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QUESTION 1

What is the best definition of an Incident Model?

A. A type of incident involving an authorized Configuration Item (CI)

B. The template used by Service Desk analysts to record incidents

C. A set of pre-defined steps to be followed when dealing with a known type of incident

D. An Incident that is easy is solved at first contact

Correct Answer: C

QUESTION 2

Operations Control refers to?

A. The managers of the Event and Access Management Processes

B. Overseeing the monitoring and escalating of IT operational events and activities

C. The tools used to monitor the status of the IT Network

D. The situation where the Service Desk manager is required to monitor the status of the infrastructure when Service Desk Operators are not available

Correct Answer: B

QUESTION 3

Technical Management is NOT responsible for?

A. Maintenance of the technical Infrastructure

B. Documenting and maintaining the technical skills required to manage and support the IT Infrastructure

C. Defining the Operational Level Agreements for the various technical teams

D. Diagnosis of, and recovery from, technical failures

Correct Answer: C

QUESTION 4

Scenario

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

Film Production Television (production and delivery of their own channel in the United 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 in the delivery of printed newspapers, as well as being the centralized source of news information for all company owned media 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.

There is some confusion as to how the process of AccessManagement should be designed. In particular, there is debate as tohow the process should be integrated into the overall approach of ITService Management within Vision Media. The IT director has askedfor submissions from some of her staff, describing how they thinkAccess Management should be designed.

Which of the following submissions describes the most appropriateway in which to design and implement Access Management withinVision Media?

A. The design of a quality Access Management process will need toconsider the current state of IT Service Management that exists withinthe IT department, as well as the organizational requirements ofVision Media in general. This will require interfaces to be createdwith: Information Security Management: Which is responsible forthe development and renewal of security policies, guidelinesand procedures, which are then executed by AccessManagement Service Level Management: Which is responsible defining thecustomer requirements for access to IT services Request Fulfillment: Access Management will often betriggered by Service Requests, taken by the Service Desk orsubmitted using automated and self-help mechanisms Change Management: Request for Changes (RFCs) will ofteninvolve modification of access rights Demand Management: Which will provide information as tothe patterns of business that will generate requests foraccess. Outside the scope of IT Service Management, some of the interfacesthat will also need to be created are: Human Resources: So that effective (and automated)communication exists to assist in the creation, modification,removal and audit of access rights. General: Direct requests from department managers Requests for enabling increased access for VIP staff

B. The design of an efficient Access Management process will need toaccount for the existing IT Service Management processes alreadyimplemented within the IT department, as well as the HumanResource requirements of Vision Media in general. This will requireinterfaces to be created with: Information Security Management: Which is responsible forthe development and renewal of security policies, guidelinesand procedures, which are then executed by AccessManagement Capacity Management: Which is responsible for the design ofsystems and infrastructure, which are in turn supported byAccess Management Knowledge Management: Each Knowledge base will requirevarious levels of access to be defined and enforced. Change Management: Request for Changes (RFCs) will ofteninvolve modification of access rights Demand Management: Which will provide information as tothe patterns of business thatwill generate requests foraccess Outside the scope of IT Service Management, some of the interfaces that will also need to be created are: Legal Services: So that the Legal department can verify the request for access is appropriate and lawful. ?General: Direct requests from department managers Requests for enabling increased access for VIP staff

C. It is important that the implementation of Access Managementconsiders a number of key interfaces with existing IT

ServiceManagement processes, as well as other business processes, toensure success and satisfaction of its defined objectives. Thisincludes: Information Security Management: Which is responsible forthe development and renewal of security policies, guidelinesand procedures, which are then executed by AccessManagement Availability Management: Which is responsible for the designof security systems and infrastructure, which are in turnsupported by Access Management Request Fulfillment: Access Management will often betriggered by Service Requests, taken by the Service Desk orsubmitted using automated and self-help mechanisms Change Management: Request for Changes (RFCs) will ofteninvolve modification of access rights Configuration Management: Which can be used to recordrelationships between users and systems they can access. Outside the scope of IT Service Management, some of the interfaces that will also need to be created are: Human Resources: So that effective (and automated) communication exists to assist in the creation, modification, removal and audit of access rights. General: Direct requests from department managers Requests for enabling restricted access to contractorsand external suppliers

D. Access Management will need to be implemented in isolation fromexisting IT Service Management processes already in place at VisionMedia so that its\\' integrity can be ensured. The only exception to thisis Information Security Management, which is responsible for thedevelopment and renewal of security policies, guidelines andprocedures. Access Management uses these as formal inputs, whichare then executed accordingly.

Correct Answer: C

QUESTION 5

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) buefficient. 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 optionto address the issues identified from the

Staff Skills Analysis?

A. Organize a meeting with the managers of each ITdepartment and form a Communication Plan. This planwill include all agreed methods, reasons and a list ofpersonnel to be included for communications within theOperation departments. This plan will then be distributedto all staff, with a memo that will

include; A photograph of each IT staff member with job title.

Brief Job Description and explanation of their dayto day activities.

In addition, make a proposal to the Business that a Release and Deployment Manager is needed, this

role willnot only take on the responsibility of implementing a formalRelease and Deployment process

but will, manage thebuild, test and deployment departments and will alsoensure that there is a

consistent communication route tothe service desk on upcoming releases and organizingtraining/

knowledge updates and consultation with servicedesk staff on new or changed services.

B. Organize a meeting with the managers of each IT departmentand form a Communication Plan. This plan will include allagreed methods, reasons and a list of personnel to beincluded for communications within the Operationdepartments. This plan will then be distributed to all staff, witha memo that will include; A photograph of each IT staff member with job title Brief Job Description and explanation of their dayto day activities In addition, ask for the service desk to be sent copies ofthe release schedule so they are informed of upcomingreleases.

C. Recommend to the Business that a new staff trainingprogram needs to be implemented that will include oneservice desk member per week shadowing a member ofstaff in each of the Business Process areas to learn howthey do things and what the business objectives are. Inaddition, request a weekly update from the build, test anddeployment areas on any upcoming releases, includingany relevant information that will enable the service deskstaff to provide a better service to the customer.

D. No immediate action required. You will work on a newtraining and communication policy that will formalize theprocess of communication and knowledge transferbetween departments. You will also recommend that thefirst ITSM process to be implemented with be a formalizedIncident Management process to ensure that effectivemeasurements and analysis is taking place and that thereis monitoring of staff competency and skill.

Correct Answer: A

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