ITIL® Intermediate Lifecycle Stream:

SERVICE TRANSITION CERTIFICATE

Sample Paper 1, version 5.1

Gradient Style, Complex Multiple Choice

QUESTION BOOKLET

Gradient Style Multiple Choice
90 minute paper
8 questions, Closed Book

Instructions

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

Refer to Scenario One

You have been hired as an ITSM consultant and have been asked to provide guidance on the development and implementation of change management within the bank.

Which one of the following options is the BEST course of action for this organization?

A. Develop a change management process that will be implemented across the entire IT organization and, in order to address the specific issues, ensure that the process includes:

- A range of different change models to handle each different type of change
- A change authorization matrix indicating sign-off levels for the various types of change
- A risk model to be used by all of IT to support the assessment and evaluation activities

B. Develop a change management process that will be implemented across the entire IT organization and, in order to address the specific issues, ensure that the process includes:

- A range of different change models to handle each different type of change
- Establishing a single change advisory board (CAB) to handle the change requests consistently across the organization
- A risk model to be used by the change management team to support the assessment and evaluation activities

C. Develop change management processes matched to different business units that will cover the whole organization and, in order to address the specific issues, ensure that the process includes:

- A range of different change models to handle each different type of change
- An approval process signed off by a local change manager
- Regular audit for compliance and relevance carried out by a central change manager role
- Detailed reporting of change statistics to the central change role

D. Develop a change management process that will be implemented across the entire IT organization and, in order to address the specific issues, ensure that the process includes:

- A range of different change models to handle each different type of change
- Establishing a single CAB that considers all change requests
- Central assessment of risk by the change management team to ensure changes are as low risk as possible
- Escalation of all change-related incidents to IT services manager to ensure tight control
Question Two

Refer to Scenario Two

Based on ITIL best practices, which one of the following options provides the MOST appropriate response to address the issues raised by the change manager?

A. The evaluation plans being produced are the appropriate output from the change evaluation process; however, the change manager may need training to better understand how to use the plans after changes are completed. The evaluation plan should be used by the change management team to measure any deviations between intended benefits and actual performance after changes are complete. The results will provide accurate, fact-based views of every change and avoid perception-based judgements by the business stakeholders, therefore enabling a better dialogue about performance.

B. Evaluation plans are important, but are not the output of the change evaluation process. The change evaluation process manager needs to realize that there should also be a focus on producing evaluation reports. Evaluation reports are needed by change management to accept or reject changes based on the analysis of actual versus predicted performance. The change manager should be receiving an evaluation report which includes a risk profile, deviation report, and other statements as appropriate, along with a recommendation to change management to accept or reject the change.

C. The evaluation plans should be supplemented by evaluation reports to provide the appropriate qualification and validation of the change before it is implemented. However, the change manager needs to realize that complaints about improved outputs to help service transition should be directed to the service validation and testing process and not the change evaluation process. The evaluation plans are intended as inputs to the service validation and testing process, so that proper evaluation activities can occur during the other service validation steps. The change evaluation process is performing correctly, and the change manager needs to channel his expectations for additional evaluation reports and test result outputs to the service validation and testing process manager.

D. The change manager is correct to point out that more outputs should be coming from the change evaluation process. The change evaluation process is accountable for not only producing evaluation plans, but also for actually evaluating the predicted and actual performance before a change is implemented. A resulting evaluation report should be produced and provided directly to the service validation and testing process and the change management process. While the report should include a deviation analysis, risk profile information and other statements, it is inappropriate for change evaluation to overextend its scope and to recommend whether change management should accept or reject the change.
**Question Three**

Refer to Scenario Three

You have been hired as the organizational change expert.

Which one of the following list of activities would BEST help to improve acceptance for adopting ITIL in this organization?

