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QUESTION 1

Functions are best described as?

A. Self-Contained units of organizations

B. Inter-related activities with a defined goal or output

C. Closed loop control systems

D. A team of IT staff who provide a single point of contact for all user communication

Correct Answer: B

QUESTION 2

Scenario

Brewster\'s is a toy factory that has been in business for 30 years.The company started with a small family

run shop and has grownconsistently over the years. They are now supplying toy storesnationwide and are

considered to be the primary supplier of children\'scollectable novelty erasers.

Brewster\'s IT department is relatively small (currently 15 staff) butefficient. They have recently employed

an IT Manager in an attemptto improve the management of the infrastructure, as well as moreeffective use

of resources and identification of areas for improvement.

The Brewster\'s management teams do not have a lot of ITknowledge. The newly appointed IT Manager is

very ITIL focusedand wants to implement as many ITSM processes as is appropriatethere are currently no

formal processes in place. On starting with thecompany the IT Manager completed an internal assessment

of the ITinfrastructure ?including staff skills analysis, and collated the resultsfrom customer satisfaction

surveys completed over the last 5 years.

The main areas of concern are as follows:

Responses from customer satisfaction survey:

Overall a consistent satisfaction level. However, responses completed during the past 12 months show an

increase in customers who were unsatisfied with call waiting times when contacting the service desk for

help with online orders and requests for information.

Customers added the following additional comments:

"Never get to speak to the same person twice when dealing with an Incident number, had to call several

times to receive follow up on progress" "Some of the Service Desk staff seem under qualified to deal with

my questions about new applications/incidents/service requests"

Results from Staff Skills Analysis:

Staff, in general, have a good knowledge of IT systems and a basic understanding of the business

processes and objectives. However, staff are not well informed of upcoming releases of new or changed

services and not given adequate information to relay to the customers.

Staff added the following additional comments:

"Communication between Service Operation departments has become inefficient - there are meetings for

the sake of meetings, but the important information we need to know to do our day to day jobs is lacking"

"I still don\\'t know what half of the people do, that work in the IT department!"

Results from General IT Infrastructure assessment:

Lack of event monitoring and planning

Lack of input from Operational Support departments into Service Design Lack of skill and information

sharing across the Operational Support teams with regards to Incident, Problem, Workarounds and Known

Error data. Little to no proactive activities being carried out.

Refer to Scenario

Which of the following options would be the most effective option toaddress the issues identified from the

General IT Infrastructureassessment?

A. You decide to recommend implementation of the EventManagement process to formalize the event monitoring,planning and overall management. Ensure that there isresource sharing between the Service Design teams andthe Operational Support teams as their input is necessaryto ensure services are designed that will work efficiently inthe live environment. In addition, implement the Problem Management process at the same time, to ensure there are both reactive andproactive activities taking place with regards to Problems,a knowledge bank of information including known errors,workarounds, problems and incident records is producedand maintained.

B. You are not concerned with the lack of skill sharingbetween the Operational Support departments andService Design as they are two separate entities of theService Lifecycle with their own objectives. You areconcerned, however, with the lack of skill sharing betweenthe Operational Support teams and decide to formalize the1st, 2nd and 3rd lines of support and recommend theadoption of a database that will incorporate all Incidentrecords, Problem records, Known Error records,Workarounds and Event information, so that all staff canhave access to and use this information.

C. You are not concerned with the lack of skill sharingbetween the Operational Support departments andService Design as they are two separate entities of theService Lifecycle with their own objectives. You areconcerned, however, with the lack of Event monitoring andplanning and foresee this as being a potential major issue.You decide to recommend implementation of the EventManagement process to formalize the event monitoring,planning and overall management. Ensure that there isresource sharing between the Service Design teams andthe Operational Support teams as their input is necessaryto ensure services are designed that will work efficiently inthe live environment.

D. Implement the Problem Management process, to ensurethere are both reactive and proactive activities taking

placewith regards to Problems, a knowledge bank of informationincluding known errors, workarounds, problems andincident records is produced and maintained. Once this process is established, working efficiently andstaff have become more accustomed to this new way ofworking, use this success to recommend theimplementation of the Event Management process.

Correct Answer: A

QUESTION 3

Scenario

Vision Media is an international media organization, operating variouslines of business including:

Film Production Television (production and delivery of their own channel in theUnited States VisionOne) Print media (including newspapers in 15 countries) Online Advertising

The organization has recently been restructured, and now iscomprised of the following companies and departments:

Vision Films (production of movies and television shows) VisionOne (television channel) VisionNews (coordinates all of the sub-companies involved inthe delivery of printed newspapers, as well as being thecentralized source of news information for all company ownedmedia outlets) VisionNet (managing the online and internet businesses) Legal Services Finance and Administration Human Resources Information Technology

The organization is also actively pursuing growth in the online market,and is currently holding discussions with the leading online newsprovider about the possible acquisition of their company. This wouldincrease the overall size of Vision Media by around 15%.

