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QUESTION 1

Scenario

Vericom is a leading provider of government, business and consumertelecommunication services, and is

currently seeking ways in which toimprove its utilization of IT services to drive growth across its\'

multiplelines of business. One of the largest organizations in the UnitedKingdom, Vericom is comprised of

the following business units:

Verinet (providing ADSL, cable, 3GSM, dialup and satellite services) Infrastructure Services (planning,

installing and maintaining the PSTN and mobile network infrastructure)

VericomTV (Pay TV)

Consumer Sales and Marketing (including 400 Vericom retailoutlets) Business and Government

Finance and Administration

Information Technology Services (Shared Service Unit, however some business units also have their own

internal service provider) Human Resources

Vericom Wholesale (for wholesale of Vericom infrastructureservices)

Due to the extensive scope of infrastructure deployed and largeemployee and customer base, Vericom

continues to rely on legacysystems for some critical IT services; however this is seen as abarrier to future

organizational growth and scalability of servicesoffered. The CIO of Vericom has also raised the concern

that whileimprovements to the technology utilized is important, this also needsto be supported by quality IT

Service Management practicesemployed by the various IT departments.

The project of improving the IT Service Management practicesemployed by Vericom has been outsourced

to external consultantswho are aware of the major IT refresh that is going to be occurringover the next 24

months.

Refer to the scenario.

With Vericom being a large organization (approximately 40 000 staff),some of the business units have

developed their own internal ITdepartments to supplement the services provided by the

centralizedInformation Technology Services (ITS) department. This has occurreddue to the specialized

needs and requirements for technology,specifically Verinet, VericomTV and Consumer Sales and

Marketing.

While the decision has been made that this organizational structure isto remain in place, there has been

identified issues relating to a lackof consistency in IT Service Management processes used by thedifferent

departments and unclear boundaries for the responsibilitiesof the various IT Service Desks. This has

resulted in:

End users calling the wrong Service Desk, requiring the call tobe redirected to the appropriate group

Inconsistency in the categorization and classification ofservice requests, incidents and problems, causing

confusionand frustration when there are multiple IT departmentsinvolved

Known Errors being recorded internally within the various ITdepartments, which may in fact have a wider

impact on thewhole organization when these are not visible to everyone

Inconsistency in the Service Management systems and toolsused for handling service requests, incidents,

problems andKnown Errors.

From the following responses, which BEST represents theapproach you would take to overcome the

issues describedabove?

A. You realize a coordinated approach is the best method,including: The development of the ITS Service Desk to be the singlepoint of contact for ALL end user (internal) queries. This willbe performed over a 6 month period, to take account for anytraining and transfer of knowledge that needs to occur. ThisService Desk will then escalate to the appropriate second linegroup (from any of the IT departments) as required. Develop consistency across all departments for categoriesand priority coding systems used for all service requests,incidents and problems. Build or purchase a consistent service management tool thatwill be used by all IT departments for managing incidents,problems, Known Errors and service requests. Holding regular review sessions involving staff from each ofthe IT departments to discuss current issues, recurring andpotential problems future initiatives.

B. You realize a phased approach is the best method, includingfour phases: Phase 1 ?Build or purchase a service management tool thatwill be used by all IT departments for managing incidents,problems and service requests Phase 2 ?Standardize the use of ITIL processes used by theITS department across all IT departments at Vericom Phase 3 ?Deliver training and awareness sessions for staffregarding the importance of the processes and how theyshould be used. Phase 4 ?Review the success of the project and pass anylessons learnt onto future projects

C. You realize a coordinated approach is the best method,including: Developing a telephone system that will route calls to theappropriate Service Desk based on the user\\'s input. Thisshould also provide the capability for a Service Desk analystto call them back during peak periods. Develop consistency in all the categories assigned to servicerequests, incidents and problems across all IT departments. Build or purchase a service management tool that will be usedby all IT departments for managing incidents, problems,Known Errors and service requests Hold regular review sessions involving key staff from each ofthe IT departments to discuss current issues and potentialproblems.