A. Focusing on IT staff, move forward with the chief information officer’s (CIO’s) ITIL implementation and:
   - Arrange for the chief executive officer (CEO) and CIO to lead an IT staff meeting to present the ITIL programme and its benefits
   - Conduct an organizational cultural assessment to identify key areas within the organization in which to target specific messages
   - Create a communication plan based on the cultural assessment
   - Immediately deliver formal ITIL training to key IT staff members

B. Focusing on IT staff, do the following:
   - Create a project team made up of the key influencing staff from across the IT organization
   - Create a stakeholder map to help manage the stakeholders and communications
   - Create a communication plan to deliver within a short timeframe, and provide formal ITIL training to all appropriate staff members, including non-IT staff
   - Arrange a set of workshops with the CIO, the project team and selected staff from across the IT organization. Include those who are negatively impacted by, and strongly opposed to, the change. Discuss how this will benefit the IT staff and bring the value to the business

C. Focusing on IT staff, move forward with the CIO’s implementation of ITIL and:
   - Conduct an organizational cultural assessment to identify key areas within the organization that are most at risk of not understanding or resisting the ITIL implementation
   - Target communications immediately at those groups who are resistant to the transition
   - Create a commitment planning chart to manage the commitment level of individuals and groups
   - Create a stakeholder map to proactively monitor and address “employee shock” resulting from significant changes

D. Focusing on the project, move forward with the CIO’s implementation of ITIL and:
   - Rapidly develop a communication plan targeted at those individuals who are sympathetic with the change to create positive feedback and a positive environment
   - Create a stakeholder map to help manage stakeholders through the transition by ensuring communication is targeted appropriately
   - Execute the communication plan by scheduling communications based on project milestones to keep the user community aware of the transition and the progress. Users who are negatively impacted by the change should be handled privately by management as they have the potential to negatively impact the success of the transition as a whole. Their competence of the ‘old way of doing things’ should be acknowledged in an attempt to generate engagement as the change transitions take place
   - Complete an organizational cultural assessment to monitor the progress of the transition and to identify further opportunities for improvement
**Question Four**

Refer to Scenario Four

Which one of the following collections of service transition processes and value statements BEST addresses the concerns of the chief executive officer (CEO)?

A.

<table>
<thead>
<tr>
<th>Service transition process</th>
<th>Value statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transition planning and support</td>
<td>Proactively seeks business benefits such as reduced costs, improved services or increased ease and effectiveness of support when bringing new changes or services into production.</td>
</tr>
<tr>
<td>Service validation and testing</td>
<td>Ensures that the integrity of a release package and its constituent components is maintained throughout the transition activities.</td>
</tr>
<tr>
<td>Change evaluation</td>
<td>Sets stakeholder expectations correctly and provides effective and accurate information to change management to make sure that releases which could affect service capability and introduce risk have been adequately tested.</td>
</tr>
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B.

<table>
<thead>
<tr>
<th>Service transition process</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Transition planning and support</td>
<td>Plans and coordinates the resources to ensure that the requirements defined in service strategy are encoded into the service design and effectively realized in service operation.</td>
</tr>
<tr>
<td>Release and deployment management</td>
<td>Ensures that release and deployment plans are defined and agreed with the business, deploys releases into production, establishes the effective use of services, protects the integrity of existing services and permits handover to service operation.</td>
</tr>
<tr>
<td>Service validation and testing</td>
<td>Ensures that a release is fit for purpose and fit for use and provides value to customers and their business.</td>
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C.

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Release and deployment management</td>
<td>Deploys releases into production and establishes the effective use of services in order to deliver value to the customer; permits handover to service operation.</td>
</tr>
<tr>
<td>Service validation and testing</td>
<td>Ensures that services will provide value to customers and their business.</td>
</tr>
<tr>
<td>Change evaluation</td>
<td>Sets stakeholder expectations correctly and provides effective and accurate information to change management to make sure that releases which could affect service capability and introduce risk have been adequately tested.</td>
</tr>
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Question continues overleaf
D.

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</tr>
<tr>
<td>Service validation and testing</td>
<td>Ensures that services are fit for purpose and fit for use and will provide value to customers and their business; provides an understanding of the risks.</td>
</tr>
<tr>
<td>Change evaluation</td>
<td>Sets stakeholder expectations correctly and provides effective and accurate information to change management to make sure that changes which adversely affect service capability and introduce risk are not transitioned unchecked.</td>
</tr>
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</table>
Question Five

Refer to Scenario Five

Which one of the following sets of service transition measurements is the BEST choice to present?

