



## ITIL® Intermediate Lifecycle Stream:

### SERVICE TRANSITION CERTIFICATE

*Sample Paper 2, version 6.1*

Gradient Style, Complex Multiple Choice

#### **QUESTION BOOKLET**

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**Gradient Style Multiple Choice**

**90 minute paper**

**Eight questions, Closed Book**

#### **Instructions**

1. *All 8 questions should be attempted.*
2. *You should refer to the accompanying Scenario Booklet to answer each question.*
3. *All answers are to be marked on the answer grid provided.*
4. *You have 90 minutes to complete this paper.*
5. *You must achieve 28 or more out of a possible 40 marks (70%) to pass this examination.*

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## Question One

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### Refer to Scenario One

As the bank's IT manager, you are making a presentation to senior IT leadership and branch management to gain support for upgrading the existing service management tool to enable a configuration management system (CMS).

Which one of the following options contains the BEST KEY points for your presentation to address the issues described in the scenario?

- A.
  - There will be a significant increase in the quality and accuracy of asset information. This will enable IT to report on software licence compliance
  - Introducing a CMS will enable incident management to identify faulty configuration items (CIs) more quickly and thus reduce the impact that incidents have on IT services
  - The business will better understand the value of IT components in use.
- B.
  - Sharing data will allow IT to better understand the configuration and relationships of services, and the impact of incidents and failed changes
  - A CMS will allow IT to account for, manage, and protect the integrity of CIs, ensuring only authorized components are in use and only authorized changes take place
  - Improved reporting capabilities will help IT improve their service levels and customer satisfaction.
- C.
  - Using integrated data from across the support organization will allow IT to better manage and prevent outages and understand the impact that IT faults and failed changes have on the services that IT delivers to the business
  - More accurate information will enable better decision-making and improved ability to successfully deliver changes and optimize support costs
  - Improved reporting capabilities will support compliance with regulatory reporting requirements.
- D.
  - More accurate information will be available and shared across the support organization, which will result in improved ability to identify service-related costs
  - Improved reporting capabilities will increase the efficiency and effectiveness of service management processes and enable better forecasting of changes
  - Over time, the average time to implement changes will decrease, thus allowing IT to be more responsive to the business.

## Question Two

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### Refer to Scenario Two

Which one of the following approaches to change evaluation is MOST likely to prevent similar problems in the future?

- A. Establish a change evaluation process that assesses predicted performance of the service at the beginning and at key stages throughout the transition stage. The focus is on assessing the beneficial effect of a service change based on modelling and measurement of business outcomes. An evaluation report is delivered to change management to enable a decision regarding whether or not to accept the proposed new or changed service.
- B. Once a service has been built as designed, the business customer must assess whether the service is to be accepted, since only the business can say whether the service will deliver the necessary benefits at the previously determined costs. Acceptance involves the business validating that a new or changed service will deliver the required utility and enable the business to comply with regulatory controls.
- C. With input from the business and IT, establish a change evaluation process which will consider all anticipated and actual effects of the new or changed service at various key stages of service transition, from receipt of the service design package to early life support. The process will enable recommendations to be made to change management as to whether to accept or reject the service change based on anticipated business value at each stage.
- D. Establish a change evaluation process that can be used to formally review the anticipated risk to the business of continuing with service transition after a service has been built, and before proceeding with subsequent transition activities. Once the business understands the risks and has confirmed acceptance, then testing can be carried out. Once change management authorizes deployment, the deployment can be completed quickly before circumstances change.

## Question Three

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### Refer to Scenario Three

Which of the following options provides the BEST method for understanding the stakeholders' position and planning an approach to address their concerns?

- A. Consult with the directors, chief executive officer (CEO), head of IT, and all departmental managers. Identify whether there are any other key stakeholders. Determine the interests of each stakeholder, how each project will impact on them, how they will benefit, and whether they can influence the others. Analyse and use the captured information to develop and execute a communication strategy.
- B. Use Professor Kotter's eight steps to establish a sense of urgency and create a guiding coalition. Begin by confirming who the stakeholders are, what their interests and influences are, how they would engage with each project, what information needs to be communicated to them, and how feedback will be processed. Document and analyse the captured information.
- C. Create a RACI matrix that focuses on the following key stakeholders: 1) change sponsors, 2) change enablers, and 3) change agents. Identify which roles are responsible, accountable, consulted or informed as part of the continuing ITIL project. Carry out the same steps for the online banking project. Communicate the two RACI matrices to the directors so they can make a decision.
- D. Identify all of the stakeholders and invite them to ITIL awareness training sessions. This will provide them with the information required to understand how the additional processes will help them deliver their goals. Give targeted awareness sessions on the benefits of the service transition processes to the CEO and the directors.