D. You realize that improving the business awareness of IT ismost important, and address the issues by: Identifying the training requirements of end users to improvetheir use of IT service Implement an online Service Catalogue for all IT Services,with self-help capabilities to log and track incidents, problemsand service requests Assist Service Level Management in improving the visibility ofthe IT organization in general, and identify areas of customersatisfaction that need improving Build or purchase a service management tool that will be usedby all IT departments and end users for managing incidents,problems, Known Errors and service requests

Correct Answer: A

QUESTION 2

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) butefficient. 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, responsescompleted during the past 12 months show an

increase incustomers who were unsatisfied with call waiting times whencontacting the service desk for

help with online orders andrequests 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 abasic understanding of the business

processes andobjectives. However, staff are not well informed of upcomingreleases of new or changed

services and not given adequateinformation to relay to the customers.

Staff added the following additional comments:

"Communication between Service Operationdepartments has become inefficient - there aremeetings for

the sake of meetings, but the importantinformation we need to know to do our day to day jobsis lacking"

"I still don\\'t know what half of the people do, that workin the IT department!"

Results from General IT Infrastructure assessment:

Lack of event monitoring and planning Lack of input from Operational Support departments intoService Design Lack of skill and information sharing across the OperationalSupport 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 most suitable to address theissues identified from the Customer Satisfaction Survey?

A. You decide that the first two ITSM processes that need to be implemented are Incident Management and Request Fulfillment. As this will enable formal management and coordination of the Service Desk, and ensure that Incidents and Service Requests are dealt with accordingly, enabling separate logging and monitoring and faster call response times Send a formal memo to all customers, introducing yourself and your new role, thanking them for their valuable feedback and addressing the issues raised in the survey results and how you intend to resolve them.

B. You decide that the first two ITSM processes that need to be implemented are Incident Management and Request Fulfillment. As this will enable formal management and coordination of the Service Desk, and ensure that Incidents and Service Requests are dealt with accordingly, enabling separate logging and monitoring and faster call response times. In addition, you will ensure that the new Incident Manager will ensure the Service Desk is the single point of contact, as a first priority. This needs to be the focus over the next quarter to ensure that this policy is adopted ASAP, you will suggest reward options to ensure that staff and end users are in no doubt that this is an essential requirement supported by senior management. Send a formal memo to allcustomers, introducing yourself and your new role. Thanking them for their valuable feedback and addressing the issues raised in the survey results and how you intend to resolve them.

C. The results of this initial assessment are better than you had expected, you do not see any need to change things yet. You are not concerned with the additional comments as the general feedback is that customers are satisfied with the end to end service and that a 100% satisfaction is unrealistic. You will suggest to the Business that more staff is required for the Service Desk to ensure that call waiting times are reduced and that a more detailed and selective criteria is used as part of the selection process to ensure staff are at the correct skill level and competency.

D. The results of this initial assessment are better than you had expected, you do not see any need to change things yet. You will suggest to the Business that it will be beneficial to complete another initial assessment in one year, after the next Customer Satisfaction Survey is completed, to compare the satisfaction levels and, if required, identify areas for improvement at that stage.

Correct Answer: B

QUESTION 3

Scenario

Vericom is a leading provider of government, business and consumertelecommunication services, and is

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multiplelines of business. One of the largest organizations in the UnitedKingdom, Vericom is comprised of

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that whileimprovements to the technology utilized is important, this also needsto be supported by quality IT Service Management practicesemployed by the various IT departments. The project of improving the IT Service Management practicesemployed by Vericom has been outsourced to external consultantswho are aware of the major IT refresh that is going to be occurringover the next 24 months.

Refer to the scenario.

Discussions have recently been held regarding the performance ofthe Incident and Problem Management. There has been someconfusion among IT managers as to what metrics demonstrate thequality and performance of these two processes.

From the options below, which represents the best range ofmeasures for evaluating the success of Incident and ProblemManagement?

