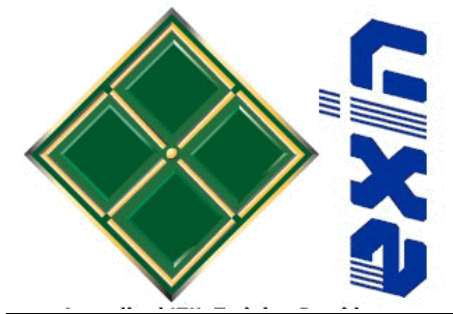




ITIL FOUNDATIONS EXAM PREPARATION
QUESTIONS
Produced by The Art of Service
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ITIL Foundations QUESTIONS

Question 1

Of the following which is not one of the four areas that IT Service Management needs to address?

- a. Organization
- b. People
- c. Process
- d. Procedures
- e. Technology

Question 2

IT Service Management using the ITIL Framework is more important than achieving the Business Objectives?

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Question 3

The “customer” according to the way ITIL defines it is the person or group who pays for the IT service.

- a. I disagree with this statement
- b. I agree with this statement
- c. ITIL does not define the term customer

Question 4

The “end user” according to the way ITIL defines it is the person or group who uses the IT service.

- a. I disagree with this statement
- b. I agree with this statement
- c. ITIL does not define the term customer

Question 5

The major challenge facing organizations is not aligning IT service delivery with business needs, but making sure we have the best technology in place?

- a. Yes, technology is still the most important part of IT Service Delivery
- b. In every organization technology is a crucial aspect of delivery of services.
- c. No. technology concerns while complex are not more important than meeting customer expectations.

Question 6

Of the following which best suits the following phrase?

The xxxxxx is a strategic concept that stipulates the future direction of the company.

- a. Outline
- b. Goals
- c. Plan
- d. Vision

Question 7

The major challenge in delivering good IT Service is NOT technology; it is the lack of repeatable processes.

- a. I agree with this statement
- b. I disagree with this statement

Question 8

Of the following what would be the best definition of IT Service Management?

IT Service Management is:

- (a) Maintenance of technical infrastructure to ensure customer expectations are managed and met or exceeded.
- (b) Proper use of People, Process and Technology to ensure IT Service Delivery matches Business requirements in an efficient and effective manner.
- (c) Creation of best practice processes that are repeatable and ensure all staff have a common understanding of terms to be used.

Question 9

Once we have our ITIL processes in place there is no need to worry about how we do things. The ITIL processes will take care of everything.

- a. I disagree with this statement
- b. I agree with this statement

Question 10

ITIL focuses on people, organization and technology?

- a. I disagree with this statement
- b. I agree with this statement

Question 11

What are the major parts of the IT Infrastructure Library?

Security Management

Service Delivery

Software Asset Management

Question 12

There are three LEVELS of things to think about when looking at IT Service Management. Strategic issues are one, what are the other two?

Question 13

The ITIL processes don't have any overlap or interfaces to each other.

True or False?

Question 14

The owner of the ITIL framework is the Office of Government Commerce (OGC) in England.

True or False?

Question 15

There are two examination agencies that provide exams in IT Service Management. EXIN and ISEB.

True or False?

Question 16

What is the name of the group that brings people together to talk about IT Service Management?

Question 17

What is the name of the first level of education in IT Service Management?
Is it called the ITIL Foundations, ITIL Beginners or Learning Processes by ITIL?

Question 18

ITIL works only in large, multi-national organizations that have over 1000 staff working in Information Technology.

True or False?

Question 19

What are the major parts of any Process?

Question 20

When you put ITIL processes in place you need to change the way that the organization is arranged.

True or False?

Question 21

Of the following which can be called Infrastructure?

1. Applications
 2. Software
 3. Hardware
 4. Documentation
 5. Agreements
- a. None of these items are infrastructure
 - b. All of these are infrastructure items
 - c. Only 3 can be considered as infrastructure
 - d. 1, 2, and 3 are infrastructure items

Question 22

When you are part of a Service Delivery organization you should only care about making sure your area is working well. It isn't your problem if another area is failing.

- a. I agree with this statement
- b. I disagree with this statement

Question 23

When you are going to introduce ITIL into your organization, you should just rush into it without any planning or thought.

- a. Planning is only required for major implementations
- b. This is a correct statement
- c. This is an incorrect statement
- d. The level of planning is not my concern

Question 24

ITIL is...

- (a) Just a set of books – a library.
- (b) Clear processes that guarantee success.
- (c) The way that an IT department should be organized.
- (d) A guaranteed money saver with higher customer satisfaction levels.

Question 25

What should be the first point of contact for end users when trying to get help from the IT support people?

- (a) Service Desk Process
- (b) Incident Management Function
- (c) Problem Management Process
- (d) Service Desk Function

Question 26

Quality – what are the 4 steps of a CONTINUOUS IMPROVEMENT quality life cycle?

- (a) PLAN, DO, CHECK, ACT
- (b) DO, MANAGE, PLAN, UPDATE
- (c) CHECK, ACT, ACTION, ACTIVITY
- (d) ACTION, STRATEGY, MANAGE, MOTIVATE

Question 27

What is the name of a Quality Measurement framework?

Clue: there is a number in the answer.

- (a) Seven Hills
- (b) Four Fathers
- (c) Six Sigma
- (d) 12 Disciplines

Question 28

Which are the Service Delivery processes?

- (a) Availability, Incident, Change, Release,
- (b) Availability, Capacity, Financial Management for IT Services, IT Service Continuity, Service Level Management
- (c) Financial Management for IT Services, Configuration, Availability, Service Level Management
- (d) IT Service Continuity Management, Service Desk, Change, Service Level Management, IT Service Continuity Management

Question 29

List the Service Support processes and the one Functional area.

- (a) Service Desk, Release, Incident, Availability, Configuration, Change
- (b) Service Desk, Release, Incident, Problem, Continuity, Change
- (c) Service Desk, Release, Incident, Problem, Configuration, Change
- (d) Help Desk, Release, Incident, Problem, Configuration, Change

Question 30

Security Management evolved from which of the following process areas?

- (a) Availability Management
- (b) IT Service Continuity Management
- (c) Incident Management
- (d) Problem Management

Question 31

What does CIA stand for when considering security management?

- (a) Capacity, Incident, Availability
- (b) Configuration, Involvement, Action
- (c) Catch, Interrogate, Arrest
- (d) Confidentiality, Integrity, Availability

Question 32

A simple form of measuring basic availability is to measure the proportion of time that a unit or component is available for use within the agreed service time.

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Question 33

If our systems are broken into, then we should make it public knowledge and have this published in the newspaper.

- (a) Yes, I would agree with this statement
- (b) No, I disagree with this statement
- (c) My manager will decide
- (d) It will depend on what the Business policy is regarding such matters.

Question 34

Evaluation and audit is part of the security management process?

- a. I need to check with my Manager
- b. I disagree with this statement
- c. I agree with this statement

Question 35

Tick, which of the following is NOT an activity of Security Management

- (a) Maintenance
- (b) Control
- (c) Evaluation
- (d) Planning
- (e) Meetings
- (f) Implementation

Question 36

The following list has threats to security. Which should be considered as external threats and which as internal threats?

- | | |
|------------------------------|-------|
| Hackers | _____ |
| Loss of Power in server room | _____ |
| Disgruntled employee | _____ |
| Fire in server room | _____ |
| Acts of Terrorism | _____ |
| Virus/Worm | _____ |
| Theft of equipment | _____ |

Question 37

What are the four areas we must consider for SECURITY in our Organization?

- _____ Guidelines, escalation, and roles and responsibilities.
- _____ How the staff are required to act in particular cases.
- _____ Providing security to in computer systems and networks.
- _____ Providing the physical security like cameras, and locks.

Question 38

There 5 key types of Security Measures that can be applied to each of the four key areas of Security Measures. List the five key types and give an example of each.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Question 39

Your manager has asked you to investigate better ways to get to understand what the business requirements are for IT. Which of the following processes are you going to use?

- (a) Availability Management
- (b) Incident Management
- (c) Service Level Management
- (d) Service Desk

Question 40

Of the following which is not part of Service Level Management.

- (a) Service Level Requirement
- (b) Service Desk
- (c) Service Catalogue
- (d) Service Improvement Plan

Question 41

You must present the customer with technical reports of system performance so that they can see that they are getting value for money.

- (a) Always
- (b) Never
- (c) Only when there is a system crash
- (d) If agreed with the customer as part of negotiation

Question 42

We can understand what the customer's needs are for IT Services by understanding the:

- (a) SLRs
- (b) SLAs
- (c) SIP
- (d) Service Catalogue

Question 43

You have three IT components under your control. The maximum availability for these components is 99%, 85% and 97%. There is one other component that affects availability, but it is not controlled by you – the availability of the other component is 90%.

Of the following statements which is correct?

- (a) Availability cannot be measured as some items are not in our control
- (b) Availability is calculated by adding all the percentages up and dividing by the number of components.
- (c) The availability calculation is performed as part of the Service Desk process.
- (d) Availability is calculated as the product of the individual availability on all components irrespective of who is in control of the components.

Question 44

You are in charge of putting an agreement in place between your organization and a supplier of support services from outside your company. What is the name of the document that you must create?

- (a) Operational Level Agreement (OLA)
- (b) Underpinning contract (UC)
- (c) Service Catalog (SC)
- (d) Service Level Agreement (SLA)

Question 45

You have been asked to send some information about the services you provide to a customer in another city. Which document do you need to send them?

- (a) Operational Level Agreement
- (b) Underpinning contract
- (c) Service Catalog
- (d) Service Level Agreement

Question 46

Of the following which is best NOT to include in the Service Catalog?

- (a) The names of the people involved
- (b) Service Description
- (c) Prices
- (d) Functional description

Question 47

Of the following which is a description of a service that you would use in a Service Level Agreement?

- (a) Fully redundant file server
- (b) E-Mail
- (c) Ethernet network
- (d) SQL Database

Question 48

Which two processes along with Service Level Management are used to instigate a Service Improvement Program (SIP)?

- (a) Problem and Capacity
- (b) Continuity and Availability
- (c) Availability and Problem
- (d) Incident and Financial

Question 49

Consider the following two statements.

- (1) Serviceability aspects of supporting IT infrastructure are defined in an Operational level agreement (OLA)
- (2) An Operational level agreement should come under the control of the Change Management process.

Of these statements which of the following applies?

- (a) Statement 1 only is correct
- (b) Statement 2 only is correct
- (c) Both statements are correct
- (d) Both statements are incorrect

Question 50

Which of the following is not a part of Financial Management for IT Services?

- (a) Charging
- (b) Budgeting
- (c) Accounting
- (d) Procurement

Question 51

Your manager asks you to explain the purpose of Financial management for IT Services. Of the following which is the best answer?

- (a) Knowing how much we are going to spend next year
- (b) Financial Management is the sound stewardship of the monetary resources of the organization
- (c) Making sure we charge the customer for everything we provide
- (d) Keeping the accountants happy

Question 52

The new employee asks you what the method of depreciating assets in the company is. You know that an equal amount is written off the value of the asset each year. What is your answer?

- (a) Straight line method
- (b) Reducing balance method
- (c) By usage method
- (d) Incremental method

Question 53

You are in charge of purchasing IT equipment. Of the following statements which is correct?

- (a) Blank CDs bought for backup are typically operational expenses
- (b) Purchasing a new file server will always be a capital expense
- (c) The cost of a security breach is calculated by the Service Desk
- (d) Cleaning cloths bought to wipe computer monitors are typically capital costs

Question 54

You are asked to explain the difference between direct and indirect costs. Which of the following statements help to explain the difference?

- (a) Pay per call to the Help Desk is indirect, but a new system installed for Accounts is direct cost.
- (b) Physical Security mechanisms for the organization are direct costs, cleaning equipment for the server room is also direct.
- (c) New PC fleet for a department are direct costs, backup tapes for the purchasing department applications are also direct costs.

Question 55

What is it that determines how we will charge the customers of the IT Services?

- (a) The company accountant
- (b) The IT Manager
- (c) The charging policy
- (d) The senior business managers

Question 56

What is the name of the charging mechanism where no money is exchanged between the IT Department and the customer?

- (a) Notional charging
- (b) Charge back
- (c) Cost plus pricing
- (d) Market rate

Question 57

Which of the following is true?

1. Financial Management provides costing information to SLM, for use in the Service Catalog
 2. All costs must be charged to the end customer
- (a) One only
 - (b) Two only
 - (c) Both
 - (d) Neither

Question 58

Which of the following is not a way to look at pricing IT services?

- (a) Market price
- (b) Cost price
- (c) Cost price plus
- (d) Sale price
- (e) Going rate
- (f) Fixed Price

Question 59

Which of the following is NOT a method of depreciating IT Assets?

- (a) Straight line
- (b) Reducing balance
- (c) By usage
- (d) Percentage build up

Question 60

Of the following which is **NOT** an outcome of charging for the use of IT Services?

- (a) It forces business divisions to control their own users' demands of IT Services.
- (b) It will lead to a reduction of overall costs, through highlighting areas of service delivery that are not **cost** effective
- (c) It will help to determine the appropriate depreciation method for capital expenditure.
- (d) Through direct funding, it will allow the organization to match services required to a justifiable business need.

Question 61

Which of the following is NOT a sub-process of the Capacity Management process?

- (a) Business Capacity Management
- (b) Financial Capacity Management
- (c) Resource Capacity Management
- (d) Service Capacity Management

Question 62

You are listening to a presentation on Capacity Management. The presenter lists the following activities for this process. Do you agree?

1. Modeling
2. Application sizing
3. Maintain the capacity plan
4. Provide reports on capacity

- (a) Yes
- (b) No

Question 63

The risk manager of the company sends you an e-mail asking you to explain the goal of Capacity Management. Which is the best reply to send?

- (a) To ensure that all the current and future capacity and performance aspects of the business requirements are met cost effectively.
- (b) To fill in the CDB
- (c) To provide accurate reporting on the usage of CPU cycle time on critical resources.
- (d) To measure the impact the lack of performance of IT will have on users in the short term.

Question 64

Look at the following data descriptions. Which would not be held in the Capacity Management database?

- (a) Financial
- (b) Business
- (c) Technical
- (d) Location
- (e) Utilization

Question 65

The _____ business function is the most critical thing that a particular process delivers.

- (a) Critical
- (b) Vital
- (c) Crucial
- (d) Main

Question 66

You send an e-mail to the IT Support group for some help. What is their VBF?

- (a) Speed of response
- (b) How polite they are
- (c) Working hours
- (d) How they support their team mates.

Question 67

What is the name of the average amount of time between one incident occurring and the next incident occurring?

- (a) MTBSI
- (b) MTBF
- (c) MTTR
- (d) Detection
- (e) Response time

Question 68

On a file server, what is the name of the average amount of time between the recovery point of one incident until the next incident occurs?

- (a) MTBSI
- (b) MTBF
- (c) MTTR
- (d) Detection
- (e) Response time

Question 69

A 24x7 IT Service requires a weekly 2-hour planned downtime period for application maintenance. Following the completion of the weekly maintenance an application software error occurs which results in 3 hours of unplanned downtime.

The weekly Availability for the IT Service in this reporting period is therefore based on the following:

The **AST** should recognize that the planned 2 hr weekly downtime is scheduled.

The **AST** value is therefore 24hrs x 7days - 2 hrs planned maintenance = 166 hrs/week.

What is the system availability percentage for this week?

- (a) $A = 166 - 2 / 166 \times 100 = 96.78\%$
- (b) $A = 166 - 3 / 166 \times 100 = 98.78\%$
- (c) $A = 166 + 3 / 166 \times 100 = 78.8\%$
- (d) $A = 166 - (5-3) / 166 \times 100 = 95\%$

Question 70

Within Availability Management we can plan for Availability and plan for?

- a. Serviceability
- b. Recovery
- c. Maintainability
- d. Expectations

Question 71

The availability of the service is determined by looking at the one component that has the lowest overall ability?

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Question 72

The term that describes the area of concern relating to external availability of services is called.....?

- (a) Recovery
- (b) Maintainability
- (c) Serviceability
- (d) Expectations

Question 73

You should rename all your Disaster Recovery Planning activities to IT Service Continuity Management. This is because ITSCM is a better name.

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Question 74

ITSCM should be planned in isolation from the business requirements?

- a. I agree with this statement
- b. I disagree with this statement
- c. I need to check with my Manager

Question 75

What is the best description of ITSCM?

- (a) To support the overall Business Continuity by ensuring that the IT Service provision can be recovered within required and agreed timeframes.
- (b) To make sure we can recovery from acts of natural disaster as fast as possible.
- (c) To ensure IT services can be recovered up to the point of last backup

Question 76

Which of the following is not a stage of the Business Continuity Lifecycle within ITSCM?

- (a) Initiation
- (b) Requirements and Strategy
- (c) Implementation
- (d) Monitoring
- (e) Operational Management

Question 77

You have an unlimited budget to build the ITSCM process within your organization. What should you do?