## Question Four

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### Refer to Scenario Four

Which one of the following sets of roles and descriptions BEST reflects those that the chief information officer (CIO) should introduce to improve the performance of service transition?

- A. **Evaluation manager** – This role should be performed by the release and deployment manager and is focused on evaluating the predicted and actual performance of a service change. This role must understand and be able to assess the balance between managing and taking risks.

**Service testing manager** – This role should be undertaken by a new resource, not the release and deployment manager. It is focused on providing confidence and objective evidence that a new or changed service will support business and stakeholder requirements, including the agreed service levels. This role addresses any issues, errors or risks identified during testing.

- B. **Service transition manager** – The IT services manager should fill this role and act as the key interface for senior management in terms of service transition planning and reporting. This role manages and co-ordinates the functions involved in service transition and also handles related budgeting and accounting activities.

**Release packaging and build manager** – This role should be undertaken by the release and deployment manager as most development is contracted out. This role establishes the final release configuration, builds and tests the final release, reports outstanding known errors and workarounds, and provides input for the final authorization.

- C. **Service transition manager** – The IT services manager should fill this role and act as the key interface for senior management in terms of service transition planning and reporting. This role manages and co-ordinates the functions involved in service transition and also handles related budgeting and accounting activities.

**Service testing manager** – This role should be undertaken by a new resource and is focused on ensuring new or changed services are fit for purpose and fit for use. This role confirms that customer and stakeholder requirements are correctly defined and remedies any errors or variances early in the service lifecycle.

- D. **Evaluation manager** – This role should be undertaken by a new resource and is focused on assessing the actual performance of a change against its predicted performance. This role provides interim and final evaluation reports to change management to support effective decision-making.

**Service testing manager** – This role should be undertaken by the release and deployment manager and is focused on ensuring that a new or changed service matches its design specification and will meet the needs of the business. This role quality assures releases and addresses issues, errors and risks identified during testing.

## Question Five

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### Refer to Scenario Five

As the manager of the new service desk function, you are meeting with the owner of the knowledge management process to understand how that process and a service knowledge management system (SKMS) can help.

Which one of the following sets of options BEST addresses the interests of all stakeholders in this situation?

- A.
  - Promote the benefits of using a single system for knowledge management
  - Increase confidence in the service desk by using more comprehensive knowledge resources to improve the first contact resolution rate
  - Provide users with access to FAQs, known errors and web-based training courses via the SKMS.
  
- B.
  - Measure and promote the benefits of improved knowledge transfer via an SKMS
  - Identify a knowledge librarian who can eliminate duplicated, confusing and unnecessary information from the SKMS
  - Set a clear policy regarding how often the SKMS will be audited and by whom.
  
- C.
  - Store required knowledge and information in an SKMS which can be accessed by all stakeholders
  - Use the SKMS to record and transfer information about errors, workarounds etc. which are detected during service transition
  - Establish community portals and reward collaboration and knowledge-sharing.
  
- D.
  - Rather than consolidate the help desks, federate the tools currently being used by these teams into a single SKMS
  - Ensure the configuration data that underpins the SKMS is accurate and complete
  - Verify that all CIs that underpin the SKMS are under change management control.

## Question Six

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### Refer to Scenario Six

You are the IT service manager and are using the feedback received to prepare a recommendation for the chief information officer.

Which one of the following options would be the BEST approach to propose?

A. The following areas are the most important for service transition to focus on:

- Implement the change evaluation process
- Formalize service transition's role in organizational change.

While focusing on the following processes would show improvements for service transition, they are not the first priority and should be scheduled for the next phase:

- Release and deployment management
- Service validation and testing.