Incident Management	Problem Management
• Percentage of incidents resolved at first contact • The number of incidents recorded due to event correlation • Number and percentage of incidents grouped by category • Number of incidents incorrectly categorized • Improved availability of services • Customer satisfaction • Number of incidents requiring a reset of access rights • Average time second line groups to respond • Percentage of calls that bypass first line (Service Desk)	• The number of problems grouped by status • Improved delivery of capacity and performance, with fewer capacity related incidents • The number of RFCs created by Problem Management • The percentage of incidents resolved at first contact • The average time to resolve incidents • The average time to close problems • Improved availability levels • Improved detection of system events

A.

Incident Management	Problem Management
• Percentage of incidents resolved at first contact • The number of incidents recorded due to event correlation • Number and percentage of incidents grouped by category • Number of incidents incorrectly categorized • Customer satisfaction • Number of incidents requiring a reset of access rights • Average time second line groups to respond • Percentage of calls that bypass first line (Service Desk) • Resources used for managing incidents (grouped by priority)	• The number of problems grouped by status • Improved availability levels • The number of RFCs created by Problem Management • The percentage of incidents resolved at first contact • The average time to perform root cause analysis of problems • The average time to resolve incidents • The average time to close problems • Reduced SLA breaches

B.

Incident Management	Problem Management
• The number of problems grouped by status • The number of RFCs created by Problem Management • The number of workarounds developed for Known Errors and incidents • The percentage of incidents resolved at first contact • The average time to resolve incidents • The average time to close problems • Customer satisfaction levels • Average costs for solving problems • Number and percentage of problems that were resolved within SLA limits • The number of major problem reviews conducted	• Percentage of incidents resolved at first contact • Average call time with no escalation • Percentage of incidents resolved within agreed timeframes • Average time to resolve incidents • Number and percentage of incidents grouped by category • Percentage of incidents incorrectly categorized • Number of incidents linked to existing problem records • Customer satisfaction • Average time second line groups to respond • Percentage of calls that bypass first line (Service Desk) • Cost per incident • Resources used for managing incidents (grouped by priority)

C.

Incident Management	Problem Management
• Percentage of incidents resolved at first contact • Average call time with no escalation • Percentage of incidents resolved within agreed timeframes • Average time to resolve incidents • Number and percentage of incidents grouped by category • Percentage of incidents incorrectly categorized • Number of incidents linked to existing problem records • Customer satisfaction • Average time second line groups to respond • Percentage of calls that bypass first line (Service Desk) • Cost per incident • Resources used for managing incidents (grouped by priority)	• The number of problems grouped by status • The number of RFCs created by Problem Management • The number of workarounds developed for Known Errors and incidents • The percentage of incidents resolved at first contact • The average time to resolve incidents • The average time to close problems • Customer satisfaction levels • Average costs for solving problems • Number and percentage of problems that were resolved within SLA limits • The number of major problem reviews conducted

D.

Correct Answer: D

QUESTION 4

What is the difference between a Known Error and a Problem?

A. The underlying cause of a Known Error is known. The underlying cause of a Problem is not known

B. A Known Error involves an error in the IT infrastructure, A

C. Problem does not involve such an error.

D. A Known Error always originates from an Incident. This is not always the case with a Problem

E. With a Problem, the relevant Configuration Items have been identified. This is not the case with a Known Error.

Correct Answer: A

QUESTION 5

The success of Service Operation phase is based on some importantCritical Success Factors. From the options below, which would bethe most important for Service Operation?

A. Management support for using phase Business support to ensure users use Service Desk as little aspossible Champions to drive process

usage

Staffing and retention of Service Desk

Service management usage

Suitable tools ?especially Incident Management

Measurement and reporting of capacity

B. Management support for setting up phase Business support to ensure users call Service Desk Champions to lead process implementation Staffing and retention of Service Desk Service management training Suitable tools Measurement and reporting of usage

C. Management support for setting up SD Business support to ensure users call Service Desk Champions to lead Service Support Staffing and retention of Service Desk Service management understanding Suitable tools ?especially Service Desk Measurement and reporting

D. Management support for setting up phase Business support to ensure users use Service Desk Champions to lead process implementation Staffing and retention of Service Desk Service management training Suitable tools ?especially Service Desk Measurement and reporting

Correct Answer: D

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