

Service Strategy

1. Which of the following questions does Service Strategy help answer with its guidance?

1. How do we prioritize investments across a portfolio?
2. What services to offer and to whom?
3. What are the Patterns of Business Activity (PBA)?

- A. 3 only
- B. 1 only
- C. 2 only
- D. All of the above

Correct Answer:

2. The MAIN purpose of the Service Portfolio is to describe services in terms of?

- A. Business Value
- B. Functionality
- C. IT Assets
- D. Service Level Requirements

Correct Answer:

3. Understanding customer usage of services and how this varies over the Business Lifecycle is part of which process?

- A. Service Portfolio Management
- B. Service Level Management
- C. Component Capacity Management
- D. Demand Management

Correct Answer:

4. What are the three Service Provider business models?

- A. Internal Service provider, External Service provider, Shared Service Provider
- B. Internal Service Operations provider, External Service Operations provider, Shared Service Unit
- C. Internal Service provider, External Service provider, Outsourced 3rd Party
- D. Internal Service provider, Outsourced 3rd party and Off-shore party

Correct Answer:

5. Which of the following is concerned with fairness and transparency?

- A. Capacity management
- B. Governance
- C. Service design
- D. Service level management

Correct Answer:

6. "Service Management is a set of specialized organizational capabilities for providing value to customers in the form of services". These specialized organizational capabilities include which of the following?

- A. Functions and Processes
- B. Markets and Customers
- C. Applications and Infrastructure
- D. People, products and technology

Correct Answer:

7. Which Service Design process makes the most use of data supplied by Demand Management?

- A. IT Service Continuity Management
- B. Service Catalogue Management
- C. Capacity Management
- D. Service Level Management

Correct Answer:

8. What is a RACI model used for?

- A. Defining roles and responsibilities
- B. Performance analysis
- C. Recording Configuration Items
- D. Monitoring services

Correct Answer:

9. Which statement about stakeholders is TRUE?

- A. Customers, users and suppliers are examples of stakeholders, who may be external to the service provider organization
- B. External customers are those who work for the same organization as the IT service provider
- C. Internal customers are always charged for the IT services they receive from the IT service provider organization
- D. Internal customers purchase services from third-party suppliers by means of a legally binding contract or agreement

Correct Answer:

10. What is a characteristic of a process?

- A. It requires a specific tool
- B. It is performance driven and measurable
- C. It provides generic technical skills and resources
- D. It does not react to a specific trigger

Correct Answer:

Service Design

1. In which core publication can you find detailed descriptions of Service Level Management, Availability Management, Supplier Management and IT Service Continuity Management?

- A. Service Transition
- B. Service Design
- C. Service Strategy
- D. Service Operation

Correct Answer:

2. Which of the following is NOT one of the five individual aspects of Service Design?

- A. The design of the Service Portfolio, including the Service Catalogue
- B. The design of Market Spaces
- C. The design of new or changed services
- D. The design of the technology architecture and management systems

Correct Answer:

3. Which of the following are responsibilities of a Service Level Manager?

- 1. Agreeing targets in Service Level Agreements
- 2. Designing the service so it can meet the targets
- 3. Ensuring all needed contracts and agreements are in place

- A. 1 and 3 only
- B. All of the above
- C. 2 and 3 only
- D. 1 and 2 only

Correct Answer:

4. Which of the following is NOT a part of the service design stage of the service lifecycle?

- A. Designing and maintaining all necessary service transition packages
- B. Producing quality, secure and resilient designs for new or improved services
- C. Taking the overall service strategies and ensuring they are reflected in the Service Design process and the service designs that are produced
- D. Measuring the effectiveness and efficiency of service design and the supporting processes

Correct Answer:

5. Which of the following is the responsibility of supplier management to negotiate and agree?

- A. Service level agreements (SLAs)
- B. Third-party contracts
- C. The service portfolio
- D. Operational level agreements (OLAs)

Correct Answer:

6. Which process is responsible for discussing reports with customers showing whether services have met their targets?

- A. Availability Management
- B. Service Level Management
- C. Continual Service Improvement
- D. Business Relationship Management

Correct Answer:

7. The BEST description of the guidance provided by Service Design is?

- A. The design and development of new services
- B. The design and development of service improvements
- C. The design and development of services and service management processes
- D. The day-to-day operation and support of services

Correct Answer:

8. Which process would you MOST expect to be involved in the management of Underpinning Contracts?

- A. IT Designer/Architect
- B. Process Manager
- C. Service Catalogue Manager
- D. Supplier Manager

Correct Answer:

9. Which of the following is NOT the responsibility of Service Catalogue Management?

- A. Ensuring that all operational services are recorded in the Service Catalogue
- B. Ensuring that information in the Service Catalogue is consistent with information in the Service Portfolio
- C. Ensuring that information in the Service Catalogue is accurate
- D. Ensuring that information within the Service Pipeline is accurate

Correct Answer:

10. A Service Level Agreement is?

- A. The part of a contract that specifies responsibilities of each party
- B. An agreement between the Service Provider and their customer
- C. An agreement between a Service Provider and an external supplier
- D. An agreement between the Service Provider and an internal organization

Correct Answer:

11. Which of the following is NOT part of the Service Design phase of the Service Lifecycle?

- A. Produce quality, secure and resilient designs for new or improved services, technology architecture, processes or measurement systems that meet all the agreed current and future IT requirements of the organization
- B. Produce and maintain all necessary Service Transition packages
- C. Take the overall Service Strategies and ensure they are reflected in the Service Design process and the service designs that are produced
- D. Measuring the effectiveness and efficiency of Service Design and the supporting processes

Correct Answer:

12. In which core publication can you find detailed descriptions of Service Level Management, Availability Management, Supplier Management and IT Service Continuity Management?

- A. Service Operation
- B. Service Transition
- C. Service Strategy
- D. Service Design

Correct Answer:

13. Which Service Design process makes the most use of data supplied by Demand Management?

- A. IT Service Continuity Management
- B. Service Catalogue Management
- C. Capacity Management
- D. Service Level Management

Correct Answer:

14. Which capacity management sub-process focuses on the management, control and prediction of the end to-end performance?

- A. Business capacity management
- B. Supplier capacity management
- C. Service capacity management
- D. Component capacity management

Correct Answer:

Service Transition

1. Which of the following sentences BEST describes a Standard Change?

- A. A change to the service provider's established policies and guidelines
- B. A pre-authorized change that has an accepted and established procedure
- C. A change that is made as the result of an audit
- D. A change that correctly follows the required change process

Correct Answer:

2. Which of the following combinations covers all the roles in Service Asset and Configuration Management?

- A. Configuration Administrator/Librarian; Configuration Manager; Service Desk Manager; Configuration Analyst; CMS/tools Administrator
- B. Configuration Administrator/Librarian; Service Asset Manager; Configuration Manager; Configuration Analyst; Configuration control board; CMS/tools Administrator
- C. Configuration Manager; Configuration Analyst; CMS/tools Administrator; Librarian; Change Manager
- D. Configuration Administrator/Librarian; Configuration Manager; Configuration Analyst; Configuration control board; CMS/tools Administrator; Financial Asset Manager

Correct Answer:

3. Which of the following statements is CORRECT?

- A. The CMS is part of the Configuration Management Data Base (CMDB)
- B. The KEDB and the CMS form part of the larger SKMS
- C. The Service Knowledge Management System (SKMS) is part of the CMS
- D. The Configuration Management System (CMS) is part of the Known Error Data Base (KEDB)

Correct Answer:

4. What is the entry point or the first level of the V model?

- A. Service Solution
- B. Customer / Business Needs
- C. Service Release
- D. Service Requirements

Correct Answer:

5. Effective release and deployment management enables the service provider to add value to the business by?

- A. Ensures that the fastest servers are purchased
- B. Delivering change, faster and at optimum cost and minimized risk
- C. Verifying the accuracy of all items in the configuration management database
- D. Ensuring that all assets are accounted for

Correct Answer:

6. Which of the following CANNOT be stored and managed by a tool?

- A. Data
- B. Knowledge
- C. Wisdom
- D. Information

Correct Answer:

7. Which of the following is NOT an aim of the Change Management process?

- A. Overall business risk is optimized
- B. Standardized methods and procedures are used for efficient and prompt handling of all Changes
- C. All budgets and expenditures are accounted for
- D. All changes to Service Assets and Configuration Items (CIs) are recorded in the Configuration Management System

Correct Answer:

8. How does Problem Management work with Change Management?

- A. By installing changes to fix problems
- B. By negotiating with Incident Management for changes in IT for Problem resolution
- C. By issuing RFCs for permanent solutions
- D. By working with users to change their IT configurations

Correct Answer:

9. Which of the following statements is CORRECT?

- A. The CMS is part of the Configuration Management Data Base (CMDB)
- B. The Configuration Management System (CMS) is part of the Known Error Data Base (KEDB)
- C. The Service Knowledge Management System (SKMS) is part of the CMS
- D. The KEDB and the CMS form part of the larger SKMS

Correct Answer:

10. Which is NOT a purpose of Service Transition?

- A. Ensure that a service can be managed, operated and supported.
- B. Provide quality knowledge of Change, Release and Deployment Mgmt.
- C. Plan and manage the capacity and resource requirements to manage a release.
- D. Provide training and certification in project management.