- (a) Spend it all on the latest technology
- (b) Don't spend all the money so you're manager gives you praise
- (c) Study the Business Continuity requirements
- (d) Set up a intermediate recovery site

Question 78

One of your main suppliers approaches you to discuss an arrangement of sharing facilities to be used in times of disaster.

What type of arrangement will you be discussing?

- (a) Immediate recovery
- (b) Intermediate recovery
- (c) Gradual recovery
- (d) Reciprocal arrangement
- (e) Manual work around

Question 79

When performing a risk analysis you need to look at....?

- (a) Threats and vulnerabilities
- (b) Costs and benefits
- (c) Value and business needs
- (d) Risks and damage

Question 80

Which of the following statements is true?

1. IT Service Continuity Management must support the Business continuity plans.
2. Immediate recovery systems are typically the most expensive to implement.
3. No organization can afford to “Do Nothing” when a disaster strikes IT

- (a) 1 only
- (b) 2 only
- (c) 3 only
- (d) All are correct
- (e) 1 and 2 only
- (f) 1 and 3 only
- (g) None

Question 81

Which of the following is not a process within the Service Support set?

- (a) Incident Management
- (b) Release Management
- (c) Service Desk
- (d) Configuration Management

Question 82

You are discussing ITIL with a friend. He tells you that the Configuration Management and Service Level Management processes are the most important for any organization.

- a. I need to check with my Manager
- b. I agree with this statement
- c. I disagree with this statement

Question 83

Monitoring is part of the Capacity Management process. It ensures that the utilization of each resource and service is recorded. Which of the following measures is not something that we would measure in this activity?

- (a) CPU utilization
- (b) % CPU per transaction type
- (c) number of logons and concurrent Users
- (d) user satisfaction levels
- (e) number of network nodes in use (e.g. PCs, servers etc).

Question 84

All but one of the following are costs we are interested in tracking. Which one is not a cost of interest?

- (a) hardware costs
- (b) software costs
- (c) people costs
- (d) meeting costs
- (e) accommodation costs
- (f) External Service costs
- (g) Transfer costs.

Question 85

The Service Desk is only responsible to act as the first point of contact for end users.

- a. I need to check with my Manager
- b. I agree with this statement
- c. I disagree with this statement

Question 86

Of the following what are activities of the Service Desk?

- 1. To act as a single point of contact for Customers and end users.
 - 2. To facilitate the restoration of normal operational service with minimal business impact on the Customer within agreed service levels and business priorities
- (a) 1 only
 - (b) 2 only
 - (c) Both
 - (d) Neither

Question 87

Of the following which are structures that should be considered when planning the Service Desk?

- 1. Local Service Desk
 - 2. Central Service Desk
 - 3. Virtual Service Desk
- (a) All three
 - (b) 1 only
 - (c) 2 only
 - (d) 3 only
 - (e) None

Question 88

Of the following what is the best example of a service request?

- (a) Upgrade to accounting application
- (b) Grant security access to a directory of read only data regarding company policy
- (c) Moving a group of people to a new floor
- (d) Establish a immediate recovery site for the data centre

Question 89

Which is NOT a task for the Service Desk?

- (a) Managing the change to an application
- (b) Establishing user accounts
- (c) Checking back ups have run successfully
- (d) Granting user access to low security data.

Question 90

The primary characteristic of a Service Desk is that it:

- (a) Maintains ownership of a user issue through to completion
- (b) Passes requests to other people for action
- (c) Manages user complaints regarding service level
- (d) Is responsible for the IT budgeting activity

Question 91

Of the following names which is not an appropriate name for the Service Desk?

- 1. Call Centre
 - 2. Help Desk
 - 3. Customer Hot Line
-
- (a) None – you can only use Service Desk
 - (b) Call Centre can be used in low skill, high volume situations
 - (c) Help Desk can be used when the people answering the phone are called Help Desk operators
 - (d) All the names are fine. It doesn't matter what it's called, it's the activities & procedures that are important.

Question 92

The Service Desk Manager is explaining to you that part of his job is to provide reports and metrics regarding service response and resolution time to the Service Level Management process owner.

Do you agree with him or not?

- a. I need to check with my Manager
- b. I agree with this statement
- c. I disagree with this statement

Question 93

You must use the most skilled people on the Service Desk, so that they can provide very high level support to the end users as they call.

- (a) I agree with this statement
- (b) I disagree with this statement
- (c) I agree with this statement if we are setting up an expert level Service Desk
- (d) I disagree with this statement as these skilled people would become bored very fast

Question 94

Of the following characteristics which are important for the Service Desk staff?

- 1. good interpersonal skills
 - 2. telephone techniques
 - 3. writing techniques (letter, email, voice)
 - 4. active listening and questioning
 - 5. stress and complaint management.
-
- (a) 1, 2 & 3 only
 - (b) 2, 4 & 5 only
 - (c) 1, 4 & 5 only
 - (d) None
 - (e) All

Question 95

Configuration management has a number of goals. From the following list, which are goals for Configuration Management?

1. account for all the IT assets and configurations within the organisation and its services
 2. provide accurate information on configurations and their documentation to support all the other Service Management processes
 3. provide a sound basis for Incident Management, Problem Management, Change Management and Release Management
 4. verify the configuration records against the infrastructure and correct any exceptions
- (a) None
(b) All
(c) 1 only
(d) 1 & 3 only
(e) 2 only
(f) 4 only

Question 96

Of the following which is not an area of interest for the Configuration Management process?

- (a) Identifying IT Components
(b) Recording IT Components
(c) Checking IT Component Availability

Question 97

The primary difference between the ITIL process of Configuration Management and Asset Management is..... ?

- (a) Configuration Management tracks the effect that Configuration Items (CI's) have with the Business – their relationships.
(b) Asset Management is a spreadsheet of hardware items held by the company.
(c) You must have asset management in place before you can start the Configuration Management process

Question 98

Tick which of the following are activities of Configuration Management.

- Planning** - Planning and defining the purpose, scope, objectives, policies and procedures
- Identification** - Selecting and identifying all the infrastructure's **CI**s
- Control** - Ensuring that only authorized and identifiable **CI**s are accepted and recorded
- Status accounting** - Reporting current and historical data concerned with each **CI**
- Verification and audit** – Checking that CI's are physically correct when compared to data in the CMDB

Question 99

You over hear a conversation between two work friends regarding the Configuration Management process. One tells the other that it is critical to record the details of all computers, monitors, as well as the keyboards and mice.

The other says that they are not so sure about recording details for keyboards and mice. He says they should verify that there is some value in recording details for those small items before they begin the audit and labeling activity.

Do you agree?

- (a) Yes, there must be some actual benefit in tracking to that level of detail, that would make the effort worthwhile.
- (b) The level of detail should be determined by Capacity Management – which is responsible for Resource control
- (c) We should simply record everything so that we have total control.

Question 100

What is the name of the database where we would store information about Configuration Items?

- (a) The Asset Tracking database
- (b) Configuration Management Database
- (c) Capacity Management Database
- (d) Availability Management Database

Question 101

You are on the evaluation panel looking at purchasing some new Service Management tools. An argument develops that the CMDB cannot be used by the Service Desk and Problem Management process owner.

What is your opinion?

- (a) I agree, the CMDB is only for tracking information about CI's
- (b) I disagree; the CMDB can be used for incidents and problem tracking. In fact, it makes sense to do this.
- (c) The decision will be made by a senior manager who decides such policy issues.

Question 102

You are asked to make changes to the CMDB so that information of IT users, IT staff and different business departments can be stored. Would you question this request or is it a reasonable thing to ask?

- (a) Yes, such information can be stored in the CMDB
- (b) No, we don't hold information about people in the CMDB
- (c) The decision will be made by a senior manager who decides such policy issues.

Question 103

You are asked to make changes to the CMDB so that information regarding services can be stored and linked to IT components. You are also asked to make sure that you can record information about critical documents (such as SLA's, Service Catalogue). Would you question this request or is it a reasonable thing to ask?

- (a) Yes, such information can be stored in the CMDB
- (b) No, we don't hold information about documentation and services in the CMDB
- (c) The decision will be made by a senior manager who decides such policy issues.

Question 104

Do you agree with the following statement?

The Configuration Management process owner gives permission for changes to be made to CI's

- a. No – I disagree, the Change Manager is the person who gives permission for changes to go ahead. The Configuration Management process owner provides information to the Change Manager regarding the impact that a proposed change will have on the IT infrastructure.
- b. Yes – I agree. The Configuration Manager controls the information regarding CI's. It is therefore appropriate that this person grants permission for changes to proceed.

Question 105

Which of the following ITIL processes is not reliant on the Configuration Management process and the CMDB for information relating to CI's?

- (a) Availability Management
- (b) Resource Capacity Management
- (c) Financial Management for IT Services
- (d) Change Management
- (e) Service Level Management

Question 106

Who is the best person to approach to find out information on the rate of change of CIs?

- (a) Capacity Management process owner
- (b) Change Management process owner
- (c) Configuration Management process owner
- (d) Availability Management process owner

Question 107

Which of the following is not an ITIL process within the Service Delivery set?

- (a) Service Level Management
- (b) IT Service Continuity Management
- (c) Availability Management
- (d) Service Capacity Management

Question 108

You have been asked by the Service Level Manager to discuss the costs of upgrading the Wide Area Network to allow for a new group of employees who are moving into an office in a near by city.

Which two processes will you need to consider at first?

- (a) Financial Management for IT Services and Capacity Management
- (b) Service Level Management and Capacity Management
- (c) Incident Management and Change Management
- (d) Change Management and Availability Management

Question 109

You are the person responsible for making sure that there is sufficient resource to provide new applications to a group of staff that has been given a special project to complete.

Which process are you involved with?

- (a) Service Level Management
- (b) Capacity Management
- (c) Availability Management
- (d) Problem Management

Question 110

A new application has been released across the organization. The application was not properly tested. When all the staff come in for work after the weekend they are unable to get access to the new application.

Which process will first notice the effect of this?

- (a) Service Desk
- (b) Problem Management
- (c) Incident Management
- (d) Release Management

Question 111

Your colleague can't remember the name of the "thing" that allows you to get an end-user up and running as quickly as possible.

What is the proper name of this?

- (a) Incident
- (b) Workaround
- (c) Root Cause
- (d) Service Request

Question 112

An incident is closed once the workaround has been given to the end user?

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Question 113

_____ Is the activity within Incident Management where an incident occurs or is first noticed and the event is captured or reported.

_____ Is where an incident is categorized by its urgency and impact to determine its priority.

_____ Is where an incident is investigated to see if a workaround can be found.

_____ Is where we can apply a workaround to our end user or ask them to perform a certain action that will restore their normal service.

_____ Is where the incident is closed and the resolution is noted along with ensuring that all details (such as classification) are complete.

Question 114

You have to send an e-mail to your colleagues about the definition of Problem Management. Which of the following descriptions would you select?

- (a) Problem Management aims to get to the root cause of Incidents and then initiate actions to improve or correct the situation.
- (b) Problem Management is about classifying incidents into related problems.
- (c) Problem management seeks information from Configuration Management regarding the technical nature of the infrastructure.
- (d) Problem Management is an activity that is only performed periodically and not each day.

Question 115

You work on the Service Desk. You have noticed that every Monday morning you receive a lot calls regarding the unavailability of an application.

Which process will benefit the most from learning about your findings?

- (a) Availability Management
- (b) Change Management
- (c) Problem Management
- (d) Incident Management

Question 116

Which of the following are activities of Problem Management?

- _____ Problem control
- _____ error control
- _____ the proactive prevention of Problems
- _____ identifying trends
- _____ obtaining management information from Problem Management data
- _____ the completion of major Problem reviews

Question 117

As the Problem Management process owner you keep in very close contact with the Service Desk/Incident Management process owner.

You learn that the overall number of incidents has decreased over the last 6 months?

You want to send out a memo to all staff that explains how your activities have led to this reduction. Will your manager give you permission to send this memo?

- (a) Yes, due to the Problem Management process Incidents will decrease
- (b) No, the lower number of incidents is due to better Incident management
- (c) Perhaps, it depends on many factors. As an example, perhaps we have been losing lots of staff over the last 6 months and they haven't been replaced.

Question 118

You have been hired by a large manufacturing company that produces high quality electronic products. The IT Manager is looking at how he can contribute towards helping the business gain more market share.

You have been bought in as he heard that the ITIL Process of Problem Management would lead to many benefits.

Which of the following are benefits that you would be comfortable to tell the manager about?

- _____ Problem Management helps ensure a high-quality reliable service.
- _____ Problem Management helps to reduce the number of Incidents that interrupt the business.
- _____ We will see a gradual reduction in the number and impact of **Problems** and **Known Errors** as those that are fixed stay fixed.
- _____ A higher “first-time” fix rate, as Problem Management provides more workaround data to the Incident Management process.

Question 119

You must publish a statement regarding the goal of change management. What is the best description to use?

- (a) The goal of Change Management is to reduce the cost of introducing new systems into the organization.
- (b) The goal of the **Change Management** process is to ensure that standardized methods and procedures are used for efficient and prompt handling of all Changes.
- (c) The goal of Change Management is to provide a forum for people to discuss their future requirements with respect to new systems required.

Question 120

Of the following which is most likely not to be an input for the Change Management process?

- (a) Forward Schedule of Changes
- (b) RFC's
- (c) CMDB information
- (d) Incident Information

Question 121

From the following list which is the responsibility of the Change Management process.

- (a) **Identifying** Components affected by Change and **releasing** new components into the environment
- (b) **Coordinating** the activities associated with major system changes and **monitoring** the progress of a change over time
- (c) **Releasing** new components into the environment and managing the Change Advisory Board (CAB) meetings.

Question 122

As the Change Manager you are responsible for reviewing proposed changes that are presented to you. You have decided that recording changes you reject offers no value to the organization.

However, by recording the number of rejected changes you can provide better metrics on this process area.

Do you agree with this statement?

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Question 123

There are two processes that are most closely aligned with introducing a Change into the organization. What are these two processes?

- (a) Financial Management for IT Services and Availability Management
- (b) Capacity Management and Incident Management
- (c) Change Management and Release Management
- (d) Release Management and Problem Management

Question 124

You have been asked to present at a meeting the purpose of the Definitive Software Library. You quickly think back to your training. Of the following what is the best description of the DSL?

- (a) A storage place for documentation in the physically secure file server room.
- (b) A CD robotic system that enables high speed access to source data of applications
- (c) The term used for the library in which the authorized versions of all software CIs are stored and protected.
- (d) Part of the software disposal process where master copies of software are placed for 12 months before they are destroyed.

Question 125

The DSL is a term that describes a logical concept that includes physical storage locations and file stores of information.

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Question 126

Data is stored about items held in the DSL and the DHS. Where is this information stored?

- (a) CDB
- (b) FSC
- (c) SIP
- (d) CMDB
- (e) SLR

Question 127

With regard to release types, which of the following is the correct definition of release types?

- (a) Delta Release = One part of one component
Full Release = All CI's of one component
Package Release = All components
- (b) Delta Release = All components
Full Release = All CI's of one component
Package Release = One part of one component
- (c) Omega Release = All components
Full Release = All CI's of one component
Wrapped Release = One part of one component
- (d) Package Release = All components
Full Release = All CI's of one component
Urgent Release = One part of one component

Question 128

Which is not part of the scope of Release Management?

- (a) Test Environment
- (b) Change Environment
- (c) Live or Production environment
- (d) Development environment

Question 129

Once release management has completely tested a minor change to be integrated into the live environment, then the rollout can begin

Do you agree with this statement?

- (a) Yes, release management is in the best position to authorize the roll-out to start.
- (b) No, the change manger has to give the authority as there may be other factors that require the release to be halted
- (c) If the Release Policy states the release manager can authorize minor change rollouts then the work can begin without going to the Change Manager.

Question 130

From the following list tick the items that you feel would be good Key Performance Indicators for the process of Release Management.

- Releases built and implemented on schedule
- Very low number of Releases having to be backed out
- Low number of failures during a build
- Accurate management data regarding the contents of the DSL
- No software in the DSL that hasn't been quality checked
- Compliance with any legal restrictions relating to purchased software
- On schedule releases
- No evidence of use of unauthorized software at any site

Question 131

If you were working in a small organization and you had to combine several processes and functions into one person, which would you combine from the following list?

- (a) Change Management, Configuration Management and Release Management
- (b) Availability Management, Service Desk and Problem Management
- (c) Incident Management and Problem Management
- (d) Service Desk, Incident Management and Release Management

Question 132

A large bank has just hired a new IT Manager. On his first day he calls a meeting of all of the staff, in the local office. He speaks for 10 minutes about the future he sees as the level of expected performance for the division.

What has he told the staff on this day?

- (a) Policy statement
- (b) Vision
- (c) Objectives
- (d) Goals

Question 133

The ITIL Framework defines a series of best practice processes for the efficient and effective management of IT infrastructure. Which of the following statements about the framework are correct?

1. The ITIL Framework describes the people who pay for the services delivered as users and those who utilize the services as customers.
 2. There are relationships between each process to every other process.
- (a) One only
(b) Two only
(c) Both
(d) Neither

Question 134

By using the ITIL Framework we can expect to see a variety of benefits to the organization, as the IT department introduces the best practice processes. Which of the following is the most likely benefit the organization will see?