The Information Technology department acts as a Shared ServiceUnit, providing IT Services to all of sub-companies and departments,which complement some of the Internal Service Providers that alsoexist. The director of Information Technology has realized the need toimprove the quality of services offered by implementing ITIL, and hasdecided to do so using a phased approach. Some of the ServiceDesign and Service Transition processes have already beenimplemented, and they are now planning the implementation ofService Operation. While the IT director does have tentative support from the otherdirectors and CEO, budgets for implementing the Service Operationprocesses have not been finalized, and still require a business caseto be formally submitted.

The IT director is required to submit a business case to the board ofdirectors of Vision Media for the implementation of Service Operation.Which of the following responses is the BEST summary of thebenefits of implementing Service Operation (processes andfunctions), to be included in the business case?

A. As part of the ongoing Service Management initiative withinVision Media, the implementation of Service Operation is a vitalelement necessary to enable service quality and reduce theoverall expenditure on IT. This is because Service Operation isultimately where the designs and optimizations introduced by ITare supported, and from an IT perspective where the actual valueof IT Service Management is seen. Specific benefits delivered asa result of improved Service Operation includes: Increased effectiveness and efficiency in IT Service deliveryand support Reduced operational spending on IT Increased customer and user satisfaction of IT services Improved availability and performance of agreed IT services Given current plans for growth of Vision Media and possibleacquisitions, the implementation of Service Operation is especiallyimportant to provide processes for reactively managing a growing enduser population and increased scope and complexity in ITinfrastructure utilized.

B. As part of the ongoing Service Management initiative withinVision Media, the implementation of Service Operation is avital element necessary to further improve service quality, andto realize the value of the previous projects already completed(refer Service Design and Service Transition projects). This isbecause Service Operation is ultimately where the designsand optimizations introduced by IT are executed andmeasured, and from a businessviewpoint where the actualvalue of IT is seen. Specific benefits delivered as a result ofimproved Service Operation includes: Increased effectiveness and efficiency in IT Service delivery and support Increased return on investments (ROI) into IT Increased

value on investments (VOI) into IT Increased customer and user satisfaction of IT services Given current plans for growth of Vision Media and possibleacquisitions, the implementation of Service Operation processes isespecially important to provide cost- effective capabilities formanaging a growing end user population and increased scope andcomplexity in IT infrastructure utilized.

C. As part of the ongoing Service Management initiative withinVision Media, the implementation of Service Operation is a vitalelement necessary to enable service quality and reduce theoverall expenditure on IT. This is because Service Operation isultimately where the designs and optimizations introduced by ITare deployed, and from a business perspective where the actualvalue of IT Service Management is seen. Specific benefitsdelivered as a result of improved Service Operation includes: Fewer disruptions to agreed IT services Reduced operational spending on IT Increased job satisfaction of IT staff Improved availability and performance of agreed IT services Given current plans for growth of Vision Media and possibleacquisitions, the implementation of Service Operation is especiallyimportant to provide processes for reactively managing a growing enduser population and increased scope and complexity in ITinfrastructure utilized.

D. As part of the ongoing Service Management initiative withinVision Media, the implementation of Service Operation is a vitalelement necessary to achieve service quality and support theobjectives defined for the IT department. This is because ServiceOperation is ultimately where the designs and optimizationsintroduced by IT are supported, and from a business viewpointwhere the actual value of IT is seen. Specific benefits deliveredas a result of improved Service Operation includes: Increased effectiveness and efficiency in IT Service deliveryand support Increased return on investments (ROI) into IT Reduced operational spending on IT Increased customer and user satisfaction of IT services Given current plans for growth of Vision Media and possibleacquisitions, the implementation of Service Operation is especiallyimportant to provide cost-effective processes for managing a growingend user population and increased scope and complexity in ITinfrastructure utilized.