B. The following areas are the most important for service transition to focus on:

- Implement the change evaluation process
- Implement release and deployment management.

While focusing on the following areas would improve the performance of service transition, they are not the first priority and should be scheduled for the next phase:

- Service validation and testing
- Service transition's role in organizational change.

C. The following areas are the most important for service transition to focus on:

- Implement service validation and testing
- Formalize service transition's role in organizational change.

While focusing on the following processes would show improvements for service transition, they are not the first priority and should be scheduled for the next phase:

- Transition planning and support
- Release and deployment management.

*Question continues overleaf*

D. The following areas are the most important for service transition to focus on:

- Implement the change evaluation process
- Implement knowledge management.

While the following areas would improve the performance of service transition, they are not first priority and should be scheduled for the next phase:

- Service transition's role in organizational change
- Release and deployment management.



## Question Seven

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### Refer to Scenario Seven

Which one of the following options demonstrates the MOST IMPORTANT considerations and critical success factors (CSFs) for establishing service transition in this situation?

- A. Integration with other lifecycle stages and processes is a CSF for service transition. It relies on service strategy for policies and constraints, whilst service design is needed as the principal source of the acceptance criteria and plans that determine the approach for transitioning services into production. Simple change management, release and deployment management (RDM), service validation and testing (SV&T) and change evaluation processes are needed. These processes together with a commitment to continual improvement will help reduce the time taken to deliver changes and the variation in time, cost and quality predictions during and after transition.
- B. Service transition has both upstream and downstream relationships with other lifecycle stages and processes. It depends heavily on service operation resources to provide input to testing and service acceptance activities and to handle errors detected during testing. Appropriately-scaled change management, RDM and SV&T processes are CSF's which ensure business and service level requirements are being met. A transition planning and support process is also needed to ensure adequate capacity and resources to deploy new or changed services on time and on budget. This will result in improved customer satisfaction ratings during and after service transition.
- C. A formalized approach to service strategy is a CSF as it influences the overall structure for service transition by providing the service portfolio, constraints and requirements. Change and release and deployment management processes that reflect the scope, budget and culture of the organization are needed. These processes are critical as they integrate with all of the other lifecycle stages, in particular with service strategy and service design to update the service portfolio and service catalogue. This will build a thorough understanding of business priorities and risks that may have an impact on the transition of services in the service portfolio.
- D. Building a thorough understanding of risks that have had or may have an impact on successful service transition is a CSF. Formalized change management practices will address these risks and will provide insight into the resources required to successfully deploy new or changed services, along with the expected ROI. Change management spans the service lifecycle and so it will facilitate a greater understanding of the different stakeholder perspectives that underpin risk management. This will ensure that costs are kept low, unplanned outages are reduced, and there is no loss of revenue as a result of poor service transition.

## Question Eight

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### Refer to Scenario Eight

Which one of the following options BEST explains to the chief executive officer (CEO) how service transition can help support the success and growth of the company?

- A. Effective service transition can complement the business strategy of acquisition and divestments by improving the company's ability to handle a high volume of changes and releases across its customer base. ITIL service transition will improve the company's understanding of the level of risk during and after change, and could give them a competitive advantage by improving customer confidence in the degree of compliance with business and government requirements during change.
- B. Effective service transition can complement the business strategy of acquisition and divestments by improving the company's ability to handle high volumes of change. ITIL service transition can give the company the ability to adapt quickly to new or changing requirements and market developments, giving them a competitive advantage. ITIL service transition can also assist in improving the management of corporate mergers, divestments, acquisitions and transfers of service through rigorous control points.
- C. Service transition sits between the service design and service operation stages of the service lifecycle. Effective service transition will enable the company to extend its business strategy by adding new services to its portfolio, and by ensuring services comply with the company's policies and constraints. ITIL service transition will help the ever-changing business environment by enabling a seamless integration of best practices into the organization.
- D. Effective service transition can deliver what the business and newly acquired businesses require within financial and other resource constraints. ITIL service transition can provide plans that are aligned with the business and IT and can improve communications and inter-team working. ITIL service transition will provide the important change authorization criteria needed to avoid unnecessary risk and enable smoother mergers, divestments, acquisitions and transfers of service.