- (a) Higher flexibility and adaptability is likely to exist within the services
(b) A better IT procurement process leading to direct cost savings
(c) Changes to the functional arrangement of the IT organization

Question 135

The procurement department of an electronics manufacturing company has recently signed a contract with a new supplier of Personal computers. The first new machines arrive and all applications used in the company must be tested on the new machines. The manufacturing company has a well structured production and test environment.

Which process authorizes the rollout of the new machines to the users?

- (a) Release Management
(b) Service Level Management
(c) Change Management
(d) Configuration Management

Question 136

Of the following which is not an activity or sub-process of the Capacity Management process?

- (a) Business Capacity Management
- (b) Financial Capacity Management
- (c) Resource Capacity Management
- (d) Service Capacity Management

Question 137

As the financial controller for the IT Department of a large organization with whom would you normally negotiate with regarding the amount of funds required for the budget?

- (a) Chief Business Accountant
- (b) Financial Capacity Process owner
- (c) Service Level Manager
- (d) Customer or customers

Question 138

You notice increasing complaints from most sections of the business regarding response time to simple transactional activities. The Capacity Manager has explained that the current resources are over-utilized during the weekdays at 09:30 to 11:30 and 14:30 to 16:00.

You have been asked to review ways to encourage business unit managers to defer non-essential, high intensity processing activities until after normal business hours. Of the following which is the most likely way to help achieve this outcome?

- (a) Establish a committee to review current practices
- (b) Increase the number of staff working after hours
- (c) Introduce Differential Charging Policy
- (d) Add Penalty clauses to SLA's

Question 139

The ITIL Framework defines a series of best practice processes for the efficient and effective management of IT infrastructure. Which of the following statements about the framework are correct?

1. The ITIL Framework describes the people who pay for the services delivered as users and those who utilize the services as customers.

2. There are relationships between each process to every other process.
- (a) One only
 - (b) Two only
 - (c) Both
 - (d) Neither

Question 140

By using the ITIL Framework we can expect to see a variety of benefits to the organization, as the IT department introduces the best practice processes. Which of the following is the most likely benefit the organization will see?

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- (b) A better IT procurement process leading to direct cost savings
- (c) Changes to the functional arrangement of the IT organization

Question 141

The procurement department of an electronics manufacturing company has recently signed a contract with a new supplier of Personal computers. The first new machines arrive and all applications used in the company must be tested on the new machines. The manufacturing company has a well structured production and test environment.

Which process authorizes the rollout of the new machines to the users?

- (a) Release Management
- (b) Service Level Management
- (c) Change Management
- (d) Configuration Management

Question 142

Of the following which is not an activity or sub-process of the Capacity Management process?

- (a) Business Capacity Management
- (b) Financial Capacity Management
- (c) Resource Capacity Management
- (d) Service Capacity Management

Question 143

As the financial controller for the IT Department of a large organization with who would you normally negotiate with regarding the amount of funds required for the budget?

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- (b) Financial Capacity Process owner
- (c) Service Level Manager
- (d) Customer or customers

Question 144

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- (a) Establish a committee to review current practices
- (b) Increase the number of staff working after hours
- (c) Introduce Differential Charging Policy
- (d) Add Penalty clauses to SLA's

Question 145

You are new to the Change Management process, as defined by ITIL. When presented with a list of activities that are defined in the process you are puzzled by one of the actions listed.

Of the following which is not an activity of Change Management?

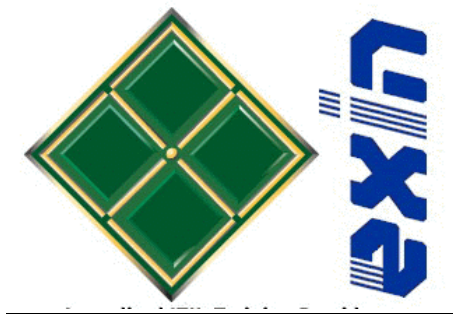
- (a) Obtaining the necessary approvals for the change
- (b) Ensuring that each change has a unique identifier
- (c) Establishing the change priority, based on it's impact and urgency
- (d) Regular reviews of the entire Change process

ITIL FOUNDATIONS ANSWER TEMPLATE

1		43		85		127	
2		44		86		128	
3		45		87		129	
4		46		88		130	
5		47		89		131	
6		48		90		132	
7		49		91		133	
8		50		92		134	
9		51		93		135	
10		52		94		136	
11		53		95		137	
12		54		96		138	
13		55		97		139	
14		56		98		140	
15		57		99		141	
16		58		100		142	
17		59		101		143	
18		60		102		144	
19		61		103		145	
20		62		104		146	
21		63		105		147	
22		64		106		148	
23		65		107		149	
24		66		108		150	
25		67		109		151	
26		68		110		152	
27		69		111		153	
28		70		112		154	
29		71		113		155	
30		72		114		156	
31		73		115		157	
32		74		116		158	
33		75		117		159	
34		76		118		160	
35		77		119		161	
36		78		120		162	
37		79		121		163	
38		80		122		164	
39		81		123		165	
40		82		124		166	
41		83		125		167	
42		84		126		168	



ITIL FOUNDATIONS EXAM PREPARATION
ANSWERS
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ITIL Foundations ANSWERS

Question 1

Of the following which is not one of the four areas that IT Service Management needs to address?

- a. Organization
- b. People
- c. Process
- d. Procedures
- e. Technology

Yes, All except D. These four pieces are seen as the key stones for IT Service Management. For a long time the Organization piece was left out, as people spoke of PPT (People, Process and Technology) only. Today the IT to Business alignment identifies that the “organization” must have a permanent foothold for consideration.

Not correct. Think of the three traditional areas of IT Service Management. These revolved around the actual hardware, the staff and the way things were done. Then there is a fourth area that reflects the fact that we (as an IT function) support the business processes.

Question 2

IT Service Management using the ITIL Framework is more important than achieving the Business Objectives?

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

IT like most other departments in a business is one of the parts of the business. Not the centerpiece. IT is often given high exposure as all other parts of the business use its services, but ultimately there are alternative ways available to do business if IT is non-existent.

*Not correct. The way that IT is managed is minor in comparison to the way that the business achieves it's objectives. If you argue this point, just consider the following.
Would the business continue if the IT department was managed in a different way? (Answer: probably yes).
Would the IT department be required if there was no business? (Answer: definitely no).*

Question 3

The “customer” according to the way ITIL defines it is the person or group who pays for the IT service.

- a. I disagree with this statement
- b. I agree with this statement
- c. ITIL does not define the term customer

The ITIL definition is that the customer pays for the service and the end user is a user of the service. However, don't take these meanings literally. If an end user calls the Service Desk and complains that “as a customer he is receiving terrible service” then don't try to tell him that they are not a customer – but an end-user. That may (will) inflame the bad situation further!! (Remember the customer will also be an end user).

Not correct. In traditional terms, the customer is the person paying for the service. As most organisations don't actually charge for their IT Services, ITIL then defines the Customer as being the person who is a departmental manager responsible for a group of people or the owner of the IT Service being delivered. .

Question 4

The “end user” according to the way ITIL defines it is the person or group who uses the IT service.

- a. I disagree with this statement
- b. I agree with this statement
- c. ITIL does not define the term customer

The ITIL definition is that the end user is a user of the service and the customer pays for the service.. However, don't take these meanings literally. If a customer wants you to call them an end user then that is fine. It's the concept that is important not the label.

Not correct. ITIL defines the “end-user” as an individual that uses the services being provided, and the customer as the person who pays for that service, normally a departmental manager. It is possible to be both. For example, if you are in a supermarket buying goods, you can be considered the customer and “end-user”, as you are paying, but if you go into the store, look around and don't buy anything, then you could be called just an “end-user”.

Question 5

The major challenge facing organizations is not aligning IT service delivery with business needs, but making sure we have the best technology in place?

- a. Yes, technology is still the most important part of IT Service Delivery
- b. In every organization technology is a crucial aspect of delivery of services.
- c. No. technology concerns while complex are not more important than meeting customer expectations.

This is of course, the traditional view of correctly managing an IT Environment. Simply buy the best hardware, software and get the best people you can meant that you were ensured a success. This philosophy is now giving way to the stark realization that without defining repeatable and interlinked activities and processes, then the best technology and people are – at best – going to be inefficient.

Not correct. Think about the reasoning behind such a statement. Does the business benefit most from the best technology or from making sure that what is done with the technology available is matched to meet the business requirements. In reality, technology plays a role – however, IT Service Management teaches us that by understanding business needs we can get the technology to suit.

Question 6

Of the following which best suits the following phrase?

The xxxxxx is a strategic concept that stipulates the future direction of the company.

- a. Outline
- b. Goals
- c. Plan
- d. Vision

This question is one that helps the participant understand the importance of management's vision for the future of the company. If the senior people in an organization are simply trying to get through each day, fighting fires and reacting to current issues, then the organization is headed for disaster.

Not correct. The Mission statement defines the reason for the organisations being, while the Vision statement along with clear objectives defines the direction of the company and how we will get there. .

Question 7

The major challenge in delivering good IT Service is NOT technology; it is the lack of repeatable processes.

- a. I agree with this statement
- b. I disagree with this statement

There are too many examples of this situation for anyone to argue the answer to this question. We have seen massive growth in technology developments in recent years. Technology is not and can not be blamed for any poor delivery of service. What we need to look at is our own lack of discipline regarding installations, upgrades, testing, changes and general management of the technology.

Not correct. The cost aside technology is common place and relatively easy to obtain. What interests organizations about ITIL is the fact that we now work on defining the way to best utilize our existing resources in a controlled and repeatable fashion.

Question 8

Of the following what would be the best definition of IT Service Management?

IT Service Management is:

- (d) Maintenance of technical infrastructure to ensure customer expectations are managed and met or exceeded.
- (e) Proper use of People, Process and Technology to ensure IT Service Delivery matches Business requirements in an efficient and effective manner.
- (f) Creation of best practice processes that are repeatable and ensure all staff have a common understanding of terms to be used.

*Answer B is Correct, as it is the only option that mentions delivery of service to meet business needs
Answer A is Incorrect, as it only focuses on Technology
Answer C is Incorrect, as it only focuses on Process.*

*Not correct.
Answer A is Incorrect, as it only focuses on Technology
Answer C is Incorrect, as it only focuses on Process.*

Question 9

Once we have our ITIL processes in place there is no need to worry about how we do things. The ITIL processes will take care of everything.

- a. I disagree with this statement
- b. I agree with this statement

Obviously this statement is False. Processes, like procedures, work practices, etc. are simply notions or ideas. Without continual encouragement to follow the processes, without continual improvement to the processes, then the process is quickly forgotten. Such encouragement comes from people and discipline is required to follow the processes and procedures defined.

Not correct. Processes, like procedures, work practices, etc. are simply notions or ideas. Without continual encouragement to follow the processes, without continual improvement to the processes, then the process is quickly forgotten. Such encouragement comes from people and discipline is required to follow the processes and procedures defined.

Question 10

ITIL focuses on people, organization and technology?

- a. I disagree with this statement
- b. I agree with this statement

ITIL is a clearly defined set of interwoven PROCESSES that aide in the effective and efficient management of IT Service Delivery.

Not correct. ITIL is a clearly defined set of interwoven PROCESSES that aide in the effective and efficient management of IT Service Delivery.

Question 11

What are the major parts of the IT Infrastructure Library?

Security Management _____

ICT Infrastructure Management _____

Service Support _____

Service Delivery _____

Planning to Implement Service Management

The Business Perspective _____

Applications Management _____

Software Asset Management _____

ITIL is actually a collection of material (the L stands for Library). There may be debate over the exact scope of ITIL, but for most purists these 7 areas, comprise ITIL. We tend to consider ITIL as only being Service Delivery and Service Support. These two are at the core of ITIL and what we focus most of our attention on.

Not correct. There are 7 key items within the ITIL Framework. The examinations offered centre on Service Delivery and Service Support. There is also a planning element, an element related to management of actual infrastructure, management of applications, security and taking business issues into account.

Question 12

There are three LEVELS of things to think about when looking at IT Service Management. Strategic issues are one, what are the other two?

Operational _____

Tactical _____

Strategic issues make sure that what we do in IT Service delivery is aligned with what the business needs. Operational Processes are the activities that we are doing or thinking about most of the time. Tactical Processes are the areas that require planning and thought.

Not correct. Strategic issues make sure that what we do in IT Service delivery is aligned with what the business needs. Operational Processes are the activities that we are doing or thinking about most of the time. Tactical Processes are the areas that require planning and thought.

Question 13

The ITIL processes don't have any overlap or interfaces to each other.

True or False? (write your answer here) FALSE _____

This statement couldn't be further from the truth. There is no end to the overlap and interaction between the ITIL processes. That is what is so powerful about the way that the processes are defined. Each supports and relies on all others. Yes, there are some processes that share a stronger relationship than others, but ultimately your Service Manager should be able to "spider-web" each process to all others.

Not correct. One of the principle attractions of ITIL is the way it defines good processes, but then extends that definition to include the way that each process relates or interfaces to the others.

Question 14

The owner of the ITIL framework is the Office of Government Commerce (OGC) in England.

True or False? (write your answer here) TRUE _____

This is true. In the past, the CCTA was responsible for ITIL. However, in the year 2001, the OGC assumed ownership. The role of the itSMF as a supporting agent for the framework has also started to grow.

Not correct. In the past, the CCTA was responsible for ITIL. However, in the year 2001, the OGC assumed ownership.

Question 15

There are two examination agencies that provide exams in IT Service Management. EXIN and ISEB.

True or False? (write your answer here) TRUE _____

This is true. An interesting, but little known fact is that the two bodies spend time working together to ensure a consistent examination and accreditation service.

Not correct. Both these bodies develop examinations for ITIL and conduct marking. Both tend to work closely together to ensure a consistency in the level of testing for each certification.

Question 16

What is the name of the group that brings people together to talk about IT Service Management?

itSMF _____

The itSMF is a global organization, with an increasing number of Countries having active bodies. Naturally, the itSMF was historically strongest in the UK and Europe, but rapid advances are being made in Australasia and the US. Recent activity is increasing in Asia and the Middle East.

Not correct. The itSMF is a global organization, with an increasing number of Countries having active bodies. Naturally, the itSMF was historically strongest in the UK and Europe, but rapid advances are being made in Australasia and the US. Recent activity is increasing in Asia and the Middle East

Question 17

What is the name of the first level of education in IT Service Management?
Is it called the ITIL Foundations, ITIL Beginners or Learning Processes by ITIL?

ITIL Foundations _____

The Foundations Certificate in IT Service Management is the starting point for certification in ITIL. It is a pre-requisite for either advancing into the Practitioner or Managers level.

Not correct. The Foundations Certificate in IT Service Management is the starting point for certification in ITIL. It is a pre-requisite for either advancing into the Practitioner or Managers level.

Question 18

ITIL works only in large, multi-national organizations that have over 1000 staff working in Information Technology.

True or False? (write your answer here) FALSE _____

Like any good methodology ITIL is totally scalable. The practices and principles of the framework apply equally to a small, one person IT operation as they do to a 5000 person strong IT operation.

Not correct. Whilst the implementation can be divided amongst multiple teams in larger organizations (which of course can complicate the initiative), the processes apply equally to small organizations of 20 or less IT staff.

Question 19

What are the major parts of any Process?

Goal

Inputs

Activities

Outputs

Metrics

Norms

This three step explanation of what a Process is, is about as simple as it can get. This definition of a process can apply to any industry, from manufacturing to total service based organizations. The goal is essential in determining the purpose of the process, and the metrics help you determine, against norms, how well you are performing.

Not correct. Think about the fact that a process is essentially a set of activities. In order to perform these activities it will require information or data (as an input) and the activities will produce data or information (as an output). The goal is essential in determining the purpose of the process, and the metrics help you determine, against norms, how well you are performing.

Question 20

When you put ITIL processes in place you need to change the way that the organization is arranged.

True or False? (write your answer here) FALSE _____

Some companies do decide to re-model their IT organization according to the different processes of ITIL. For instance, they may create an Incident Department, a Service Level Department, etc. etc. However, this restructuring should not and is not a mandatory requirement when the framework is adopted. Remember, ITIL is not about adding new work to the team, it is about redefining what they already do

Not correct. This is an interesting point; however, ITIL does not mandate that a restructure of the IT organization should take place. This is a matter for line and senior managers. It is true that some organizations will restructure into more process focused teams. Remember, ITIL is not about adding new work to the team, it is about redefining what they already do.

Question 21

Of the following which can be called Infrastructure?

1. Applications
 2. Software
 3. Hardware
 4. Documentation
 5. Agreements
- a. None of these items are infrastructure
 - b. All of these are infrastructure items
 - c. Only 3 can be considered as infrastructure
 - d. 1, 2, and 3 are infrastructure items

Most people tend to limit their thinking to only hardware. However, in ITIL parlance, all of these come under the control of the IT Service Delivery department and are therefore defined as infrastructure.

