



ITIL® Intermediate Capability Stream:

PLANNING, PROTECTION AND OPTIMIZATION (PPO) CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

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

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

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

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

Scenario One

A telecommunications company called TC is a leading provider of mobile telephone and data devices. TC is supported by an internal IT organization.

TC has two call centres and these provide telephone support to TC's customers. The two call centres are networked together and use integrated processes and systems to operate as a single virtual call centre.

The call centres deal with setting up contracts for new customers, managing contract renewals, and managing changes to customer payment methods. The call centres also provide assistance to customers having difficulty using their mobile phones or data devices. A new service is being developed that will allow customers to use an ID and password to log in and manage their accounts on-line. This new service will be called 'My TC' and is due to be launched in six months' time.

TC has recently opened six retail outlets in the capital city. The IT system used in the retail outlets is based on the solution provided to the call centres. This system enables staff in the retail outlets to input and access customer information, including names, addresses and payment details.

As part of the recruitment process, the human resources (HR) department ensures that all new staff members within the call centres receive a copy of the email usage policy and internet usage policy. Although a policy also exists regarding passwords and access to TC's IT systems, no overall information security policy is in place.

Scenario Two

When a major insurance company adopted ITIL best practices several years ago, they chose a service management tool set based on a proprietary architecture from company A. The tool set provided the best support for the service transition and service operation stages of the lifecycle, but it did not include service design tools.

The insurance company already had design tools for capacity management and availability management, considered to be “best of breed” products, which it had acquired from company B. These products are considered to be significantly better than similar products from other companies.

Failures have occurred recently due to lack of availability and capacity, resulting in excessive costs. These have been attributed to the incompatibility between the design tools and the configuration management system (CMS), especially in the area of application-sizing and what-if analysis. It has been identified that the problem was due to incorrect configuration information. Although satisfied with the tools, the service manager is concerned about the incompatibility issues and has ordered a review of the situation with a list of alternative options.

Three companies, including both current vendors, submitted proposals for better tool support. The proposals were as follows:

- **Company A** offers design tools which are fully compatible with its CMS tool. Currently these design tools do not support either application-sizing or what-if analysis. More advanced design tools are under development but there have been problems at the early test sites so they cannot at present commit to delivery dates.
- **Company B** has announced an enhancement to its design tools which includes “data extractors” which convert data from other products to its design tool format. An extractor for company A’s data would be ready in six months as part of its normal product offering. Extractors exist for many non-IT components, such as power and environmental systems. This capability has been on the IT organization’s “should have” list but, until now, no major vendors provided this functionality.
- **Company C**, a new company, is the current market-leader of integrated service management tools. Its tools cover the entire service management lifecycle, including service design. Individual design tools are not “best of breed,” but are competitive and include application-sizing and what-if analysis. The insurance company considers the tools offered by company C to be equivalent in quality to the company A’s tools. To take full advantage of the integrated tool, migration all of the insurance company’s system management tools to the new toolset would be required. The insurance company’s application management organization estimated that this would take a year.

Scenario Three

The IT organization of a local government department bases its processes, including change management and service asset and configuration management, on ITIL best practice. These processes are efficient and mature.

The IT organization has a contract with a supplier to provide a managed data centre service for its applications and infrastructure. These services are hosted in both a primary and a secondary data centre. The IT organization has decided to outsource the capacity management and IT service continuity management processes to the service provider as well. All other processes, including availability and information security management, will remain the responsibility of the IT organization.

Winning this contract was important for the supplier, and it intends to concentrate extra effort on this contract to ensure it is successful. It is keen to maintain a close relationship with the IT organization with a view to extending the number of services provided over the next three years.

The responsibility for business continuity management will remain with the government department. As a result, the IT organization has stated that it will be unable to share the business continuity strategy and plan with the supplier due to the confidential nature of the government's business. However, it has been agreed that future continuity testing will be scheduled on dates agreeable to both parties.

The two parties have finalized the contract and agreed on the service levels. They have begun the transfer of responsibility, including transfer of data.

The supplier has skilled resources with in-depth experience of capacity and IT service continuity management. The IT organization has struggled to maintain skills and capability in these two processes, which was a key factor in deciding to outsource. The IT organization does not expect to be involved in the design of the outsourced capacity management or IT service continuity management processes.

The supplier has decided to appoint a manager to the combined role of IT service continuity and capacity manager. This person will be dedicated to the contract and will be a member of the IT organization's change advisory board (CAB) in order that the impact of all requests for change (RFCs) can be assessed. The IT organization has appointed a dedicated supplier manager to manage the relationship with the supplier.

Scenario Four

A telecommunications company has had the processes of capacity management, availability management, and IT service continuity management in place for several years. Although each process works well, there have been concerns that they are not collaborating as much as they should. The company has instituted the design co-ordination process to encourage more integration among the processes.

