compare current process to ITIL guidance, identify gaps, and plan improvements.
- c. Identify improvement opportunities, prioritize, and select the best option.
- d. Try different designs, monitor the outcomes, and select the best.

Correct Answer: D

Syllabus Topic: 3.3

Assessment Criteria: Apply the CSI approach to a given context, demonstrating an understanding of (Chapter 3):

- a) The critical competencies (communication, metrics & measurement, OCM) (Chapters 4, 5 and 6)
- b) The guiding principles (Chapter 2)
- c) The main concepts of experimentation and the scientific method (3.2.4.5 including table 3.1 & 3.2)

Rationale:

For this question, candidates should note that the additional information says “There are many different types of services and components in use, and it is not easy to judge what would be the best design...”. This information emphasizes the degree of uncertainty related to finding a definitive solution to the issues.

- a) is incorrect because even after identifying the constraints and specifying the required outcomes it will be very difficult to be sure of the correct solution.
- b) is incorrect because it assumes that the planned improvement will be correct. This answer sounds good on the surface, but it does not address the uncertainty described in the scenario.
- c) is incorrect because this answer does not include validating that the selected improvement option is “the best”.
- d) is correct because in these circumstances it is best to experiment and gain knowledge about the probable result of using each proposed design and compare this with the intended objective. This option takes a scientific approach to assessing each option.

34. Which two metrics are the BEST ones to use to identify 'where are we now?' for this improvement?

	Metric
1	Time spent on capacity planning
2	Downtime caused by software releases
3	Unplanned spending on infrastructure expansion
4	Number of incidents due to software releases

- a. 1 and 2.
- b. 2 and 3.
- c. 3 and 4.
- d. 1 and 4.

Correct Answer: B

Syllabus Topic: 3.3

Assessment Criteria: Apply the CSI approach to a given context, demonstrating an understanding of (Chapter 3):

- a) The critical competencies (communication, metrics & measurement, OCM) (Chapters 4, 5 and 6)
- b) The guiding principles (Chapter 2)
- c) The main concepts of experimentation and the scientific method (3.2.4.5 including table 3.1 & 3.2)

Rationale:

The purpose of this improvement project is "...to create a more automated approach to software release and deployment, and capacity management, to address unplanned downtime and increased support costs". This information is key to selecting the best answer to this question.

- a) is incorrect because metric 1 does not measure unplanned downtime or increased support costs.
- b) is correct because metric 2 is a measure of how software release and deployment impacts unplanned downtime, and metric 3 is a measure of how capacity management impacts support costs.
- c) is incorrect because metric 4 is only an indirect measure of how software release and deployment impacts unplanned downtime, so it would be better to select metric 2 that measures this directly. That makes this answer a less desirable choice compared to option "b".
- d) is incorrect because metric 1 does not measure unplanned downtime or increased support costs and metric 4 is only an indirect measure of how software release and deployment impacts unplanned downtime.

35. Which option gives the correct definitions of OCM and ITIL change management?

	OCM	ITIL change management
a)	How to manage the effect on people of new business processes, changes in organizational structure or cultural changes.	The process by which changes are made to IT service assets and configuration items which is triggered by a request for change (RFC).
b)	A holistic approach to managing changes to business processes, organizational structure or culture.	The process by which changes are made to business technology services which is triggered by an RFC or project mandate.
c)	A process for managing business processes, changes in operational teams or cultural changes within an enterprise.	A process for managing business critical IT processes and IT service assets. It may be triggered by an RFC or business service request.
d)	The process by which changes are made to an IT service management process that will directly impact people in the organization.	An approach for managing the effect on people of new business processes, changes in the organization or cultural changes.

Correct Answer: A

Syllabus Topic: 6.1

Assessment Criteria: Explain the role and impact of OCM in successful improvement (6.1)

Rationale:

- a) is correct because OCM is focused on people and how to manage the impact of process, structure or cultural changes, while ITIL Change management is focused on changes to services and their underlying assets and configurations.
- b) is incorrect because ITIL change management is concerned with any change to IT service assets and configuration items, not just to business technology services.
- c) is incorrect because OCM is not a process, and its purpose is not to manage business processes.
- d) is incorrect because OCM has much wider applicability than changes to IT service management processes, and the description of ITIL change management in this row is actually a description of OCM.