Not correct. Anything that is part of, used by or belongs to the IT Department can be referred to as infrastructure. This includes documents, contracts, etc.

Question 22

When you are part of a Service Delivery organization you should only care about making sure your area is working well. It isn't your problem if another area is failing.

- a. I agree with this statement
- b. I disagree with this statement

This is almost a "trick question". If you think that you live in an isolated silo, where you only concern should be the immediate tasks in your work area, you are most likely living in an experimental organization looking at ways to make a business fail.

Not correct. Remember that ITIL clearly defines the overlaps and interfaces between one process area and the other process areas. There can be no working in silo's as it is counter productive to aligning Service Delivery with Business needs.

Question 23

When you are going to introduce ITIL into your organization, you should just rush into it without any planning or thought.

- a. Planning is only required for major implementations
- b. This is a correct statement
- c. This is an incorrect statement**
- d. The level of planning is not my concern

Ok. If you answered False to this, then you simply didn't read the question or you are really not ready to be looking at ways to learn about or introduce best practice IT process. However, it is a shame that a lot of people will put more thought into planning their week's holiday than they would put into planning a complex introduction of processes that has the potential to affect hundreds or thousands of staff.

Not correct. If you answered False to this, then you simply didn't read the question or you are really not ready to be looking at ways to learn about or introduce best practice IT process. However, it is a shame that a lot of people will put more thought into planning their week's holiday than they would put into planning a complex introduction of processes that has the potential to affect hundreds or thousands of staff.

Question 24

ITIL is...

- (e) Just a set of books – a library.**
- (f) Clear processes that guarantee success.
- (g) The way that an IT department should be organized.
- (h) A guaranteed money saver with higher customer satisfaction levels.

At the end of the day, the ITIL Framework has been written down and put into a set of books. You should also be able to reach this answer by deductive exclusion. Answer (b) & (d), both mention a key word "guarantee". ITIL certainly does not offer any such guarantees, its success is determined by the actions of the people implementing the framework. Answer (c) is not correct as ITIL makes no suggestions or recommendations about the way the IT department should be organized. Inferences can be drawn from the framework, but there are no concrete guidelines regarding the people structure.

Not correct. There is only one answer that can't be debated. ITIL is a set of books. ITIL does not "guarantee success (answer b). ITIL does not mean that the IT department should be re-arranged to accommodate it (answer c). ITIL does not guarantee cost reduction and increased customer satisfaction (answer d).

Question 25

What should be the first point of contact for end users when trying to get help from the IT support people?

- (e) Service Desk Process
- (f) Incident Management Function
- (g) Problem Management Process
- (h) Service Desk Function

The Service Desk is a FUNCTION.

It describes a collection of people who perform a specific functional activity (ie. Taking calls, etc.)

The difference is that none of the 10 ITIL processes say that you need a group of specialised people gathered together. Although a lot of organisations may choose to rearrange their IT departments around ITIL process areas.

Not correct. ITIL clearly defines the Service Desk as a function, not a process. The function requires staff with specialized skills and they tend to have to devote parts of their working days to the function of providing support to end users and customers.

Question 26

Quality – what are the 4 steps of a CONTINUOUS IMPROVEMENT quality life cycle?

- (a) PLAN, DO, CHECK, ACT
- (b) DO, MANAGE, PLAN, UPDATE
- (c) CHECK, ACT, ACTION, ACTIVITY
- (d) ACTION, STRATEGY, MANAGE, MOTIVATE

Correct. Edward Deming formulated this now widely known and commonsense iterative circle of activities associated with the introduction of change. The activities are Plan, Do, Check and Act. Most ITIL implementations will start as a project, but as the business changes, so does the supporting services, therefore, so will the processes. This is important to understand as an ITIL implementation is never really complete.

Incorrect. Edward Deming formulated this now widely known and commonsense iterative circle of activities associated with the introduction of change. The activities are Plan, Do, Check and Act. Most ITIL implementations will start as a project, but as the business changes, so does the supporting services, therefore, so will the processes. This is important to understand as an ITIL implementation is never really complete.

Question 27

What is the name of a Quality Measurement framework?

Clue: there is a number in the answer.

- (a) Seven Hills
- (b) Four Fathers
- (c) Six Sigma
- (d) 12 Disciplines

Correct. This widely accepted framework is used exclusively in major organizations like General Electric and Motorola. The premise of the methodology is based in statistical measurement of defects. The methodology suggests a 5 step model: Define Measure, Improve, Analyze, Control (DMAIC).

Incorrect. Six Sigma is the name of a Quality Measurement framework. This widely accepted framework is used exclusively in major organizations like General Electric and Motorola. The premise of the methodology is based in statistical measurement of defects. The methodology suggests a 5 step model: Define, Measure, Improve, Analyze, Control (DMAIC).

Question 28

Which are the Service Delivery processes?

- (a) Availability, Incident, Change, Release,
- (b) Availability, Capacity, Financial Management for IT Services, IT Service Continuity, Service Level Management
- (c) Financial Management for IT Services, Configuration, Availability, Service Level Management
- (d) IT Service Continuity Management, Service Desk, Change, Service Level Management, IT Service Continuity Management

Correct. The Service Delivery processes are tactical processes. They can be thought of as “planning” processes.

Incorrect. The five Service Delivery processes are Service Level Management, Financial Management, Capacity Management, Availability Management, IT Service Continuity Management.

Question 29

List the Service Support processes and the one Functional area.

- (a) Service Desk, Release, Incident, Availability, Configuration, Change
- (b) Service Desk, Release, Incident, Problem, Continuity, Change
- (c) Service Desk, Release, Incident, Problem, Configuration, Change
- (d) Help Desk, Release, Incident, Problem, Configuration, Change

Correct. The Service Support processes are operational processes. They can be thought of as “activity” processes.

Incorrect. The five Service Support process are Incident Management, Problem Management, Change Management, Release Management and Configuration Management. The Service Desk is the official ITIL name for what we may think of as the Help Desk.

Question 30

Security Management evolved from which of the following process areas?

- (e) Availability Management
- (f) IT Service Continuity Management
- (g) Incident Management
- (h) Problem Management

Correct. It wasn't until well after the development of the ITIL Framework, that Security Management was broken out into its own area of study. Availability Management still has easily identifiable elements of Security Management.

Incorrect. Three key concepts talked about in Security Management are CIA, Confidentiality, Integrity and Availability. The Security Management process will set guidelines and policies regarding certain aspects of Availability, the Availability Management process will be responsible for implementing these.

Question 31

What does CIA stand for when considering security management?

- (a) Capacity, Incident, Availability
- (b) Configuration, Involvement, Action
- (c) Catch, Interrogate, Arrest
- (d) Confidentiality, Integrity, Availability

Correct. CIA stands for Confidentiality, Integrity and Availability. The Security Management process will set guidelines and policies regarding certain aspects of Availability, the Availability Management process will be responsible for implementing these.

Incorrect. CIA stands for Confidentiality, Integrity and Availability. The Security Management process will set guidelines and policies regarding certain aspects of Availability, the Availability Management process will be responsible for implementing these.

Question 32

A simple form of measuring basic availability is to measure the proportion of time that a unit or component is available for use within the agreed service time.

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Correct. This is a very common measurement taken in today's IT environments. The big question that really needs to be asked is from a customer's perspective. Do they care about how long the component was unavailable or do they care about how long their IT Service was unavailable. IT needs to be measuring end-to-end service availability, and component measurement will form part of that.

Incorrect. This is a very common measurement taken in today's IT environments. The big question that really needs to be asked is from a customer's perspective. Do they care about how long the component was unavailable or do they care about how long their IT Service was unavailable. IT needs to be measuring end-to-end service availability, and component measurement will form part of that.

Question 33

If our systems are broken into, then we should make it public knowledge and have this published in the newspaper.

- (e) Yes, I would agree with this statement
- (f) No, I disagree with this statement
- (g) My manager will decide
- (h) It will depend on what the Business policy is regarding such matters.

Correct. There is wide spread speculation that a large number of businesses that have to be perceived as "secure" do not make public knowledge security breaches. For organizations that have such a high requirement regarding their perception of security the IT Department has no right to be making statements regarding breaches. This is a simple example of how the IT Department must comply with business policies.

Incorrect. It is the IT Departments responsibility to align itself with the needs of the business. With regards to Security Management, the processes should be built in conjunction with the Security policy of the organisation itself.

Question 34

Evaluation and audit is part of the security management process?

- a. I need to check with my Manager
- b. I disagree with this statement
- c. I agree with this statement

Correct. Through evaluation we can look at the effectiveness of the process itself. To bypass the evaluation process is to blindly trust security measures that have been implemented a long time ago, creating a false sense of security. The business changes, external threats change, internal threats change, and technology changes. It is important to ensure that evaluations and audits occur regularly.

Incorrect. Without an evaluation process what would happen to the security of IT Services? What are the potential impacts on the business? The business changes, external threats change, internal threats change, and technology changes. It is important to ensure that evaluations and audits occur regularly.

Question 35

Tick, which of the following is NOT an activity of Security Management

- (a) Maintenance
- (b) Control
- (c) Evaluation
- (d) Planning
- (e) Meetings
- (f) Implementation

Correct. There can be no “rules” made regarding issues like the number and structure of meetings held in an organization.

Incorrect. Control, Planning, Implementation, Evaluation and Maintenance are all measurable activities that can be governed by guidelines, whereas meetings will need to occur as a natural progression of any process implementation and is not subject to the same strictures as the other activities.

Question 36

The following list has threats to security. Which should be considered as external threats and which as internal threats?

Hackers	Internal / External _____
Loss of Power in server room	Internal / External _____
Disgruntled employee	Internal / External _____
Fire in server room	Internal / External _____
Acts of Terrorism	Internal / External _____
Virus/Worm	Internal / External _____
Theft of equipment	Internal / External _____

Correct. External threats are those things that are outside of your control. It is not possible to identify or protect against all threats, either internal or external, however, it is important to record and recognize as many as possible. Manifestation of some of these threats may only be dealt with through manual workarounds due to cost restraints or technology issues. This is where you would work very closely with the IT Service Continuity Management process.

Incorrect. External threats are those things that are outside of your control. It is not possible to identify or protect against all threats, either internal or external, however, it is important to record and recognize as many as possible. Manifestation of some of these threats may only be dealt with through manual workarounds due to cost restraints or technology issues. This is where you would work very closely with the IT Service Continuity Management process.

Question 37

What are the four areas we must consider for SECURITY in our Organisation?

<u>Organizational</u>	Guidelines, escalation, and roles and responsibilities.
<u>Procedural</u>	How the staff are required to act in particular cases.
<u>Technical</u>	Providing security to in computer systems and networks.
<u>Physical</u>	Providing the physical security like cameras, and locks.

Correct. There are four key areas to consider when implementing Security Measures, Organizational, Procedural, Technical and Physical. Most organisations are very good at one of these key areas, Technical. The Security Management process helps us think about other aspects that we would generally neglect.

Incorrect. There are four key areas to consider when implementing Security Measures, Organizational, Procedural, Technical and Physical. Most organisations are very good at one of these key areas, Technical. The Security Management process helps us think about other aspects that we would generally neglect.

Question 38

There 5 key types of Security Measures that can be applied to each of the four key areas of Security Measures. List the five key types and give an example of each.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Correct.

<i>Prevention and Reduction</i>	<i>Firewalls, recruitment policy, locks on doors</i>
<i>Detection</i>	<i>Firewalls, security cameras, alarms, virus software</i>
<i>Repression</i>	<i>Remove system of network, email policy, guards</i>
<i>Correction</i>	<i>Rebuild system, new virus definitions, reboot system</i>
<i>Evaluation</i>	<i>System logs, incident logs, firewall logs, security policy</i>

Incorrect.

<i>Prevention and Reduction</i>	<i>Firewalls, recruitment policy, locks on doors</i>
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<i>Evaluation</i>	<i>System logs, incident logs, firewall logs, security policy</i>

Question 39

Your manager has asked you to investigate better ways to get to understand what the business requirements are for IT. Which of the following processes are you going to use?

- (e) Availability Management
- (f) Incident Management
- (g) Service Level Management
- (h) Service Desk

Correct. Service Level Management is the process area that gets closest to understanding and interpreting the business requirements. This is achieved through activities such as establishing SLR's (Service Level Requirements).

Incorrect. (A) Availability Management key focus is maintaining and measuring the availability of the end to end service. (B) Incident Management is about restoring service as quickly as possible. (D) Service Desk is a function and is the interface between IT and the end-users and is responsible for managing Incidents. It is beneficial to know that the Availability Management process does work closely with Service level Management from a Service Improvement Program point of view. Availability Management will work closely with the Service Level Requirements (SLR) and provide constructive feedback with regards to the ability to supply the services listed in the SLRs.

Question 40

Of the following which is not part of Service Level Management.

- (e) Service Level Requirement
- (f) Service Desk
- (g) Service Catalogue
- (h) Service Improvement Plan

Correct. The Service Desk is a functional area of the IT organization.

Incorrect. The Service Level Requirements help gather information regarding the customers needs. The Service Catalogue details those services being delivered or capable of being delivered. The Service Improvement Plan works in conjunction with Availability Management and Problem Management to improve the levels of service being delivered.

Question 41

You must present the customer with technical reports of system performance so that they can see that they are getting value for money.

- (e) Always
- (f) Never
- (g) Only when there is a system crash
- (h) If agreed with the customer as part of negotiation

Correct. The majority of customers and end-users tend not to rely on numbers to judge performance. This is frustrating for IT Managers who agree service levels with them based on numbers. However, at the end of the day a customer's satisfaction level is largely determined by their perception of the service. However, if statistical reports are requested by customers then they should be provided.

Incorrect. The majority of customers and end-users tend not to rely on numbers to judge performance. This is frustrating for IT Managers who agree service levels with them based on numbers. However, at the end of the day a customer's satisfaction level is largely determined by their perception of the service. However, if statistical reports are requested by customers then they should be provided.

Question 42

We can understand what the customer's needs are for IT Services by understanding the:

- (e) SLRs
- (f) SLAs
- (g) SIP
- (h) Service Catalogue

Correct. The Service Level Requirements are the input for the Service Level Agreements.

Incorrect. So often in IT we view the Service Level Agreements as what the customer actually needs. Why wouldn't we, they signed it. But the fact is, the business changes and their needs change, so it is vitally important that for each new calendar year we review and recapture the customer requirements in Service Level Requirement documents. It is surprising at the amount of service that IT delivers at the wrong level. Massive costs savings are being realized because of the simple principle of understanding requirements before creating and signing agreements.

Question 43

You have three IT components under your control. The maximum availability for these components is 99%, 85% and 97%. There is one other component that affects availability, but it is not controlled by you – the availability of the other component is 90%.

Of the following statements which is correct?

- (e) Availability cannot be measured as some items are not in our control
- (f) Availability is calculated by adding all the percentages up and dividing by the number of components.
- (g) The availability calculation is performed as part of the Service Desk process.
- (h) Availability is calculated as the product of the individual availability on all components irrespective of who is in control of the components.

Correct. Although components may be beyond the scope of control, the end-user/customer is not and should not be concerned about who looks after what component. They simply want to see high availability.

Incorrect. All components that make up the delivery of a service determine the overall end to end service availability. Those items that are outside of your organisations control should be governed by Underpinning Contracts. Where this is not possible, use your incident management process to determine the frequency of disruptions in the past, helping you ascertain availability levels. In your Service Level Agreements allow provision for loss of service caused by infrastructure outside the governance of the organisation.

Question 44

You are in charge of putting an agreement in place between your organization and a supplier of support services from outside your company. What is the name of the document that you must create?

- (e) Operational Level Agreement (OLA)
- (f) Underpinning contract (UC)
- (g) Service Catalog (SC)
- (h) Service Level Agreement (SLA)

Correct. The underpinning contract will generally always reference an SLA that has been made between the customer and the IT Department.

Incorrect. Operational Level Agreements occur between departments within the organisation, not with external organisations. The OLA and UC are integral to agreeing an SLA with the internal customers. Without an understanding of the OLA and UC agreements, it becomes very hard to positively define and agree a Service Level Agreement. Imagine if I agreed to a two hour fix time, but the fault was caused by a failure in the Air-conditioning and my contractor has only promised to respond in 4 hours. I have been setup for failure before I even start.

Question 45

You have been asked to send some information about the services you provide to a customer in another city. Which document do you need to send them?

- (e) Operational Level Agreement
- (f) Underpinning contract
- (g) Service Catalog
- (h) Service Level Agreement

Correct. A Service Catalog articulates the services provided by the IT Department. It is written in user language, not technical language. There can be a supplemental section to the Service Catalog that is more technically focused.

Incorrect. A Service Catalog articulates the services provided by the IT Department. It is written in user language, not technical language. There can be a supplemental section to the Service Catalog that is more technically focused.

Question 46

Of the following which is best NOT to include in the Service Catalog?

- (e) The names of the people involved
- (f) Service Description
- (g) Prices
- (h) Functional description

Correct. In so many areas of IT documentation is quickly outdated by the inclusion of names. A better approach is to use role descriptions and job titles. This ensures longevity of the documents.