A.  
- Cost of testing and evaluation vs. cost of incidents
- Reduction in the percentage of the number of incidents that are caused by changes
- Number of continual service improvement initiatives implemented within the service transition lifecycle
- Number of updates to the service portfolio

B.  
- Percentage of service lifecycle budget allocated to service transition activities
- Number of continual service improvement initiatives implemented within the service transition lifecycle
- Cost of testing and evaluation vs. cost of incidents
- Increased productivity of staff

C.  
- Percentage of customer and stakeholder organizations or units that have a clear understanding of the service transition practice and its capabilities
- Increased percentage of service transition plans that are aligned with the business, IT, service management strategies and plans
- Percentage of service lifecycle budget allocated to service transition activities
- Number of continual service improvement initiatives implemented within the service transition lifecycle

D.  
- Quality rating of release planning documents, including adherence to a structured approach, in compliance with templates and judged on completeness
- Percentage of customer and stakeholder organizations or units that have a clear understanding of the service transition practice and its capabilities
- Increased percentage of service transition plans that are aligned with the business, IT, service management strategies and plans
- Percentage of service lifecycle budget allocated to service transition activities
Question Six

Refer to Scenario Six

Based on ITIL best practices which one of the following approaches would you recommend as the BEST initial scope approach for service asset and configuration management (SACM) to meet the organization’s needs?

A. Create a configuration management plan that defines the scope for SACM. The initial scope should be created by working with the key stakeholders to define and agree on levels of configuration item (CI) detail as well as the number and types of attributes that should be shared information. The data is most likely to be maintained in several databases, thus creating a need for a federated, logical configuration management system (CMS) that relies upon coordinated physical configuration management databases (CMDBs). This would allow some local level of further detail to be kept but not impede the federated view.

B. Create a configuration management plan that defines the scope for SACM. The initial scope will meet each manager’s needs to have different levels of detail. Stakeholders will be allowed to track their own attributes in their spreadsheets or other databases to facilitate a quick and widely accepted SACM process, that offers rapid and achievable benefits to all parties, rather than a long-term project which delivers full technical details.

C. Create a configuration management plan that defines the scope for SACM which incorporates a single database. Stakeholders will agree on the level of detail, taking into account their requirements, and they will aim to populate the single database, as the organization wants to get rid of all the multiple databases and the redundant work they create.

D. Create a configuration management plan that defines the scope for SACM to be the exact scope that is in place for change management. Thus all services, systems and physical components that are under the control of change management and go through the change process will also be under control of SACM and the changes will be captured in the CMDB in a single repository of information. The SACM process owner working with the key stakeholders will determine what attributes are maintained for the CIs, driven by the degree of change control exercised for each CI.
**Question Seven**

Refer to Scenario Seven

Which one of the following options is the MOST appropriate approach for the service asset and configuration management (SACM) process roles and responsibilities?

A. Given the very different responsibilities and duties, three separate staff roles should be established and staffed first, namely a SACM process manager, a configuration analyst, and a configuration librarian. This provides the appropriate checks and balances between roles. Once the process has been implemented, a dedicated configuration management system (CMS)/tools administrator role should be considered to handle technical housekeeping of the CMS.

B. The CMS/tools administrator should be the first role to be defined and staffed, in order to properly assess the current service management tool portfolio for configuration management capabilities. Given the significant upfront work typically needed for planning the CMS, this role would ensure that the tools would be ready to manage the process designed by the process owner.

C. The priority should be the role of the SACM process manager. This role would define the plan and scope, and implement the SACM process. Depending on the operational requirements, separate roles for configuration analyst, librarian and CMS/tools administration should be evaluated at a later date when more is known about the implementation plans.

D. SACM process manager and configuration analyst roles should be defined and staffed first. The SACM process manager will be needed to set policy and begin an awareness campaign to win support for the process. The configuration analyst role can focus on the scope, process and procedures while also evaluating what configuration librarian and CMS/tools administration support will be needed.
**Question Eight**

**Refer to Scenario Eight**

Which of the following options lists the MOST appropriate critical success factors for service transition?

A. • Integrating with other lifecycle stages and processes  
   • Developing good quality systems, tools, processes and procedures  
   • Automating processes to eliminate errors and improve efficiency

B. • Integrating with other lifecycle stages and processes  
   • Establishing a culture that enables knowledge to be shared fully  
   • Demonstrating improved cycle time to deliver changes and less variation in the predicted cost, quality and time

C. • Maintaining a stable production environment  
   • Developing performance measures  
   • Ensuring that service transition budgets are not impacted by events earlier in the service lifecycle

D. • Defining clear accountabilities, roles and responsibilities  
   • Demonstrating improved customer and user satisfaction during service transition  
   • Understanding and managing stakeholder perspectives and maintaining buy-in and commitment