Correct Answer: B

QUESTION 4

Scenario

Vericom is a leading provider of government, business and consumertelecommunication services, and is

currently seeking ways in which toimprove its utilization of IT services to drive growth across its\\'

multiplelines of business. One of the largest organizations in the UnitedKingdom, Vericom is comprised of

the following business units:

Verinet (providing ADSL, cable, 3GSM, dialup and satellite services) Infrastructure Services (planning,

installing and maintaining the PSTN and mobile network infrastructure)

VericomTV (Pay TV)

Consumer Sales and Marketing (including 400 Vericom retailoutlets) Business and Government

Finance and Administration

Information Technology Services (Shared Service Unit, however some business units also have their own

internal service provider) Human Resources

Vericom Wholesale (for wholesale of Vericom infrastructureservices)

Due to the extensive scope of infrastructure deployed and largeemployee and customer base, Vericom

continues to rely on legacysystems for some critical IT services; however this is seen as abarrier to future

organizational growth and scalability of servicesoffered. The CIO of Vericom has also raised the concern

that whileimprovements to the technology utilized is important, this also needsto be supported by quality IT

Service Management practicesemployed by the various IT departments.

The project of improving the IT Service Management practicesemployed by Vericom has been outsourced

to external consultantswho are aware of the major IT refresh that is going to be occurringover the next 24

months.

Refer to the scenario.

With Vericom being a large organization (approximately 40 000 staff),some of the business units have

developed their own internal ITdepartments to supplement the services provided by the

centralizedInformation Technology Services (ITS) department. This has occurreddue to the specialized

needs and requirements for technology,specifically Verinet, VericomTV and Consumer Sales and

Marketing.

While the decision has been made that this organizational structure isto remain in place, there has been

identified issues relating to a lackof consistency in IT Service Management processes used by thedifferent

departments and unclear boundaries for the responsibilitiesof the various IT Service Desks. This has

resulted in:

End users calling the wrong Service Desk, requiring the call tobe redirected to the appropriate group

Inconsistency in the categorization and classification ofservice requests, incidents and problems, causing

confusionand frustration when there are multiple IT departmentsinvolved

Known Errors being recorded internally within the various ITdepartments, which may in fact have a wider

impact on thewhole organization when these are not visible to everyone

Inconsistency in the Service Management systems and toolsused for handling service requests, incidents,

problems andKnown Errors.

From the following responses, which BEST represents theapproach you would take to overcome the

issues describedabove?

A. You realize a coordinated approach is the best method,including: The development of the ITS Service Desk to be the singlepoint of contact for ALL end user (internal) queries. This willbe performed over a 6 month period, to take account for anytraining and transfer of knowledge that needs to occur. ThisService Desk will then escalate to the appropriate

second linegroup (from any of the IT departments) as required. Develop consistency across all departments for categoriesand priority coding systems used for all service requests,incidents and problems. Build or purchase a consistent service management tool thatwill be used by all IT departments for managing incidents,problems, Known Errors and service requests. Holding regular review sessions involving staff from each ofthe IT departments to discuss current issues, recurring andpotential problems future initiatives.

B. You realize a phased approach is the best method, includingfour phases: Phase 1 ?Build or purchase a service management tool thatwill be used by all IT departments for managing incidents,problems and service requests Phase 2 ?Standardize the use of ITIL processes used by theITS department across all IT departments at Vericom Phase 3 ?Deliver training and awareness sessions for staffregarding the importance of the processes and how theyshould be used. Phase 4 ?Review the success of the project and pass anylessons learnt onto future projects

C. You realize a coordinated approach is the best method,including: Developing a telephone system that will route calls to theappropriate Service Desk based on the user\\'s input. Thisshould also provide the capability for a Service Desk analystto call them back during peak periods. Develop consistency in all the categories assigned to servicerequests, incidents and problems across all IT departments. Build or purchase a service management tool that will be usedby all IT departments for managing incidents, problems,Known Errors and service requests Hold regular review sessions involving key staff from each ofthe IT departments to discuss current issues and potentialproblems.

D. You realize that improving the business awareness of IT ismost important, and address the issues by: Identifying the training requirements of end users to improvetheir use of IT service Implement an online Service Catalogue for all IT Services,with self-help capabilities to log and track incidents, problemsand service requests Assist Service Level Management in improving the visibility ofthe IT organization in general, and identify areas of customersatisfaction that need improving Build or purchase a service management tool that will be usedby all IT departments and end users for managing incidents,problems, Known Errors and service requests

Correct Answer: A

QUESTION 5

There have been multiple incidents recorded by the Service Desk. Itappears that the network is congested due to multiple connections.

What kind of actions should the Service Desk analyst take in thisinstance?

A. They should ask the Capacity Manager to expand the capacity of the network

B. They should ask the Problem Manager to look into the problem right away

C. They should ask the Security Manager to check whether too many authorizations may have been issued.

D. They should ask the Service Level Manager to revise the Service Level Agreements (SLA) with a decreased availability target

Correct Answer: B

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