Incorrect. In so many areas of IT documentation is quickly outdated by the inclusion of names. A better approach is to use role descriptions and job titles. This ensures longevity of the document.

Question 47

Of the following which is a description of a service that you would use in a Service Level Agreement?

- (e) Fully redundant file server
- (f) E-Mail
- (g) Ethernet network
- (h) SQL Database

Correct. The names given to services must be meaningful to business users.

Incorrect. The selection is too technical and will have no meaning to the business. These are the people that use the service and it is best that the name is meaningful to them.

Question 48

Which two processes along with Service Level Management are used to instigate a Service Improvement Program (SIP)?

- (e) Problem and Capacity
- (f) Continuity and Availability
- (g) Availability and Problem
- (h) Incident and Financial

Correct. When complaints begin to surface then the Service Level Management processes requires assistance from Problem Management (to identify the underlying cause of the complaints) and Availability Management (to take corrective steps to remedy the identified issue/s), so that normal service quality can be restored.

Incorrect. When complaints begin to surface then the Service Level Management processes requires assistance from Problem Management (to identify the underlying cause of the complaints) and Availability Management (to take corrective steps to remedy the identified issue/s), so that normal service quality can be restored.

Question 49

Consider the following two statements.

- (1) Serviceability aspects of supporting IT infrastructure are defined in an Operational level agreement (OLA)
- (2) An Operational level agreement should come under the control of the Change Management process.

Of these statements which of the following applies?

- (e) Statement 1 only is correct
- (f) Statement 2 only is correct
- (g) Both statements are correct
- (h) Both statements are incorrect

Correct. Statement 1 makes the claim that “serviceability” is defined through an internal document (the OLA). However, serviceability of IT infrastructure relates to the external suppliers (as defined through Underpinning contracts). The OLA addresses issues relating to manageability and reliability. Statement 2 is correct. Every OLA, SLA, UC and other critical Service Management document should be controlled properly through the Change Management process.

Incorrect. Statement 1 makes the claim that “serviceability” is defined through an internal document (the OLA). However, serviceability of IT infrastructure relates to the external suppliers (as defined through Underpinning contracts). The OLA addresses issues relating to manageability and reliability. Statement 2 is correct. Every OLA, SLA, UC and other critical Service Management document should be controlled properly through the Change Management process.

Question 50

Which of the following is not a part of Financial Management for IT Services?

- (e) Charging
- (f) Budgeting
- (g) Accounting
- (h) Procurement

Correct. Procurement is not covered by ITIL. Procurement is a specialist skill often performed by qualified buyers.

Incorrect. Budgeting, Accounting and Charging are the three key activities of Financial Management. Procurement is not covered by ITIL at all.

Question 51

Your manager asks you to explain the purpose of Financial management for IT Services. Of the following which is the best answer?

- (e) Knowing how much we are going to spend next year
- (f) Financial Management is the sound stewardship of the monetary resources of the organization
- (g) Making sure we charge the customer for everything we provide
- (h) Keeping the accountants happy

Correct. Financial Management allows to budget, account and if need be charge for IT services. As a result of this, the process is allowing a structure in which we can better manage our financial resources to ensure that we can financially deliver the services that our customers need.

Incorrect. Knowing how much we are going to spend is just one aspect of Financial Management. This statement describes the budgeting activity. Accounting is the activity that helps us better predict the budget requirements by capturing our actual spend in a structured framework. Charging is a political game and most organisations choose not to get their IT Departments to charge for their services. Is it even possible to keep accountants happy?

Question 52

The new employee asks you what the method of depreciating assets in the company is. You know that an equal amount is written off the value of the asset each year. What is your answer?

- (e) Straight line method
- (f) Reducing balance method
- (g) By usage method
- (h) Incremental method

Correct. Straight line sees an equal and in advance amount of the value of an asset written off each accounting period. The Reducing balance method is where a set percentage is used to calculate the write

*off amount – this means that the currency value will decrease each accounting period (eg. \$100 asset, at 10% write down, in Year 1 is \$10 (\$100 * 10%), in Year 2 is \$9 (\$90 * 10%), in Year 3 is \$8.10 (\$81 * 10%).*

*Incorrect. Straight line sees an equal and in advance amount of the value of an asset written off each accounting period. The Reducing balance method is where a set percentage is used to calculate the write off amount – this means that the currency value will decrease each accounting period (eg. \$100 asset, at 10% write down, in Year 1 is \$10 (\$100 * 10%), in Year 2 is \$9 (\$90 * 10%), in Year 3 is \$8.10 (\$81 * 10%).*

Question 53

You are in charge of purchasing IT equipment. Of the following statements which is correct?

- (a) Blank CDs bought for backup are typically operational expenses
- (b) Purchasing a new file server will always be a capital expense
- (c) The cost of a security breach is calculated by the Service Desk
- (d) Cleaning cloths bought to wipe computer monitors are typically capital costs

Correct. Most organizations set their own rules with regard to what constitutes Operational and Capital expenditure. They usually will do this based on set amounts. If the amount requested exceeds the set currency amount, then justifications for the expenditure will be a lot more rigorous.

Capital expenditure will increase the total value of the company (even though it is depreciated over time). Operational expenditure is seen as a cash outflow that does not add balance sheet value to the organization.

Capital Costs are the purchase of major enhancements or fixed assets. Operational Costs are those resulting from the day-to-day running of the IT Services organization.

Incorrect. Rethink your answer. Capital Costs are the purchase of major enhancements or fixed assets. They are sometimes determined a monetary value, for example, if the item is more than \$800 dollars then it can be considered a Capital Cost. Operational Costs are those resulting from the day-to-day running of the IT Services organization.

Question 54

You are asked to explain the difference between direct and indirect costs. Which of the following statements help to explain the difference?

- (a) Pay per call to the Help Desk is indirect, but a new system installed for Accounts is direct cost.
- (b) Physical Security mechanisms for the organization are direct costs, cleaning equipment for the server room is also direct.
- (c) New PC fleet for a department are direct costs, backup tapes for the purchasing department applications are also direct costs.

Correct. Direct costs are costs that are incurred for a specific customer or department in your organisation. Indirect costs or overheads are the expenditures that benefit all or at least a number of customers. In this case the costs must be spread (e.g. cleaning services and other consumables.)

Incorrect. Direct costs are costs that are incurred for a specific customer or department in your organisation. Indirect costs or overheads are the expenditures that benefit all or at least a number of customers. In this case the costs must be spread (e.g. cleaning services and other consumables.)

Question 55

What is it that determines how we will charge the customers of the IT Services?

- (e) The company accountant
- (f) The IT Manager
- (g) The charging policy
- (h) The senior business managers

Correct. The charging policy is negotiated and agreed upon by several key stakeholders. It remains in force for an agreed period of time. It is the document that is referred to when debating issues about charging or looking to change current charging practice.

Incorrect. It is not the responsibility of the IT Manager to determine if the IT Services will be charged. Senior Business managers may also not be in a position to determine this and would generally say no anyway. The company accountant does not set policy. The Charging Policy needs to be agreed upon by several key stakeholders in the business and would remain in place for an agreed period of time.

Question 56

What is the name of the charging mechanism where no money is exchanged between the IT Department and the customer?

- (e) Notional charging
- (f) Charge back
- (g) Cost plus pricing
- (h) Market rate

Correct. Notional charging allows business leaders to see and visualize the costs that they would incur if actual charging were in place. Even though it does not involve actual revenue transfer it is often enough of an incentive for the business leaders to begin a process of looking at ways to reduce their pseudo expenditure on IT services.

Incorrect. Charge back is where money is exchanged between the IT Department and the customer. Cost Plus and Market Rate is the pricing model.

Question 57

Which of the following is true?

3. Financial Management provides costing information to SLM, for use in the Service Catalog
 4. All costs must be charged to the end customer
- (e) One only
(f) Two only
(g) Both
(h) Neither

Correct. Statement 1 is correct, but statement 2 is not. Whether costs get charged to the end customer is determined by agreement with the end customer. If the IT department is viewed as a cost centre, then costs will not get charged out (note the keyword in this statement is “must”. ITIL will not mandate rules over these issues, it will simply highlight the options available).

Incorrect. Statement 1 is correct, but statement 2 is not. Whether costs get charged to the end customer is determined by agreement with the end customer. If the IT department is viewed as a cost centre, then costs will not get charged out (note the keyword in this statement is “must”. ITIL will not mandate rules over these issues, it will simply highlight the options available).

Question 58

Which of the following is not a way to look at pricing IT services?

- (g) Market price
(h) Cost price
(i) Cost price plus
(j) Sale price
(k) Going rate
(l) Fixed Price

Correct. Sale Price is what we eventually sell it for. Market Price is what the external market is charging for this service. Cost price is the actual cost for delivering the service with no markup. Cost price is the actual cost of the service with a nominal fee on top. Going Rate is what is being charged to other departments in the organization for that service. Fixed Price is a nominated charge for that service, which may be below the actual cost of the service.

Incorrect. Sale Price is what we eventually sell it for. Market Price is what the external market is charging for this service. Cost price is the actual cost for delivering the service with no markup. Cost price is the actual cost of the service with a nominal fee on top. Going Rate is what is being charged to other departments in the organization for that service. Fixed Price is a nominated charge for that service, which may be below the actual cost of the service.

Question 59

Which of the following is NOT a method of depreciating IT Assets?

- (e) Straight line
- (f) Reducing balance
- (g) By usage
- (h) Percentage build up

*Correct. Straight line sees an equal and in advance amount of the value of an asset written off each accounting period. The Reducing balance method is where a set percentage is used to calculate the write off amount – this means that the currency value will decrease each accounting period (eg. \$100 asset, at 10% write down, in Year 1 is \$10 ($\$100 * 10\%$), in Year 2 is \$9 ($\$90 * 10\%$), in Year 3 is \$8.10 ($\$81 * 10\%$). By usage is- where depreciation is written-off according to the extent of usage during a period. The Percentage build up is a nothing answer and is therefore incorrect.*

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Question 60

Of the following which is NOT an outcome of charging for the use of IT Services?

- (e) It forces business divisions to control their own users' demands of IT Services.
- (f) It will lead to a reduction of overall costs, through highlighting areas of service delivery that are not **cost** effective
- (g) It will help to determine the appropriate depreciation method for capital expenditure.
- (h) Through direct funding, it will allow the organization to match services required to a justifiable business need.

Correct. Deciding the depreciation method for fixed assets is not a result of charging, while the other three answers are. The decision on the depreciation method for IT Assets will most likely follow the method used by the business for other (non-IT) assets.

Incorrect. Deciding the depreciation method for fixed assets is not a result of charging, while the other three answers are. The decision on the depreciation method for IT Assets will most likely follow the method used by the business for other (non-IT) assets.

Question 61

Which of the following is NOT a sub-process of the Capacity Management process?

- (e) Business Capacity Management
- (f) Financial Capacity Management
- (g) Resource Capacity Management
- (h) Service Capacity Management

Correct. There is no sub-process within ITIL called Financial Capacity Management. Business Capacity Management looks at the Business Strategy and Business Plans to help predict the future needs of IT Capacity and that they are planned for and implemented in a timely manner. Service Capacity Management looks at the overall capacity of the service being delivered to identify and understand their use of resource, working patterns, peaks and troughs, and to ensure that the services can and do meet their SLA target. Resource Capacity Management looks at the actual capacity and utilization of each of the component parts in the IT Infrastructure. There is no sup-process within ITIL called Financial Management.

Incorrect. Business Capacity Management looks at the Business Strategy and Business Plans to help predict the future needs of IT Capacity and that they are planned for and implemented in a timely manner. Service Capacity Management looks at the overall capacity of the service being delivered to identify and understand their use of resource, working patterns, peaks and troughs, and to ensure that the services can and do meet their SLA target. Resource Capacity Management looks at the actual capacity and utilization of each of the component parts in the IT Infrastructure. There is no sup-process within ITIL called Financial Management.

Question 62

You are listening to a presentation on Capacity Management. The presenter lists the following activities for this process. Do you agree?

5. Modeling
6. Application sizing
7. Maintain the capacity plan
8. Provide reports on capacity

- (c) Yes
(d) No

Correct. These are all activities of the Capacity Management process. Modeling is about predicting the future state of the IT Infrastructure with regards to capacity issues. Application Sizing looks at identifying if the correct capacity will exist for a new or enhanced application. It will investigate the available hard drive space, the amount of RAM, the throughput capacity on the network to meet the increase in transaction rates, etc. The Capacity Plan determines the scope of capacity activities for the coming periods. Reports are an activity of every process. The thing to remember about reports is that they have to be written in a way so as to suit the intended audience. No use delivering a highly technical report to a non-technical business manager. They simple won't understand it.

Incorrect. All of the above listed activities form part of the Capacity Management process. Modeling is about predicting the future state of the IT Infrastructure with regards to capacity issues. Application Sizing looks at identifying if the correct capacity will exist for a new or enhanced application. It will investigate the available hard drive space, the amount of RAM, the throughput capacity on the network to meet the increase in transaction rates, etc. The Capacity Plan determines the scope of capacity activities for the coming periods. Reports are an activity of every process. The thing to remember about reports is that they have to be written in a way so as to suit the intended audience. No use delivering a highly technical report to a non-technical business manager. They simple won't understand it.

Question 63

The risk manager of the company sends you an e-mail asking you to explain the goal of Capacity Management. Which is the best reply to send?

- (e) To ensure that all the current and future capacity and performance aspects of the business requirements are met cost effectively.
- (f) To fill in the CDB
- (g) To provide accurate reporting on the usage of CPU cycle time on critical resources.
- (h) To measure the impact the lack of performance of IT will have on users in the short term.

Correct. Capacity Management has a very strong link with the business, especially through the 3 sub-processes. This goal highlights the strong connection with the business and some of the activities listed in the process. What is also good about this goal is the proactive nature of the statement.

Incorrect. Filling in a CDB, reporting on the usage of CPU cycle time or measuring impact due to poor performance are not goal or objectives. Although they may appear to achieve something, they do it without alignment to the business.

Question 64

Look at the following data descriptions. Which would not be held in the Capacity Management database?

- (f) Financial
- (g) Business
- (h) Technical
- (i) Location
- (j) Utilization

Correct. Location information is most likely to be held in the Configuration Management Database, not the Capacity Database.

Incorrect. The Capacity Database is a logical database. It is made up of several physical databases and can therefore store a variety of information.

Question 65

The _____ business function is the most critical thing that a particular process delivers.

- (e) Critical
- (f) Vital
- (g) Crucial
- (h) Main

Correct. The vital business function describes a function of a service that is the most important aspect in delivering that service. For example, if at an ATM you withdraw money, but all you get is a receipt that shows you account has been debited. The vital business function in this instance is the dispensing of cash not the receipt. You wouldn't care if you got the money, but the receipt was wrong or didn't print.

Incorrect. The vital business function describes a function of a service that is the most important aspect in delivering that service. For example, if at an ATM you withdraw money, but all you get is a receipt that shows you account has been debited. The vital business function in this instance is the dispensing of cash not the receipt. You wouldn't care if you got the money, but the receipt was wrong or didn't print.

Question 66

You send an e-mail to the IT Support group for some help. What is their VBF?

- (e) Speed of response
- (f) How polite they are
- (g) Working hours
- (h) How they support their team mates.

Correct. Speed will be the key issue. An end user does not care about the hours that the Service Desk provides cover for. They simply want a quick response to their query/incident when it affects them. This may be during normal hours or even after hours.

Incorrect. Speed will be the key issue. An end user does not care about the hours that the Service Desk provides cover for. They simply want a quick response to their query/incident when it affects them. This may be during normal hours or even after hours.

Question 67

What is the name of the average amount of time between one incident occurring and the next incident occurring?

- (f) MTBSI
- (g) MTBF
- (h) MTTR
- (i) Detection
- (j) Response time

Correct. MTBSI – Mean Time Between System Incident. $MTBSI = MTBF$ (Mean Time Between Failures) + $MTTR$ (Mean Time To Recovery)

Incorrect. MTBSI – Mean Time Between System Incident. $MTBSI = MTBF$ (Mean Time Between Failures) + $MTTR$ (Mean Time To Recovery)

Question 68

On a file server, what is the name of the average amount of time between the recovery point of one incident until the next incident occurs?

- (f) MTBSI
- (g) MTBF
- (h) MTTR
- (i) Detection
- (j) Response time

Correct. Measurements like this should not be limited to the component. It is important to measure the $MTBF$ (Mean Time Between Failure) for the IT Service as well.

Incorrect. Measurements like this should not be limited to the component. It is important to measure the $MTBF$ (Mean Time Between Failure) for the IT Service as well.

Question 69

A 24x7 IT Service requires a weekly 2-hour planned downtime period for application maintenance. Following the completion of the weekly maintenance an application software error occurs which results in 3 hours of unplanned downtime.

The weekly Availability for the IT Service in this reporting period is therefore based on the following:

The **AST** should recognize that the planned 2 hr weekly downtime is scheduled.

The **AST** value is therefore $24\text{hrs} \times 7\text{days} - 2\text{ hrs planned maintenance} = 166\text{ hrs/week}$.

