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QUESTION 1

Scenario

Vision Media is an international media organization, operating various lines 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 is comprised 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 news provider about the possible acquisition of their company. This would increase the overall size of Vision Media by around 15%.

The Information Technology department acts as a Shared Service Unit, providing IT Services to all of sub-companies and departments, which complement some of the Internal Service Providers that also exist. The director of Information Technology has realized the need to improve the quality of services offered by implementing ITIL, and has decided to do so using a phased approach. Some of the Service Design and Service Transition processes have already been implemented, and they are now planning the implementation of Service Operation.

While the IT director does have tentative support from the other directors and CEO, budgets for implementing the Service Operation processes have not been finalized, and still require a business case to be formally submitted.

There is some confusion as to how the process of Access Management should be designed. In particular, there is debate as to how the process should be integrated into the overall approach of IT Service Management within Vision Media. The IT director has asked for submissions from some of her staff, describing how they think Access Management should be designed.

Which of the following submissions describes the most appropriate way in which to design and implement Access Management within Vision Media?

A. The design of a quality Access Management process will need to consider the current state of IT Service Management that exists within the IT department, as well as the organizational requirements of Vision Media in general. This will require interfaces to be created with: Information Security Management: Which is responsible for the development and renewal of security policies, guidelines and procedures, which are then executed by Access Management Service Level Management: Which is responsible defining the customer requirements for access to IT services Request Fulfillment: Access Management will often be triggered by Service Requests, taken by the Service Desk or submitted using automated and self-help mechanisms Change Management: Request for Changes (RFCs) will often involve modification of access rights Demand Management: Which will provide information as to the patterns of business that will generate requests for 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 increased access for VIP staff

B. The design of an efficient Access Management process will need to account for the existing IT Service Management processes already implemented within the IT department, as well as the Human Resource requirements of Vision Media in general. This will require interfaces to be created with: Information Security Management: Which is responsible for the development and renewal of security policies, guidelines and procedures, which are then executed by Access Management Capacity Management: Which is responsible for the design of systems and infrastructure, which are



in turn supported by Access Management Knowledge Management: Each Knowledge base will require various levels of access to be defined and enforced. Change Management: Request for Changes (RFCs) will often involve modification of access rights Demand Management: Which will provide information as to the patterns of business that will generate requests for access 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 Management considers a number of key interfaces with existing IT Service Management processes, as well as other business processes, to ensure success and satisfaction of its defined objectives. This includes: Information Security Management: Which is responsible for the development and renewal of security policies, guidelines and procedures, which are then executed by Access Management Availability Management: Which is responsible for the design of security systems and infrastructure, which are in turn supported by Access Management Request Fulfillment: Access Management will often be triggered by Service Requests, taken by the Service Desk or submitted using automated and self-help mechanisms Change Management: Request for Changes (RFCs) will often involve modification of access rights Configuration Management: Which can be used to record relationships 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 contractors and external suppliers

D. Access Management will need to be implemented in isolation from existing IT Service Management processes already in place at VisionMedia so that its integrity can be ensured. The only exception to this is Information Security Management, which is responsible for the development and renewal of security policies, guidelines and procedures. Access Management uses these as formal inputs, which are then executed accordingly.

Correct Answer: C

QUESTION 2

Which ITIL process ensures that the IT Services are restored as soon as possible in the case of a malfunction?

- A. Change Management
- B. Incident Management
- C. Problem Management
- D. Service Level Management

Correct Answer: B

QUESTION 3

Scenario

You are the CIO of a large stockbroking firm, based in Hong Kong. Recently this company has acquired two other major firms in London and New York. Total Company staff now exceeds 800 people. Each Firm currently has their own Service Desk.

Hong Kong has 10 SD staff to 400 employees, with 6 2nd level support staff London has 3 SD staff to 140 employees with 3 2nd level support staff New York has 5 SD staff to 250 employees with 5 2nd level support staff With this new merger comes new support issues. Complaints are coming in to say that there is an imbalance with ratio of IT support staff to users, Service Desks in London and New York are having trouble knowing and supporting new systems



which has resulted in users calling Hong Kong Service Desk. This has resulted in higher resolution times and an inability to get through to the service desk. The Business is not happy with the current situation.

Refer to the scenario.

As CIO, you decide to reorganize the Service Desk structure as a means to address the levels of service. You decide to use a follow the sun Service Desk. Which of the following descriptions do you present to the Business as your solution?

A. By implementing a follow the sun SD, you use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You then ensure that SD staff are trained on all current services. You appoint 2 Super Users per Service Desk to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours.

B. By implementing a follow the sun SD, you use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You then ensure that all SD staff are trained on all current services and able to provide an average of 60% 1st line support as a target you appoint 2 Super Users per location to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours

C. By implementing a follow the sun SD, you will start by investigating if the current infrastructure is capable of supporting a global service desk, including use of VOIP technology (this is possible). You use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You decide to use English as the main language for all support. You then ensure that all SD staff are retrained on all current services and able to provide an average of 60% 1st line support as a target you appoint 2 Super Users per location to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours

D. By implementing a follow the sun SD, location. You decide to keep local languages for SD. You use current data to determine minimum staffing requirements in each location to support its own location. You then ensure that all SD staff are retrained on local services and able to provide an average of 60% 1st line support as a target. You appoint 2 Super Service Desk Operators per location to act as a buffer and to assist the users.

Correct Answer: C

QUESTION 4

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 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 grown consistently over the years. They are now supplying toy stores nationwide and are



considered to be the primary supplier of children's collectable novelty erasers.

Brewster's IT department is relatively small (currently 15 staff) but efficient. They have recently employed an IT Manager in an attempt to improve the management of the infrastructure, as well as more effective use of resources and identification of areas for improvement.

The Brewster's management teams do not have a lot of IT knowledge. The newly appointed IT Manager is very ITIL focused and wants to implement as many ITSM processes as is appropriate there are currently no formal processes in place. On starting with the company the IT Manager completed an internal assessment of the IT infrastructure including staff skills analysis, and collated the results from 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 to address the issues identified from the

Staff Skills Analysis?

A. Organize a meeting with the managers of each IT department and form a Communication Plan. This plan will include all agreed methods, reasons and a list of personnel to be included for communications within the Operation departments. This plan will then be distributed to 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 day to day activities.

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

role will not only take on the responsibility of implementing a formal Release and Deployment process

but will, manage the build, test and deployment departments and will also ensure that there is a

consistent communication route to the service desk on upcoming releases and organizing training/

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

B. Organize a meeting with the managers of each IT department and form a Communication Plan. This plan will include all agreed methods, reasons and a list of personnel to be included for communications within the Operation departments. This plan will then be distributed to 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 day to day activities In addition, ask for the service desk to be sent copies of the release schedule so they are informed of upcoming releases.

C. Recommend to the Business that a new staff training program needs to be implemented that will include one service desk member per week shadowing a member of staff in each of the Business Process areas to learn how they do things and what the business objectives are. In addition, request a weekly update from the build, test and deployment areas on any upcoming releases, including any relevant information that will enable the service desk staff to provide a better service to the customer.

D. No immediate action required. You will work on a new training and communication policy that will formalize the process of communication and knowledge transfer between departments. You will also recommend that the first ITSM process to be implemented will be a formalized Incident Management process to ensure that effective measurements and analysis is taking place and that there is monitoring of staff competency and skill.

Correct Answer: A

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