Design work is about to begin on a proposed new service for data sharing, which is being introduced to allow the company to become the market leader. Senior management has stressed that this new service is an essential part of the business strategy and that its success is a key part of the company's future direction.

This new service will require the introduction of technology which is new to IT. Also, the business has made it clear that its estimates of predicted demand are a best approximation and actual experience may be very different. The company, however, intends to advertise the service as being available 24 X 7 with excellent response times.

Scenario Five

A hotel chain has been reviewing its continuity capability in the event of a major disaster. There has been a discussion regarding the types of disasters that each hotel may encounter, what the risks are, how vulnerable each hotel is to these risks, and how to protect the organization whilst it is moving forward. The chief executive officer (CEO) has asked the head of business operations to formally document these risks and to take ownership of the overall business response. The CEO has also asked the chief information officer (CIO) to consider how IT services will continue to be available if any of the hotel sites were to be affected by a disaster.

The CIO has recommended that a manager for IT service continuity management (ITSCM) should be appointed to ensure that IT supports the overall continuity of the business in the event of a disaster.

Scenario Six

A banking organization has mature event management and incident management processes, and an effective service desk. Unfortunately, users are disappointed with the performance of some of the IT services. The most significant area of concern is the reporting service.

The reporting service runs on several dedicated servers and allows users to request standard reports or to generate customized reports. Users are also able to view their reports on-line. These reports can either be very simple and require little computing resources, or can be very complex and require a single server for an extended period of time. Reports can be requested and generated at any time, including weekends. On-line viewing of reports usually takes place on weekdays between 9:00 a.m. and 5:00 p.m.

Users are satisfied with the types of reports available, but there have been complaints about reports not being available on time, slow response times in viewing reports, and an inability to access the report viewer when required. In a recent management meeting, the chief financial officer expressed frustration with these issues and demanded that they should be fixed by the IT organization.

The IT organization is not sure what is causing these issues and has been unable either to predict or prevent them. A member of the IT organization has made the following observations:

- Security software installed on the servers is set to run at 10:00 a.m. every day and consumes significant central processing unit (CPU) capacity for more than two hours.
- Several new reports were added recently, however the impact they would have on existing reports was not identified.

Action is urgently required as the accounting department, which generates most of the report requests, intends to double its staff within the next six months. No new report types are anticipated, however demand for existing reports is expected to increase significantly.

Scenario Seven

A commercial statistics organization maintains a database of population statistics. The organization's customers include local and foreign government agencies, private companies, financial service institutions, academic researchers, and private citizens.

The organization provides a wide variety of on-line reports and research tools to its customers. The organization also has a team of analysts that helps customers who are unable to perform their own research. All customers expect their queries and report requests to be kept confidential.

The organization has a service desk which provides customers with advice and guidance, and which allows them to raise incidents against the statistical research and reporting services.

A number of other service providers have recently moved into this market space. The organization has decided to repackage its services to provide greater differentiation which, it is hoped, will help it retain its existing customers and attract new customers.

The organization has identified the following patterns of business activity (PBAs) required by its customers:

1. Simple on-line database queries:
Queries can be entered at any time and are completed quickly.
2. Data downloads:
Downloads can be entered at any time, and require large amounts of resources.
3. On-line research:
Research can be complex and resource intensive.
4. Delivery of standard reports:
The type of report requested by different customers varies significantly.
Demand is very predictable.
5. Analyst-assisted research:
Customers work with a CSO analyst either via telephone or on-line chat.
Provision is expensive, due to the cost of the analyst.

CSO has also identified the following user profiles within its customer base:

Customer Type	Customer Description	PBAs
A	Government agencies	2, 4
B	Commercial enterprises	4, 5
C	Market research firms	1, 2, 3, 4
D	Academic researchers	1, 2, 3, 4, 5
E	Professional economists	3, 4
F	Investment analysts	2, 3, 4
G	Private individuals	1, 4, 5

Scenario Eight

An organization has an internal IT department which provides support for the infrastructure, desktop services and applications used by 2500 staff at the organization's head office.

The IT department provides services based upon ITIL best practices and, historically, has had a good relationship with the business. Recently, the organization has experienced a number of prolonged periods of downtime for two critical business applications. This downtime has significantly affected the service delivered to customers and it has required a lot of administrative effort to process customer requests manually. In addition, performance issues affecting the organization's financial management application have caused delays in issuing invoices. This performance degradation is under investigation by the IT department in conjunction with the third-party supplier of the financial management application.

The chief information officer (CIO) is concerned that the recent problems may have had a negative impact on the business' perception of the IT department. The CIO is unable to quantify the impact of the recent problems because the IT department does not measure its performance.

The CIO wants to have a better understanding of the performance of IT services and service management processes in order to have accurate information when meeting with the business.