What is the system availability percentage for this week?

- (a) $A = 166 - 2 / 166 \times 100 = 96.78\%$
- (b) $A = 166 - 3 / 166 \times 100 = 98.78\%$
- (c) $A = 166 + 3 / 166 \times 100 = 78.8\%$
- (d) $A = 166 - (5-3) / 166 \times 100 = 95\%$

Question 70

Within Availability Management we can plan for Availability and plan for

- a. Serviceability
- b. Recovery
- c. Maintainability
- d. Expectations

Correct. In reality IT Failures WILL occur, despite all the best planning activities. While all Availability design is about “failure avoidance” and “Fail-Safe” Infrastructure – there is too much emphasis on technology and we have all seen cases where even the best technology will fail In these cases we must have a system in place that allows for quick and reliable recovery.

Incorrect. In reality IT Failures WILL occur, despite all the best planning activities. While all Availability design is about “failure avoidance” and “Fail-Safe” Infrastructure – there is too much emphasis on technology and we have all seen cases where even the best technology will fail In these cases we must have a system in place that allows for quick and reliable recovery.

Question 71

The availability of the service is determined by looking at the one component that has the lowest overall ability?

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Correct. This question makes you think that if you consider the lowest availability you have the answer regarding the total amount of unavailability. This is not the case as availability is calculated by looking at all components. Remember the question is about a service. If we have just two pieces of equipment responsible for this service and one is available 80% of the time and the other available 85% of the time, the total availability is 68% !

Incorrect. This question makes you think that if you consider the lowest availability you have the answer regarding the total amount of unavailability. This is not the case as availability is calculated by looking at all components. Remember the question is about a service. If we have just two pieces of equipment responsible for this service and one is available 80% of the time and the other available 85% of the time, the total availability is 68% !

Question 72

The term that describes the area of concern relating to external availability of services is called.....?

- (e) Recovery
- (f) Maintainability
- (g) Serviceability
- (h) Expectations

Correct. Measuring Serviceability is a very difficult thing to do. However, serviceability and the concepts around it are best governed by Service Level Management, through Underpinning Contracts.

Incorrect. Measuring Serviceability is a very difficult thing to do. However, serviceability and the concepts around it are best governed by Service Level Management, through Underpinning Contracts.

Question 73

You should rename all your Disaster Recovery Planning activities to IT Service Continuity Management. This is because ITSCM is a better name.

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Correct. What is in a name? At the end of the day, the name is irrelevant, as long as everyone in your organisation has the same common understanding for it. ITSCM does however, encompass more than the traditional view of Disaster Recovery. In fact, Disaster Recovery is just a component of ITSCM.

Incorrect. What is in a name? At the end of the day, the name is irrelevant, as long as everyone in your organisation has the same common understanding for it. ITSCM does however, encompass more than the traditional view of Disaster Recovery. In fact, Disaster Recovery is just a component of ITSCM.

Question 74

ITSCM should be planned in isolation from the business requirements?

- a. I agree with this statement
- b. I disagree with this statement
- c. I need to check with my Manager

Correct. ITSCM is there to support the overall Business Continuity Management, just as the rest of IT is there to support the business. Failure to do this could result in time, effort and money being spent in areas that is not really necessary.

Incorrect. ITSCM is there to support the overall Business Continuity Management, just as the rest of IT is there to support the business. Failure to do this could result in time, effort and money being spent in areas that is not really necessary.

Question 75

What is the best description of ITSCM?

- (d) To support the overall Business Continuity by ensuring that the IT Service provision can be recovered within required and agreed timeframes.
- (e) To make sure we can recovery from acts of natural disaster as fast as possible.
- (f) To ensure IT services can be recovered up to the point of last backup

Correct. ITSCM is there to support the business, and the business continuity strategy. Notice the strong link with Service Level Management.

Incorrect. B and C are too limiting in scope. What happens if it is not a natural disaster, what happens if the last backup doesn't work? The scope needs to encompass the business requirements, not we in IT say it should.

Question 76

Which of the following is not a stage of the Business Continuity Lifecycle within ITSCM?

- (f) Initiation
- (g) Requirements and Strategy
- (h) Implementation
- (i) Monitoring
- (j) Operational Management

Correct.

The Business Continuity Lifecycle has four stages

Stage 1 – Initiation. This is where the lifecycle process actually begins.

Stage 2 – Requirements and Strategy. During this stage we look at Business Impact Analysis, Risk Assessment and then produce a Business Continuity Strategy.

Stage 3 – Implementation. During this stage we undertake Organization and implementation planning (including stand by arrangements implementation, development of recovery plans and performing risk reduction measures) as well as Procedure development and Initial testing.

Stage 4 – Operational Management – With assurance as an activity underpinning this stage we have Education and Awareness, Review and audit, Testing, Change Management and Training.

Incorrect.

The Business Continuity Lifecycle has four stages

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Stage 4 – Operational Management – With assurance as an activity underpinning this stage we have Education and Awareness, Review and audit, Testing, Change Management and Training.

Question 77

You have an unlimited budget to build the ITSCM process within your organization. What should you do?

- (e) Spend it all on the latest technology
- (f) Don't spend all the money so you're manager gives you praise
- (g) Study the Business Continuity requirements
- (h) Set up a intermediate recovery site

Correct. The first thing is to see how we can align our process with the needs of the organisation. This creates efficiencies. Spending it on technology, or setting a up a recovery site straight away will probably result in a waste of money. What guarantee do we have that says this was what the business needed.

Incorrect. The first thing is to see how we can align our process with the needs of the organisation. This creates efficiencies. Spending it on technology, or setting a up a recovery site straight away will probably result in a waste of money. What guarantee do we have that says this was what the business needed.

Question 78

One of your main suppliers approaches you to discuss an arrangement of sharing facilities to be used in times of disaster.

What type of arrangement will you be discussing?

- (f) Immediate recovery
- (g) Intermediate recovery
- (h) Gradual recovery
- (i) Reciprocal arrangement
- (j) Manual work around

Correct. A reciprocal arrangement is created between to like organisations, so that in the event of a disaster one organisation can use the others infrastructure and services to survive. This most commonly occurs between Universities and Government Departments.

Incorrect. A reciprocal arrangement is created between to like organisations, so that in the event of a disaster one organisation can use the others infrastructure and services to survive. This most commonly occurs between Universities and Government Departments.

Question 79

When performing a risk analysis you need to look at....?

- (e) Threats and vulnerabilities
- (f) Costs and benefits
- (g) Value and business needs
- (h) Risks and damage

Correct. By looking at our Assets, Threats and Vulnerabilities we will be able to ascertain our Risks and therefore be able to implement appropriate countermeasures. This methodology is called CRAMM. CCTA Risk Assessment Management Methodology.

Correct. By looking at our Assets, Threats and Vulnerabilities we will be able to ascertain our Risks and therefore be able to implement appropriate countermeasures. This methodology is called CRAMM. CCTA Risk Assessment Management Methodology.

Question 80

Which of the following statements is true?

4. IT Service Continuity Management must support the Business continuity plans.
5. Immediate recovery systems are typically the most expensive to implement.
6. No organization can afford to “Do Nothing” when a disaster strikes IT

- (h) 1 only
- (i) 2 only
- (j) 3 only
- (k) All are correct
- (l) 1 and 2 only
- (m) 1 and 3 only
- (n) None

Correct. Statement 3 is the only one that is incorrect. The statement claims that “NO ORGANIZATION CAN AFFORD...”. The reality is that some organizations will make deliberate decisions and not go to the expense and time of developing a recovery plan. The statement also makes an assumption that all organizations use IT. Again not true and a wrong assumption to make.

Incorrect. Statement 3 is the only one that is incorrect. The statement claims that “NO ORGANIZATION CAN AFFORD...”. The reality is that some organizations will make deliberate decisions and not go to the expense and time of developing a recovery plan. The statement also makes an assumption that all organizations use IT. Again not true and a wrong assumption to make.

Question 81

Which of the following is not a process within the Service Support set?

- (i) Incident Management
- (j) Release Management
- (k) Service Desk
- (l) Configuration Management

Correct. Although the Service Desk is covered in the Service Support set, it is considered a Function and not a Process. However, the Service Desk does own the Incident Management process. When setting up a Service Desk and Incident Management together, you need to be aware of any potential conflicts with regards to KPI's.

Incorrect. Although the Service Desk is covered in the Service Support set, it is considered a Function and not a Process. However, the Service Desk does own the Incident Management process. When setting up a Service Desk and Incident Management together, you need to be aware of any potential conflicts with regards to KPI's.

Question 82

You are discussing ITIL with a friend. He tells you that the Configuration Management and Service Level Management processes are the most important for any organization.

- a. I need to check with my Manager
- b. I agree with this statement
- c. I disagree with this statement

Correct. It is possible that the SLM and Configuration Management process are the most important, to his organisation. Before implementing any process you need to first identify where your pain points are and what quick wins you can establish to maintain a sense of urgency during your implementation.

Incorrect. It is possible that the SLM and Configuration Management process are the most important, to his organisation. Before implementing any process you need to first identify where your pain points are and what quick wins you can establish to maintain a sense of urgency during your implementation.

Question 83

Monitoring is part of the Capacity Management process. It ensures that the utilization of each resource and service is recorded. Which of the following measures is not something that we would measure in this activity?

- (f) CPU utilization
- (g) % CPU per transaction type
- (h) number of logons and concurrent Users
- (i) user satisfaction levels
- (j) number of network nodes in use (e.g. PCs, servers etc).

Correct. It is possible to monitor the other answers from a capacity point of view, but it is not possible to monitor the capacity of user satisfaction levels. User Satisfaction Levels are generally captured by the Service Desk and through the Incident Management process.

Incorrect. It is possible to monitor the other answers from a capacity point of view, but it is not possible to monitor the capacity of user satisfaction levels. User Satisfaction Levels are generally captured by the Service Desk and through the Incident Management process.

Question 84

All but one of the following are costs we are interested in tracking. Which one is not a cost of interest?

- (h) hardware costs
- (i) software costs
- (j) people costs
- (k) meeting costs
- (l) accommodation costs
- (m) External Service costs
- (n) Transfer costs.

Correct. As we already attribute the cost of people to the services we deliver, there is no practical need to all measure the cost of meetings.

Incorrect. As we already attribute the cost of people to the services we deliver, there is no practical need to all measure the cost of meetings.

Question 85

The Service Desk is only responsible to act as the first point of contact for end users.

- a. I need to check with my Manager
- b. I agree with this statement
- c. I disagree with this statement

Correct. The Service Desk not only receives incoming information, but it also sends out communication and runs a lot of reports for other process areas. The Service Desk can also perform other tasks such as backup routines, managing third party suppliers, and coordinating and updating second line support where necessary.

Incorrect. The Service Desk not only receives incoming information, but it also sends out communication and runs a lot of reports for other process areas. The Service Desk can also perform other tasks such as backup routines, managing third party suppliers, and coordinating and updating second line support where necessary.

Question 86

Of the following what are activities of the Service Desk?

- 3. To act as a single point of contact for Customers and end users.
 - 4. To facilitate the restoration of normal operational service with minimal business impact on the Customer within agreed service levels and business priorities
-
- (e) 1 only
 - (f) 2 only
 - (g) Both
 - (h) Neither

Correct. A primary function of the Service Desk is certainly to act as a single point of contact for the Customers and end-users. However, the Service Desk, in most situations, owns the Incident Management process, and as a result of this, it is responsible for restoration of normal service operations as quickly as possible with minimum disruption to the business.

Incorrect. What process does the Service Desk own and what would be the main goal for that process.

Question 87

Of the following which are structures that should be considered when planning the Service Desk?

4. Local Service Desk
5. Central Service Desk
6. Virtual Service Desk

- (f) All three
- (g) 1 only
- (h) 2 only
- (i) 3 only
- (j) None

Correct. All three are different structures for a Service Desk. There is also a split-function Service Desk model, an example of this is where an organisation has two service desks, one for IT issues, and one for business issues. The Local Service Desk is sometimes called a Distributed Service Desk.

Incorrect. All three are different structures for a Service Desk. There is also a split-function Service Desk model, an example of this is where an organisation has two service desks, one for IT issues, and one for business issues. The Local Service Desk is sometimes called a Distributed Service Desk.

Question 88

Of the following what is the best example of a service request?

- (e) Upgrade to accounting application
- (f) Grant security access to a directory of read only data regarding company policy
- (g) Moving a group of people to a new floor
- (h) Establish a immediate recovery site for the data centre

Correct. The other answers are obviously major changes in the IT Infrastructure. It could be argued that the answer B is also a change and you would be correct. However, given that it has a non existent business impact and really is only changing a data value, ITIL provides provision for it to be categorized as a service request. Imagine subjecting each request for access or password resets as a change? Subjecting them to the change management process of approval, build, test, implement. It would be way too time consuming and not at all efficient. Question for your organization: What do you define as the definition for change for each of the IT Services you provide?

Incorrect. It could be argued that the answer B is also a change and you would be correct. However, given that it has a non existent business impact and really is only changing a data value, ITIL provides provision for it to be categorized as a service request. Imagine subjecting each request for access or password resets as a change? Subjecting them to the change management process of approval, build, test, implement. It

would be way too time consuming and not at all efficient. Question for your organization: What do you define as the definition for change for each of the IT Services you provide?

Question 89

Which is NOT a task for the Service Desk?

- (e) Managing the change to an application
- (f) Establishing user accounts
- (g) Checking back ups have run successfully
- (h) Granting user access to low security data.

Correct. This is a responsibility of the change management application. The Service Desk is not always busy answering phone calls, so why not provide them with more technical jobs to do? Things such as establishing users accounts, checking backups, granting access etc.

Incorrect. The Service Desk is not always busy answering phone calls, so why not provide them with more technical jobs to do? Things such as establishing users accounts, checking backups, granting access etc. The Service Desk is not always busy answering phone calls, so why not provide them with more technical jobs to do? Things such as establishing users accounts, checking backups, granting access etc. So, which is then not a task for the Service Desk?

Question 90

The primary characteristic of a Service Desk is that it:

- (e) Maintains ownership of a user issue through to completion
- (f) Passes requests to other people for action
- (g) Manages user complaints regarding service level
- (h) Is responsible for the IT budgeting activity

Correct. The Service Desk owns all Incidents until closed. This ensures progression of Incidents Tickets so they are not lost in the system. Although passing requests to other people and managing complaints to some degree are also done by the service desk, it is not their primary responsibility. The budgeting activity is the responsibility of the Financial Process Manager.

Incorrect. Although the Service Desk may pass an incident to someone else, it will still be responsible for managing it through to closure. Budgeting is not the responsibility of the Service Desk. Managing complaints is may be part of the Service Desk responsibility but it is also part of the Service Level Managers role as well.

Question 91

Of the following names which is not an appropriate name for the Service Desk?

4. Call Centre
 5. Help Desk
 6. Customer Hot Line
- (e) None – you can only use Service Desk
- (f) Call Centre can be used in low skill, high volume situations
- (g) Help Desk can be used when the people answering the phone are called Help Desk operators
- (h) All the names are fine. It doesn't matter what it's called, it's the activities & procedures that are important.

Correct. At the end of the day, it doesn't really matter what you call your Service Desk. However, pick a name that is meaningful to the organisation and that their purpose is well documented and promoted throughout the entire organisation. Advise your Service Desk.

Incorrect. At the end of the day, it doesn't really matter what you call your Service Desk. However, pick a name that is meaningful to the organisation and that their purpose is well documented and promoted throughout the entire organisation. Advise your Service Desk.

Question 92

The Service Desk Manager is explaining to you that part of his job is to provide reports and metrics regarding service response and resolution time to the Service Level Management process owner.

Do you agree with him or not?

- a. I need to check with my Manager
- b. I agree with this statement
- c. I disagree with this statement

Correct. A lot of the metrics are recorded in the incident management database, which is the responsibility of the Service Desk manager. This is quite common for organisations to have the Service Desk Manager responsible for this activity and is confirmed in the ITIL Framework.

Incorrect. The Service Desk manager will usually own the Incident Management process. Through the incident lifecycle we can determine the response times and resolution times for an incident. This is collated into reports by the Service Desk manager and distributed accordingly across the organisation.

Question 93

You must use the most skilled people on the Service Desk, so that they can provide very high level support to the end users as they call.

- (e) I agree with this statement
- (f) I disagree with this statement
- (g) I agree with this statement if we are setting up an expert level Service Desk
- (h) I disagree with this statement as these skilled people would become bored very fast

Correct. You need to select the correct people for the type of Service Desk you are creating. Other aspects for consideration are communication skills, and business understanding.

Incorrect. You need to select the correct people for the type of Service Desk you are creating. Other aspects for consideration are communication skills, and business understanding.

Question 94

Of the following characteristics which are important for the Service Desk staff?

- 6. good interpersonal skills
 - 7. telephone techniques
 - 8. writing techniques (letter, email, voice)
 - 9. active listening and questioning
 - 10. stress and complaint management.
-
- (f) 1, 2 & 3 only
 - (g) 2, 4 & 5 only
 - (h) 1, 4 & 5 only
 - (i) None
 - (j) All

Correct. All of the above characteristics are important on the Service Desk. In addition to this, the Service Desk manager should be able to help staff develop these characteristics.