36. *(The scenario and additional information are not required to answer this question)*

Which statement BEST describes the purpose of sponsorship within an improvement initiative?

- a. To organize and coordinate people's efforts and the allocation of resources to maximize efficiency in achieving identified goals.
- b. To ensure support from managers or business leaders to promote the initiative and authorize the change.
- c. To analyze key stakeholders in order to assess their power, influence and interest in the improvement initiative.
- d. To clarify the role played by managers or business leaders in prioritizing changes during the lifecycle of the initiative.

Correct Answer: B

Syllabus Topic: 6.2

Assessment Criteria: Describe the purpose and value of the OCM activities identified (6.6):

- a) Create a sense of urgency (6.6.1)
- b) Manage stakeholders (6.6.2)
- c) Manage sponsors (6.6.3)
- d) Analyze training needs (6.6.5)
- e) Manage resistance to change (6.6.6)
- f) Use reinforcement to embed the change (6.6.7)

Rationale:

- a) is incorrect because it includes things that should be done by a project or a responsible manager. Sponsorship has a much narrower scope than this.
- b) is correct because a sponsor is a manager or business leader who advocates for a change, and is in a position to authorize that change.
- c) is incorrect because analysis of key stakeholders is part of stakeholder management, which is different from sponsorship.
- d) is incorrect because sponsorship is about authorizing and advocating for the change, not for the detailed planning of the change.

37. This is an extract from a stakeholder worksheet for the project:

Which row has been CORRECTLY entered into the worksheet?

	Stakeholders	Interest/Involvement (How does the initiative impact the stakeholder?) (H/M/L)	Power / Influence / Impact (on the initiative) (H/M/L)	Observations / comments
a)	NoImpact.com researchers	H	L	Not used to working on projects
b)	DriveYou.com researchers	M	H	May need to work with NoImpact researchers on common projects
c)	The owners of the CruiseAlong Cars company	L	H	Needs oversight of the merger
d)	DriveYou.com project managers	L	H	Will have to work with researchers who are not used to working on managed projects

Correct Answer: B

Syllabus Topic: 6.3

Assessment Criteria: Use relevant OCM tools and techniques to support improvement in a given context (7.4):

- a) Sponsor diagram (7.4.4)
- b) Stakeholder analysis worksheet (7.4.1)
- c) Stakeholder map (7.4.5)
- d) RACI model authority matrix (7.4.6)

Rationale:

Row 4 is incorrect because DriveYou.com project managers will have to work with the new researchers from NoImpact.com and so they will not have a Low interest in the initiative.

- a) is incorrect. The NoImpact.com researchers will be asked to change how they work as a result of this project. This means that they will have a high interest (H). If they do not cooperate with the changes the impact could be high (H), so their Power/Influence/Impact rating of low (L) is incorrect.
- b) is correct because the DriveYou.com researchers will be interested, but not as highly as the NoImpact.com researchers. They most likely have medium interest (M). The DriveYou.com researchers will have a high level of impact (H) because their cooperation, collaboration and acceptance of the NoImpact.com researchers will be critical to the success of the initiative. They will need to be managed actively during the transition.

- c) is incorrect. CruiseAlong Cars has majority ownership of DriveYou.com and so will have at least a medium (M) level of interest and will require regular updates. Now that the decision has been made to purchase Nolmpact.com, CruiseAlong Cars is less directly involved and their power/influence/impact is low (L).
- d) is incorrect. DriveYou.com project managers will have to work with the new researchers from Nolmpact.com and so they will have a medium (M) or high (H) interest in the initiative.

38. A DriveYou.com manager is leading the initiative to merge the two companies.

What are the steps the manager should take to identify WHICH employees or teams are resistant to change?