Incorrect. All of the above characteristics are important on the Service Desk. In addition to this, the Service Desk manager should be able to help staff develop these characteristics.

Question 95

Configuration management has a number of goals. From the following list, which are goals for Configuration Management?

5. account for all the IT assets and configurations within the organisation and its services
 6. provide accurate information on configurations and their documentation to support all the other Service Management processes
 7. provide a sound basis for Incident Management, Problem Management, Change Management and Release Management
 8. verify the configuration records against the infrastructure and correct any exceptions
- (g) None
(h) All
(i) 1 only
(j) 1 & 3 only
(k) 2 only
(l) 4 only

Correct. Although all the above examples can be considered goals for configuration management, they don't really reflect what is practical in the organisation. For example, it is not practical to record the entire IT Infrastructure, as there may not be a need to. Provide accurate information to all other processes can be considered a goal, but why would you want to? You need to state why it has to be done, where is the benefit?

Incorrect. Although all the above examples can be considered goals for configuration management, they don't really reflect what is practical in the organisation. For example, it is not practical to record the entire IT Infrastructure, as there may not be a need to. Provide accurate information to all other processes can be considered a goal, but why would you want to? You need to state why it has to be done, where is the benefit?

Question 96

Of the following which is not an area of interest for the Configuration Management process?

- (d) Identifying IT Components
- (e) Recording IT Components
- (f) Checking IT Component Availability

Correct. Checking availability falls under the banner of the Availability Management process. However, you can and probably would record component availability information on individual CI's for later study, but this would be done at the request of Availability Management.

Incorrect. Checking availability falls under the banner of the Availability Management process. However, you can and probably would record component availability information on individual CI's for later study, but this would be done at the request of Availability Management.

Question 97

The primary difference between the ITIL process of Configuration Management and Asset Management is..... ?

- (d) Configuration Management tracks the effect that Configuration Items (CI's) have with the Business – their relationships.
- (e) Asset Management is a spreadsheet of hardware items held by the company.
- (f) You must have asset management in place before you can start the Configuration Management process

Correct. Configuration Management goes a lot further than Asset Management by recording and storing relationship information about CI's.

Incorrect. Configuration Management goes a lot further than Asset Management by recording and storing relationship information about CI's.

Question 98

Tick which of the following are activities of Configuration Management.

- ✓ **Planning** - Planning and defining the purpose, scope, objectives, policies and procedures
- ✓ **Identification** - Selecting and identifying all the infrastructure's **CI**s
- ✓ **Control** - Ensuring that only authorized and identifiable **CI**s are accepted and recorded
- ✓ **Status accounting** - Reporting current and historical data concerned with each **CI**
- ✓ **Verification and audit** – Checking that CI's are physically correct when compared to data in the CMDB

Correct. All of the above listed activities are part of Configuration Management.

Incorrect. All of the above listed activities are part of Configuration Management.

Question 99

You over hear a conversation between two work friends regarding the Configuration Management process. One tells the other that it is critical to record the details of all computers, monitors, as well as the keyboards and mice.

The other says that they are not so sure about recording details for keyboards and mice. He say they should verify that there is some value in recording details for those small items before they begin the audit and labeling activity.

Do you agree?

- (d) Yes, there must be some actual benefit in tracking to that level of detail, that would make the effort worthwhile.
- (e) The level of detail should be determined by Capacity Management – which is responsible for Resource control
- (f) We should simply record everything so that we have total control.

Correct. What is it that the business needs and IT needs to know about? Only track to the level where there is an identifiable benefit for recording the information. Too many organisations try to capture everything when setting up a configuration management process, and consequently fail.

Incorrect. What is it that the business needs and IT needs to know about? Only track to the level where there is an identifiable benefit for recording the information. Too many organisations try to capture everything when setting up a configuration management process, and consequently fail.

Question 100

What is the name of the database where we would store information about Configuration Items?

- (e) The Asset Tracking database
- (f) Configuration Management Database
- (g) Capacity Management Database
- (h) Availability Management Database

Correct. The Configuration Management Database (CMDB) is where we store information about Configuration Items (CI's) that make up the IT Services that we deliver.

Incorrect. The Configuration Management Database (CMDB) is where we store information about Configuration Items (CI's) that make up the IT Services that we deliver.

Question 101

You are on the evaluation panel looking at purchasing some new Service Management tools. An argument develops that the CMDB cannot be used by the Service Desk and Problem Management process owner.

What is your opinion?

- (d) I agree, the CMDB is only for tracking information about CI's
- (e) I disagree; the CMDB can be used for incidents and problem tracking. In fact, it makes sense to do this.
- (f) The decision will be made by a senior manager who decides such policy issues.

Correct. Against each CI, you should record the amount of Incident, Problems and Changes that have occurred. This allows better trend analysis to be performed which results in identifying further problems or even viability of the CI in the organisation.

Incorrect. Against each CI, you should record the amount of Incident, Problems and Changes that have occurred. This allows better trend analysis to be performed which results in identifying further problems or even viability of the CI in the organisation.

Question 102

You are asked to make changes to the CMDB so that information of IT users, IT staff and different business departments can be stored. Would you question this request or is it a reasonable thing to ask?

- (d) Yes, such information can be stored in the CMDB
- (e) No, we don't hold information about people in the CMDB
- (f) The decision will be made by a senior manager who decides such policy issues.

Correct. Such information can be stored in the CMDB. However, what is the practical reason for doing this? Anything stored in the CMDB will then become subject to Change Management. How do you subject a person to change management? Be careful of adding staff to the CMDB, better to record their roles and responsibilities as CI.

Incorrect. Such information can be stored in the CMDB. However, what is the practical reason for doing this? Anything stored in the CMDB will then become subject to Change Management. How do you subject a person to change management? Be careful of adding staff to the CMDB, better to record their roles and responsibilities as CI.

Question 103

You are asked to make changes to the CMDB so that information regarding services can be stored and linked to IT components. You are also asked to make sure that you can record information about critical documents (such as SLA's, Service Catalogue). Would you question this request or is it a reasonable thing to ask?

- (d) Yes, such information can be stored in the CMDB
- (e) No, we don't hold information about documentation and services in the CMDB
- (f) The decision will be made by a senior manager who decides such policy issues.

Correct. In fact, it is most important that such information is stored in the CMDB. This allows better identification of impact of incidents on the user community and as such helps engender the correct sense of urgency when restoring service.

Incorrect. In fact, it is most important that such information is stored in the CMDB. This allows better identification of impact of incidents on the user community and as such helps engender the correct sense of urgency when restoring service.

Question 104

Do you agree with the following statement?

The Configuration Management process owner gives permission for changes to be made to CI's

- a. No – I disagree, the Change Manager is the person who gives permission for changes to go ahead. The Configuration Management process owner provides information to the Change Manager regarding the impact that a proposed change will have on the IT infrastructure.
- b. Yes – I agree. The Configuration Manager controls the information regarding CI's. It is therefore appropriate that this person grants permission for changes to proceed.

Correct. The Change Manager will give permission to update the CMDB in conjunction with Change and Release. It is important to establish a clear policy regarding this when implementing Configuration, Change and Release Management.

Incorrect. . The Change Manager will give permission to update the CMDB in conjunction with Change and Release. It is important to establish a clear policy regarding this when implementing Configuration, Change and Release Management.

Question 105

Which of the following ITIL processes is not reliant on the Configuration Management process and the CMDB for information relating to CI's?

- (f) Availability Management
- (g) Resource Capacity Management
- (h) Financial Management for IT Services
- (i) Change Management
- (j) Service Level Management

Correct. Resource Capacity Management is not an ITIL process, but an activity of Capacity Management. Any ITIL process will provide information to and receive information from any other ITIL process, especially configuration management.

Incorrect. This is a trick question, which of the above listed answers is NOT a PROCESS, but perhaps an ACTIVITY of another process?

Question 106

Who is the best person to approach to find out information on the rate of change of CIs?

- (e) Capacity Management process owner
- (f) Change Management process owner
- (g) Configuration Management process owner
- (h) Availability Management process owner

Correct. The CMDB will store information about each CI. This information should include the number of Incidents, Problems and Changes logged in conjunction with the CI. As such, the Configuration Manager will be able to produce reports on the rate of change per CI or per group of CI if necessary.

Incorrect. The CMDB will store information about each CI. This information should include the number of Incidents, Problems and Changes logged in conjunction with the CI. As such, the Configuration Manager will be able to produce reports on the rate of change per CI or per group of CI if necessary.

Question 107

Which of the following is not an ITIL process within the Service Delivery set?

- (a) Service Level Management
- (b) IT Service Continuity Management
- (c) Availability Management
- (d) Service Capacity Management

Correct. Service Capacity management is a sub-process for the Capacity Management Process. All the others are processes covered within the Service Delivery set.

Incorrect. Service Capacity management is a sub-process for the Capacity Management Process. All the others are processes covered within the Service Delivery set.

Question 108

You have been asked by the Service Level Manager to discuss the costs of upgrading the Wide Area Network to allow for a new group of employees who are moving into an office in a near by city.

Which two processes will you need to consider at first?

- (e) Financial Management for IT Services and Capacity Management
- (f) Service Level Management and Capacity Management
- (g) Incident Management and Change Management
- (h) Change Management and Availability Management

Correct. Financial Management will provide us with the financial aspects of the upgrade and Capacity Management will determine the viability of the upgrade by assessing the needed or available capacity.

Incorrect. The request has already passed from Service Level Management, therefore B is incorrect. This is not a result of an incident, therefore C is incorrect. We are not concerned about the availability at this stage, therefore D is incorrect.

Question 109

You are the person responsible for making sure that there is sufficient resource to provide new applications to a group of staff that has been given a special project to complete.

Which process are you involved with?

- (e) Service Level Management
- (f) Capacity Management
- (g) Availability Management
- (h) Problem Management

Correct. This question highlights a new service being provided and that the new application has applicable resources. This is a capacity management process responsibility by looking at the sub-process of Service Capacity Management and the activity Application Sizing.

Incorrect. This question highlights a new service being provided and that the new application has applicable resources. This is a capacity management process responsibility by looking at the sub-process of Service Capacity Management and the activity Application Sizing.

Question 110

A new application has been released across the organization. The application was not properly tested. When all the staff come in for work after the weekend they are unable to get access to the new application.

Which process will first notice the effect of this?

- (e) Service Desk
- (f) Problem Management
- (g) Incident Management
- (h) Release Management

Correct. As staff come in for the day and notice the issues with the application, they would ring the Service Desk to log an Incident. As the Service Desk is not a process, the correct answer is therefore Incident Management.

Incorrect. As staff come in for the day and notice the issues with the application, they would ring the Service Desk to log an Incident. As the Service Desk is not a process, the correct answer is therefore Incident Management.

Question 111

Your colleague can't remember the name of the "thing" that allows you to get an end-user up and running as quickly as possible.

What is the proper name of this?

- (e) Incident
- (f) Workaround
- (g) Root Cause
- (h) Service Request

Correct. A work around is applied in the case of an incident to restore the users service as quickly as possible.

Incorrect. A work around is applied in the case of an incident to restore the users service as quickly as possible.

Question 112

An incident is closed once the workaround has been given to the end user?

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Correct. An incident is never closed until the customer / end user has been contacted and that they are satisfied that their service is up and running again.

Incorrect. An incident is never closed until the customer / end user has been contacted and that they are satisfied that their service is up and running again.

Question 113

Detection and Recording _____ Is the activity within Incident Management where an incident occurs or is first noticed and the event is captured or reported.

Classification _____ Is where an incident is categorized by it's urgency and impact to determine it's priority.

Investigate/Diagnosis _____ Is where an incident is investigated to see if a workaround can be found.

Resolution/Recovery _____ Is where we can apply a workaround to our end user or ask them to perform a certain action that will restore their normal service.

Closure _____ Is where the incident is closed and the resolution is noted along with ensuring that all details (such as classification) are complete.

Correct. Detection and Recording, Classification, Investigation and Diagnosis, Resolution and Recovery, and Closure at the activities of Incident Management.

Incorrect. Detection and Recording, Classification, Investigation and Diagnosis, Resolution and Recovery, and Closure at the activities of Incident Management.

Question 114

You have to send an e-mail to your colleagues about the definition of Problem Management. Which of the following descriptions would you select?

- (e) Problem Management aims to get to the root cause of Incidents and then initiate actions to improve or correct the situation.
- (f) Problem Management is about classifying incidents into related problems.
- (g) Problem management seeks information from Configuration Management regarding the technical nature of the infrastructure.
- (h) Problem Management is an activity that is only performed periodically and not each day.

Correct. Problem Management is about identifying the root cause of one or more related incidents so as to improve the IT Services.

Incorrect. Problem Management is about identifying the root cause of one or more related incidents so as to improve the IT Services.

Question 115

You work on the Service Desk. You have noticed that every Monday morning you receive a lot calls regarding the unavailability of an application.

Which process will benefit the most from learning about your findings?

- (e) Availability Management
- (f) Change Management
- (g) Problem Management
- (h) Incident Management

Correct. What the Service Desk is seeing is the symptom of an underlying issue. This needs to be investigated before we progress with any issues relating to availability or change management. Problem Management is the process about identifying and resolving underlying causes of one or more incidents.

Incorrect. Which is the process that identifies the underlying cause of one or more incidents?

Question 116

Which of the following are activities of Problem Management?

- ✓ _____ Problem control
- ✓ _____ error control
- ✓ _____ the proactive prevention of Problems
- ✓ _____ identifying trends
- ✓ _____ obtaining management information from Problem Management data
- ✓ _____ the completion of major Problem reviews

Correct. All of the above listed activities form part of the Problem Management process. Problem Control, Error Control and Proactive Problem Management are key activities in the process.

Incorrect. All of the above listed activities form part of the Problem Management process. Problem Control, Error Control and Proactive Problem Management are key activities in the process.

Question 117

As the Problem Management process owner you keep in very close contact with the Service Desk/Incident Management process owner.

You learn that the overall number of incidents has decreased over the last 6 months?

You want to send out a memo to all staff that explains how your activities have led to this reduction. Will your manager give you permission to send this memo?

- (d) Yes, due to the Problem Management process Incidents will decrease
- (e) No, the lower number of incidents is due to better Incident management
- (f) Perhaps, it depends on many factors. As an example, perhaps we have been losing lots of staff over the last 6 months and they haven't been replaced.

Correct. So many factors can determine this. You need to be positive about why the incident rate is decreasing. Good KPI's and measurements should help you determine why the incident rate is dropping. However, a good Problem Management process will help in reducing Incidents.

Incorrect. So many factors can determine this. You need to be positive about why the incident rate is decreasing. Good KPI's and measurements should help you determine why the incident rate is dropping. However, a good Problem Management process will help in reducing Incidents.

Question 118

You have been hired by a large manufacturing company that produces high quality electronic products. The IT Manager is looking at how he can contribute towards helping the business gain more market share.

You have been bought in as he heard that the ITIL Process of Problem Management would lead to many benefits.

Which of the following are benefits that you would be comfortable to tell the manager about?

- ✓ Problem Management helps ensure a high-quality reliable service.
- ✓ Problem Management helps to reduce the number of Incidents that interrupt the business.
- ✓ We will see a gradual reduction in the number and impact of Problems and Known Errors as those that are fixed stay fixed.
- ✓ A higher "first-time" fix rate, as Problem Management provides more workaround data to the Incident Management process.

Correct. All of the above benefits are measurable benefits. It is no use listing benefits that can not be proven. It is important to set realistic goals and paint a realistic picture that can be proven at the end of an implementation.

Incorrect. All of the above benefits are measurable benefits. It is no use listing benefits that can not be proven. It is important to set realistic goals and paint a realistic picture that can be proven at the end of an implementation.

Question 119

You must publish a statement regarding the goal of change management. What is the best description to use?

- (d) The goal of Change Management is to reduce the cost of introducing new systems into the organization.
- (e) The goal of the Change Management process is to ensure that standardized methods and procedures are used for efficient and prompt handling of all Changes.
- (f) The goal of Change Management is to provide a forum for people to discuss their future requirements with respect to new systems required.

Correct. The goal of Change Management is to ensure standardized methods for handling change, a result of this will hopefully be a reduction in cost in introducing new systems but also a reduction in incidents and therefore support costs as well.

Incorrect. Change Management does not have a goal of being a forum for discussion. Future requirements for systems will be discussed through Service Level Requirements. A reduction in the cost of introducing new systems is one of many benefits and to set it as a goal is too limiting.

Question 120

Of the following which is most likely not to be an input for the Change Management process?

- (e) Forward Schedule of Changes
- (f) RFC's
- (g) CMDB information
- (h) Incident Information

Correct. Forward Schedule of Changes allows the problem manager to avoid conflicts with change occurring in the environment. RFC's initiate the change process. The CMDB provides information about the CI's that are part of the change. And Incident information is fed into the problem management process to investigate the underlying cause.

Incorrect. Forward Schedule of Changes allows the problem manager to avoid conflicts with change occurring in the environment. RFC's initiate the change process. The CMDB provides information about the CI's that are part of the change. And Incident information is fed into the problem management process to investigate the underlying cause.

Question 121

From the following list which is the responsibility of the Change Management process.

- (a) **Identifying** Components affected by Change and **releasing** new components into the environment
- (b) **Coordinating** the activities associated with major system changes and **monitoring** the progress of a change over time
- (c) **Releasing** new components into the environment and managing the Change Advisory Board (CAB) meetings.

Correct. Coordination and Monitoring are activities which belong with Change Management. Identifying Components affected by Change is done by the Configuration Management process. What would normally happen is that the Change Manager would request this information from the Configuration Management process. Releasing new components actually falls under the release management process.

Incorrect. Coordination and Monitoring are activities which belong with Change Management. Identifying Components affected by Change is done by the Configuration Management process. What would normally happen is that the Change Manager would request this information from the Configuration Management process. Releasing new components actually falls under the release management process.

Question 122

As the Change Manager you are responsible for reviewing proposed changes that are presented to you. You have decided that recording changes you reject offers no value to the organization.

However, by recording the number of rejected changes you can provide better metrics on this process area.

Do you agree with this statement?

- a. I disagree with this statement
- b. I agree with this statement**
- c. I need to check with my Manager

Correct. It is important to record the number of changes reject and more importantly the reasons why they have been rejected. When setting up any process, metrics need to be implemented to ensure that the process itself can be improved. The number of rejected changes and why they have been rejected will help identify issues with the process, perhaps the form is too hard to fill out, perhaps the information is incorrect, or perhaps a back out plan hasn't been written. These issues can then be resolved by better education and training.

Incorrect. Think of a number of reasons of why you would count the rejected changes? What benefit will provide to the business? What benefit would it provide to the IT Department? Will it help improve the process? Answer these questions and then see if you want to change your answer.

Question 123

There are two processes that are most closely aligned with introducing a Change into the organization. What are these two processes?

- (e) Financial Management for IT Services and Availability Management
- (f) Capacity Management and Incident Management
- (g) Change Management and Release Management
- (h) Release Management and Problem Management

Correct. A change doesn't start until an RFC has been logged. The actual release of the change into the environment may be coordinated by the change management process, but ultimately controlled by the Release Management process through updates to the DHS and DSL and version controls.

Incorrect. A change doesn't start until an RFC has been logged. The actual release of the change into the environment may be coordinated by the change management process, but ultimately controlled by the Release Management process through updates to the DHS and DSL and version controls.

Question 124

You have been asked to present at a meeting the purpose of the Definitive Software Library. You quickly think back to your training. Of the following what is the best description of the DSL?

- (e) A storage place for documentation in the physically secure file server room.
- (f) A CD robotic system that enables high speed access to source data of applications
- (g) The term used for the library in which the authorized versions of all software CIs are stored and protected.
- (h) Part of the software disposal process where master copies of software are placed for 12 months before they are destroyed.

Correct. Only the physical authorized versions of the software are stored in the DSL. Documentation can be stored anywhere in the organisation, but should be subject to change and release management where necessary. Source data recorded on hard drives etc. should have a physical copy stored in the DSL. As for destroying master copies of software, no, you need this information for so many reasons, not the least of which is for disaster recovery.

Incorrect. Only the physical authorized versions of the software are stored in the DSL. Documentation can be stored anywhere in the organisation, but should be subject to change and release management where necessary. Source data recorded on hard drives etc. should have a physical copy stored in the DSL. As for destroying master copies of software, no, you need this information for so many reasons, not the least of which is for disaster recovery.

Question 125

The DSL is a term that describes a logical concept that includes physical storage locations and file stores of information.

- a. I disagree with this statement
- b. I agree with this statement
- c. I need to check with my Manager

Correct. But it is possible to take physical copies of your file stores. You would generally call these backups. It is important to have these physical copies stored in areas where they are mostly likely to be used. For example, your physical backups of file stores that are critical to the business may be stored in the Disaster Recovery Site.

Incorrect. It is possible to take physical copies of your file stores. You would generally call these backups. It is important to have these physical copies stored in areas where they are mostly likely to be used. For example, your physical backups of file stores that are critical to the business may be stored in the Disaster Recovery Site.

Question 126

Data is stored about items held in the DSL and the DHS. Where is this information stored?

- (f) CDB
- (g) FSC
- (h) SIP
- (i) CMDB
- (j) SLR

Correct. Information regarding the physical storage of software and hardware items are stored or referenced in the Configuration Management Database.

Incorrect. Information regarding the physical storage of software and hardware items are stored or referenced in the Configuration Management Database.

Question 127

With regard to release types, which of the following is the correct definition of release types?

- (a) Delta Release = One part of one component
Full Release = All CI's of one component
Package Release = All components
- (b) Delta Release = All components
Full Release = All CI's of one component
Package Release = One part of one component
- (c) Omega Release = All components
Full Release = All CI's of one component
Wrapped Release = One part of one component
- (d) Package Release = All components
Full Release = All CI's of one component
Urgent Release = One part of one component

Correct. Delta Release is one part of one component, for example, dictionary file for MS Word. Full Release is all components for the one CI, for example, MS Office. Package Release is all components or more accurately components for a number of different CI's rolled up into one package.

Incorrect. Delta Release is one part of one component, for example, dictionary file for MS Word. Full Release is all components for the one CI, for example, MS Office. Package Release is all components or more accurately components for a number of different CI's rolled up into one package.

Question 128

Which is not part of the scope of Release Management?

- (e) Test Environment
- (f) Change Environment
- (g) Live or Production environment
- (h) Development environment

Correct. Release Management controls the updating of the DSL / DHS and version control from Production, to Development, to Test, back to Production. There is no change environment within the scope of Release Management.

Incorrect. Release Management controls the updating of the DSL / DHS and version control from Production, to Development, to Test, back to Production. There is no change environment within the scope of Release Management.

Question 129

Once release management has completely tested a minor change to be integrated into the live environment, then the rollout can begin

Do you agree with this statement?

- (d) Yes, release management is in the best position to authorize the roll-out to start.
- (e) No, the change manager has to give the authority as there may be other factors that require the release to be halted
- (f) If the Release Policy states the release manager can authorize minor change rollouts then the work can begin without going to the Change Manager.

Correct. Configuration Management, Change Management and Release Management have a very close relationship with each other. This relationship is governed by a policy that needs to exist between the three of them. ITIL doesn't give specific guidelines for this relationship, so it is up to you to determine the best method for your organisation.

Incorrect. Configuration Management, Change Management and Release Management have a very close relationship with each other. This relationship is governed by a policy that needs to exist between the three of them. ITIL doesn't give specific guidelines for this relationship, so it is up to you to determine the best method for your organisation.

Question 130

From the following list tick the items that you feel would be good Key Performance Indicators for the process of Release Management.

- ✓ Releases built and implemented on schedule
- ✓ Very low number of Releases having to be backed out
- ✓ Low number of failures during a build
- ✓ Accurate management data regarding the contents of the DSL
- ✓ No software in the DSL that hasn't been quality checked
- ✓ Compliance with any legal restrictions relating to purchased software
- ✓ On schedule releases
- ✓ No evidence of use of unauthorized software at any site

Correct. All of the above are good KPI's for the Release Management process. They look at the process itself and the benefit it is providing to the organisation.

Incorrect. All of the above are good KPI's for the Release Management process. They look at the process itself and the benefit it is providing to the organisation.

Question 131

If you were working in a small organization and you had to combine several processes and functions into one person, which would you combine from the following list?

- (e) Change Management, Configuration Management and Release Management
- (f) Availability Management, Service Desk and Problem Management
- (g) Incident Management and Problem Management
- (h) Service Desk, Incident Management and Release Management

Correct. The best answer in this situation is Change, Configuration and Release Management as they have very close links with each other. However, it is important that the individual performing these roles is disciplined enough to segregate the duties from each process to prevent conflicts of interest and circumvention of the processes themselves.

Incorrect. The best answer in this situation is Change, Configuration and Release Management as they have very close links with each other. However, it is important that the individual performing these roles is disciplined enough to segregate the duties from each process to prevent conflicts of interest and circumvention of the processes themselves.

Question 132

A large bank has just hired a new IT Manager. On his first day he calls a meeting of all of the staff, in the local office. He speaks for 10 minutes about the future he sees as the level of expected performance for the division.

What has he told the staff on this day?

- (a) Policy statement
- (b) Vision
- (c) Objectives
- (d) Goals

Answer: _____ **B**

Question 133

The ITIL Framework defines a series of best practice processes for the efficient and effective management of IT infrastructure. Which of the following statements about the framework are correct?

- 3. The ITIL Framework describes the people who pay for the services delivered as users and those who utilize the services as customers.
 - 4. There are relationships between each process to every other process.
-
- (a) One only
 - (b) Two only
 - (c) Both
 - (d) Neither

Answer: _____ **B** (Customers pay, end users utilize)

Question 134

By using the ITIL Framework we can expect to see a variety of benefits to the organization, as the IT department introduces the best practice processes. Which of the following is the most likely benefit the organization will see?

- (d) Higher flexibility and adaptability is likely to exist within the services
- (e) A better IT procurement process leading to direct cost savings
- (f) Changes to the functional arrangement of the IT organization

Answer: _____ **A** (Procurement not part of ITIL, functional changes not mandatory)

Question 135

The procurement department of an electronics manufacturing company has recently signed a contract with a new supplier of Personal computers. The first new machines arrive and all applications used in the company must be tested on the new machines. The manufacturing company has a well structured production and test environment.

Which process authorizes the rollout of the new machines to the users?

- (e) Release Management
- (f) Service Level Management
- (g) Change Management
- (h) Configuration Management

Answer: _____ **C** (key word is authorizes)

Question 136

Of the following which is not an activity or sub-process of the Capacity Management process?

- (e) Business Capacity Management
- (f) Financial Capacity Management
- (g) Resource Capacity Management
- (h) Service Capacity Management

Answer: _____ **B** (Financial Capacity Management is not part of Cap. Management)

Question 137

As the financial controller for the IT Department of a large organization with who would you normally negotiate with regarding the amount of funds required for the budget?

- (e) Chief Business Accountant
- (f) Financial Capacity Process owner
- (g) Service Level Manager
- (h) Customer or customers

Answer: _____ **D** (The Customer (sometimes at a gross level) is the person who controls funds that are available to the IT Department)

Question 138

You notice increasing complaints from most sections of the business regarding response time to simple transactional activities. The Capacity Manager has explained that the current resources are over-utilized during the weekdays at 09:30 to 11:30 and 14:30 to 16:00.

You have been asked to review ways to encourage business unit managers to defer non-essential, high intensity processing activities until after normal business hours. Of the following which is the most likely way to help achieve this outcome?

- (e) Establish a committee to review current practices
- (f) Increase the number of staff working after hours
- (g) Introduce Differential Charging Policy
- (h) Add Penalty clauses to SLA's

Answer: _____ **C** (Differential charging can reward the use (through lower costs) of "spare" capacity in non-peak times. This is an example of changing end user and customer behavior through non-overt methods.)

Question 139

The ITIL Framework defines a series of best practice processes for the efficient and effective management of IT infrastructure. Which of the following statements about the framework are correct?

- 3. The ITIL Framework describes the people who pay for the services delivered as users and those who utilize the services as customers.
 - 4. There are relationships between each process to every other process.
- (e) One only
 - (f) Two only
 - (g) Both
 - (h) Neither

Answer: _____ **B** (Customers pay, end users utilize)

Question 140

By using the ITIL Framework we can expect to see a variety of benefits to the organization, as the IT department introduces the best practice processes. Which of the following is the most likely benefit the organization will see?

- (d) Higher flexibility and adaptability is likely to exist within the services
- (e) A better IT procurement process leading to direct cost savings
- (f) Changes to the functional arrangement of the IT organization

Answer: _____ **A** (Procurement not part of ITIL, functional changes not mandatory)

Question 141

The procurement department of an electronics manufacturing company has recently signed a contract with a new supplier of Personal computers. The first new machines arrive and all applications used in the company must be tested on the new machines. The manufacturing company has a well structured production and test environment.

Which process authorizes the rollout of the new machines to the users?

- (e) Release Management
- (f) Service Level Management
- (g) Change Management
- (h) Configuration Management

Answer: _____ **C** (key word is authorizes)

Question 142

Of the following which is not an activity or sub-process of the Capacity Management process?

- (e) Business Capacity Management
- (f) Financial Capacity Management
- (g) Resource Capacity Management
- (h) Service Capacity Management

Answer: _____ **B** (Financial Capacity Management is not part of Cap. Management)

Question 143

As the financial controller for the IT Department of a large organization with who would you normally negotiate with regarding the amount of funds required for the budget?

- (e) Chief Business Accountant
- (f) Financial Capacity Process owner
- (g) Service Level Manager
- (h) Customer or customers

Answer: _____ **D** (The Customer (sometimes at a gross level) is the person who controls funds that are available to the IT Department)

Question 144

You notice increasing complaints from most sections of the business regarding response time to simple transactional activities. The Capacity Manager has explained that the current resources are over-utilized during the weekdays at 09:30 to 11:30 and 14:30 to 16:00.

You have been asked to review ways to encourage business unit managers to defer non-essential, high intensity processing activities until after normal business hours. Of the following which is the most likely way to help achieve this outcome?

- (e) Establish a committee to review current practices
- (f) Increase the number of staff working after hours
- (g) Introduce Differential Charging Policy
- (h) Add Penalty clauses to SLA's

Answer: _____ **C** (Differential charging can reward the use (through lower costs) of "spare" capacity in non-peak times. This is an example of changing end user and customer behavior through non-overt methods.

Question 145

You are new to the Change Management process, as defined by ITIL. When presented with a list of activities that are defined in the process you are puzzled by one of the actions listed.

Of the following which is not an activity of Change Management?

- (a) Obtaining the necessary approvals for the change
- (b) Ensuring that each change has a unique identifier
- (c) Establishing the change priority, based on it's impact and urgency
- (d) Regular reviews of the entire Change process

Answer: _____ **A** (Change Management checks to see that all the necessary approvals have been obtained. Change Management doesn't actually "do" the work of getting the approvals.

- 1 D
- 2 A
- 3 B
- 4 B
- 5 C
- 6 D
- 7 A
- 8 B
- 9 A
- 10 A
- 11 Service Delivery, Service Support, Security, Applications, ICT
Infrastructure, The Business Perspective, Planning to Implement,
Software Asset Management
- 12 Operational , Tactical
- 13 FALSE
- 14 TRUE
- 15 TRUE
- 16 itSMF
- 17 ITIL Foundations
- 18 FALSE
- 19 Goal, Inputs, Activities, Outputs, Metrics, Norms
- 20 FALSE
- 21 B
- 22 B
- 23 C
- 24 A
- 25 D
- 26 A
- 27 C
- 28 B
- 29 C
- 30 A
- 31 D
- 32 B
- 33 D
- 34 C
- 35 E
- 36 All are either Internal or External
- 37 Organizational, Procedural, Technical, Physical

Prevention and Reduction on doors	Firewalls, recruitment policy, locks
Detection virus software	Firewalls, security cameras, alarms,
Repression policy, guards	Remove system of network, email
Correction definitions, reboot system	Rebuild system, new virus
Evaluation logs, security policy	System logs, incident logs, firewall

- 38
- 39 C
- 40 B
- 41 D
- 42 A
- 43 D
- 44 B
- 45 C
- 46 A
- 47 B
- 48 C
- 49 B
- 50 D
- 51 B
- 52 A
- 53 A
- 54 C
- 55 C
- 56 A
- 57 A
- 58 D
- 59 D
- 60 C
- 61 B
- 62 A
- 63 A
- 64 D
- 65 B
- 66 A
- 67 A
- 68 B

- 69 B
- 70 B
- 71 A
- 72 C
- 73 A
- 74 B
- 75 A
- 76 D
- 77 C
- 78 D
- 79 A
- 80 E
- 81 C
- 82 C
- 83 D
- 84 D
- 85 C
- 86 C
- 87 A
- 88 B
- 89 A
- 90 A
- 91 D
- 92 B
- 93 C
- 94 E
- 95 B
- 96 C
- 97 A
- 98 All ticked
- 99 A
- 100 B
- 101 B
- 102 A
- 103 A
- 104 A
- 105 B
- 106 C
- 107 D
- 108 A
- 109 B
- 110 C
- 111 B
- 112 A

- Detection and Recording
- Classification
- Investigate/Diagnosis
- Resolution/ Recovery
- Closure
- 113
- 114 A
- 115 C
- 116 All ticked
- 117 C
- 118 All ticked
- 119 B
- 120 D
- 121 B
- 122 B
- 123 C
- 124 C
- 125 B
- 126 D
- 127 A
- 128 B
- 129 C
- 130 All ticked
- 131 A
- 132 B
- 133 B
- 134 A
- 135 C
- 136 B
- 137 D
- 138 C
- 139 B
- 140 A
- 141 C
- 142 B
- 143 D
- 144 C
- 145 A
- 147
- 148
- 149
- 150
- 151
- 152
- 153