	Steps
1	Provide both companies with web-based feedback forms to submit questions or comments anonymously
2	Travel to the different locations, talk to staff at both companies about the merger and get feedback to establish where resistance is coming from
3	Attend team meetings at both companies to hear what people are saying and provide feedback
4	Organize a meeting with management of both companies and provide them with positive messages for their staff regarding the merger

- a. 1 and 2.
- b. 2 and 3.
- c. 3 and 4.
- d. 1 and 4.

Correct Answer: B

Syllabus Topic: 6.4

Assessment Criteria: Apply knowledge of OCM when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.6).

Rationale:

- a) is incorrect because anonymous web-based feedback forms will not “identify which employees are resistant to the change”. Anonymous feedback can be very helpful to help identify what resistance there is, but not who is resistant.
- b) is correct because identifying resistance to change requires a hands-on approach that will involve talking to staff, getting feedback and attending team meetings. This allows the manager to hear first-hand, and from the staff members themselves, how they view the change.
- c) is incorrect because providing management with positive messages will not help to identify which employees are resistant to change. Providing positive messages can be very helpful in helping to manage resistance, but not in identifying who is resistant.
- d) is incorrect because neither web-based feedback forms nor positive messages will identify which employees are resistant to change.

39. DriveYou.com has introduced new methods to conduct research in a more structured and controlled way. However, some NolImpact.com researchers do not want to use these new methods.

Which is the BEST way to encourage them to change their way of working?

- a. Travel to the NolImpact.com location to meet with the research teams.
- b. Send emails to the individual researchers to request that they follow procedures.
- c. Arrange a meeting between the researchers and the CEO of CruiseAlong Cars.
- d. Publish a blog from the CEO stating that researchers must follow procedures.

Correct Answer: A

Syllabus Topic: 6.4

Assessment Criteria: Apply knowledge of OCM when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.6).

Rationale:

- a) is correct because this situation is an indication of resistance to a change in practices. The best way to deal with this is to show interest and visit the research teams. By speaking with the researchers, the reason for the resistance can be identified, and a collaborative approach to resolving any issues can be employed. Going to NolImpact.com to work with the teams aligns with the principles of *'collaborate'* and *'observe directly.'*
- b) is incorrect (not the best way) because sending emails is a one-way communication which will not help to identify the reasons for the resistance, or to show people that their concerns are being listened to and addressed.
- c) is incorrect (not the best way) because appeals to authority figures are not a good way to identify or manage resistance. It may be appropriate to arrange a meeting with senior management at some later stage, but until the reasons for the resistance are understood this is unlikely to be helpful.
- d) is incorrect (not the best way) because publishing blogs is a one-way communication which will not help to identify the reasons for the resistance, or to show people that their concerns are being listened to and addressed.

40. Six months after the merger, a few NoImpact.com researchers have reverted to the old way of working.

Which is the BEST approach to reinforce the need to adopt the new working practices?

- a. Reward and recognize the researchers that follow process.
- b. Discipline researchers that do not follow process.
- c. Ask project managers which researchers are not delivering on expectations.
- d. Review again in six months to establish whether the new practices have been fully adopted.

Correct Answer: A

Syllabus Topic: 6.4

Assessment Criteria: Apply knowledge of OCM when planning and implementing improvements, particularly in the context of the CSI approach and/or the guiding principles (Ch.6).

Rationale:

- a) is correct. Reward and recognition is a strong reinforcement technique. Reward and recognition for those embracing the change will have a sizeable influence on those who are resisting the change will act as a catalyst for them to embrace the change. Section 6.6.7.2
- b) is incorrect (not the best approach) because punishment tends to be an ineffective way to encourage changes in behaviour, in comparison to the effect of positive reinforcement of the desired behaviour.
- c) is incorrect because discovering which researchers are not delivering on expectations will not reinforce the need to adopt new working practices, it will simply identify which researchers have not adopted these practices.
- d) is incorrect because no action is being taken to reinforce the need to adopt the new working practices.