Correct Answer:

11. Service Assets are used to create value. Which of the following are the MAJOR types of Service Asset?

- A. Resources and Capabilities
- B. Services and Infrastructure
- C. Utility and Warranty
- D. Applications and Infrastructure

Correct Answer:

12. The group that authorizes changes that must be installed faster than the normal process is called the?

- A. Urgent Change Board (UCB)
- B. CAB Emergency Committee (CAB/EC)
- C. Emergency CAB (ECAB)
- D. Urgent Change Authority (UCA)

Correct Answer:

13. What is the name of the group that should review changes that must be implemented faster than the normal change process?

- A. Technical management (TM)
- B. Emergency change advisory board (ECAB)
- C. Urgent change board (UCB)
- D. Urgent change authority (UCA)

Correct Answer:

14. Which of the following statements BEST describes a Definitive Media Library (DML)?

- A. A secure location where definitive hardware spares are held
- B. A secure electronic library that contains all copies of software and licences
- C. A secure library where definitive authorized versions of all software and back-ups are stored and protected
- D. A secure library where definitive authorized versions of all media Configuration Items (CIs) are stored and protected

Correct Answer:

15. Who is responsible for defining Key Performance Indicators (KPIs) for the Change Management process?

- A. The change management process owner
- B. The change advisory board (CAB)
- C. The service owner
- D. The continual service improvement manager

Correct Answer:

Service Operation

1. The BEST description of the purpose of Service Operation is?

- A. To decide how IT will engage with suppliers during the Service Management Lifecycle
- B. To proactively prevent all outages to IT Services
- C. To deliver and support IT Services at agreed levels to business users and customers
- D. To design and build processes that will meet business needs

Correct Answer:

2. Which of these statements about Service Desk staff is CORRECT?

- A. Service Desk staff should be recruited from people who have high levels of technical skill to minimize the cost of training them
- B. The Service Desk can often be used as a stepping stone for staff to move into other more technical or supervisory roles
- C. The Service Desk should try to have a high level of staff turnover as the training requirements are low and this helps to minimize salaries
- D. Service Desk staff should be discouraged from applying for other roles as it is more cost effective to keep them in the role where they have been trained

Correct Answer:

3. Which of the following are the MAIN objectives of incident management?

- 1. To automatically detect service affecting events
 - 2. To restore normal service operation as quickly as possible
 - 3. To minimize adverse impacts on business operations
- A. 1 and 2 only
 - B. 2 and 3 only
 - C. 1 and 3 only
 - D. All of the above

Correct Answer:

4. Effective release and deployment management enables the service provider to add value to the business by?

- A. Ensuring that all assets are accounted for
- B. Ensures that the fastest servers are purchased
- C. Delivering change, faster and at optimum cost and minimized risk
- D. Verifying the accuracy of all items in the configuration management database

Correct Answer:

5. In many organizations the role of Incident Manager is assigned to the Service Desk.

It is important that the Incident Manager is given the authority to:

- A. Only manage Incidents effectively through 1st and 2nd line
- B. Only manage Incidents effectively through the 1st line
- C. Only manage Incidents effectively at the 3rd line
- D. Manage Incidents effectively through 1st, 2nd and 3rd line

Correct Answer:

6. Application Management plays a role in all applications. One of the key decisions to which they contribute is?

- A. Whether to buy an application or build it
- B. Should application development be outsourced
- C. Who the vendor of the storage devices will be
- D. Where the vendor of an application is located

Correct Answer:

7. Service Acceptance criteria are used to?

- A. Ensure the design stage of the Lifecycle
- B. Ensure Portfolio Management is in place
- C. Ensure delivery and support of a service
- D. Ensure service Key Performance Indicators (KPIs) are reported

Correct Answer:

8. Which of the following are Service Desk organizational structures?

1. Local Service Desk
2. Virtual Service Desk
3. IT Help Desk
4. Follow the Sun

- A. 2, 3 and 4 only
- B. 1, 2 and 4 only
- C. 1, 2 and 3 only
- D. 1, 3 and 4 only

Correct Answer:

9. Which of the following is NOT a valid objective of Request Fulfillment?

- A. To provide a channel for users to request and receive standard services
- B. To update the Service Catalogue with services that may be requested through the Service Desk
- C. To provide information to users about what services are available and how to request them
- D. To source and deliver the components of standard services that have been requested

Correct Answer:

10. The BEST description of the purpose of Service Operation is?

- A. To design and build processes that will meet business needs
- B. To deliver and support IT Services at agreed levels to business users and customers
- C. To decide how IT will engage with suppliers during the Service Management Lifecycle
- D. To proactively prevent all outages to IT Services

Correct Answer:

11. Which of the following is the BEST definition of an Incident?

- A. Loss of ability to operate to specification, or to deliver the required output
- B. A change of state which has significance for the management of a Configuration Item or IT Service
- C. A warning that a threshold has been reached, something has changed, or a failure has occurred
- D. An unplanned interruption to an IT service or reduction in the quality of an IT service

Correct Answer:

12. Which of the following sentences BEST describes a Standard Change?

- A. A change to the service provider's established policies and guidelines
- B. A change that correctly follows the required change process
- C. A change that is made as the result of an audit
- D. A pre-authorized change that has an accepted and established procedure

Correct Answer:

13. What is the definition of an Alert?

- A. An error message to the user of an application
- B. A warning that a threshold has been reached or that something has changed
- C. A type of Incident
- D. An audit report that indicates areas where IT is not performing according to agreed procedures

Correct Answer:

14. Which of the following is NOT an objective of problem management?

- A. Minimizing the impact of incidents that cannot be prevented
- B. Preventing problems and resulting incidents from happening
- C. Eliminating recurring incidents
- D. Restoring normal service operation as quickly as possible

Correct Answer:

15. Who is responsible for ensuring that the Request Fulfillment process is being performed according to the agreed and documented process?

- A. The Request Fulfillment Process Manager
- B. The Request Fulfillment Process Owner
- C. The Service Desk Manager
- D. The Service Manager

Correct Answer:

16. Major Incidents require:

- A. Less documentation
- B. Longer timescales
- C. Less urgency
- D. Separate procedures

Correct Answer:

17. Staff in an IT department are experts in managing specific technology, but none of them know what services are offered to the business. What imbalance does this represent?

- A. Extreme focus on cost
- B. Extreme focus on responsiveness
- C. Vendor focused
- D. Extreme internal focus

Correct Answer:

18. Which of the following would a major problem review examine?

- 1. Things that were done correctly
- 2. Things that were done incorrectly
- 3. How to prevent recurrence

What could be done better in the future

- A. 1 only
- B. 2 and 3 only
- C. 1, 2 and 4 only
- D. All of the above

Correct Answer:

19. Which of these is NOT a responsibility of Application Management?

- A. Ensuring that the correct skills are available to manage the infrastructure
- B. Providing guidance to IT Operations about how best to manage the application
- C. Deciding whether to buy or build an application
- D. Assisting in the design of the application

Correct Answer:

20. Which of the following is concerned with fairness and transparency?

- A. Capacity management
- B. Governance
- C. Service design
- D. Service level management

Correct Answer:

21. Which one of the following statements about Incident reporting and logging is correct?

- A. All calls to the Service Desk must be logged as Incidents to assist in reporting Service Desk activity
- B. Incidents reported by technical staff must be logged as problems because technical staff manage infrastructure devices not services
- C. Incident can only be reported by users, since they are only the only people who know when a service has been disrupted
- D. Incidents can be reported by anyone who detects a disruptions or potential disruption to normal service. This includes technical staff

Correct Answer:

22. In Service Operation, if too much emphasis is placed on 'Stability', what might the likely outcome be in terms of responsiveness to customer needs?

- A. Customers needs will be met more easily because of the improved stability of the services with fewer failures to disrupt timely delivery
- B. From the information given, it is not possible to comment regarding the impact on responsiveness of overemphasis on stability
- C. There is only likely to be a positive outcome from improved stability - the customers must be made fully aware of this and their expectations regarding responsiveness must be managed
- D. It is possible that responsiveness may suffer and customers needs may not be met within business timescales

Correct Answer:

23. In Service Operation, if too much emphasis is placed on 'Stability', what might the likely outcome be in terms of responsiveness to customer needs?

- A. Customers needs will be met more easily because of the improved stability of the services with fewer failures to disrupt timely delivery
- B. From the information given, it is not possible to comment regarding the impact on responsiveness of overemphasis on stability
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- D. It is possible that responsiveness may suffer and customers needs may not be met within business timescales

Correct Answer:

24. Contracts relating to an outsourced Data Centre would be managed by?

- A. Service Desk
- B. IT Operations Control
- C. Technical Management
- D. Facilities Management

Correct Answer:

25. Which is a reason why incident management interfaces with service level management?

- A. To ensure that problem records are circulated to all customers
- B. To ensure that the status of faulty configuration items (CI) is recorded
- C. To ensure that incident resolution times are aligned with business needs
- D. To ensure that incident workarounds are acceptable to the customers

Correct Answer:

26. Which of the following is an example of proactive problem management?

- A. Automated detection of an infrastructure or application fault, using event/alert tools automatically to raise an incident
- B. Analysis of an incident by a technical support group which reveals that an underlying problem exists, or is likely to exist
- C. Suspicion or detection of a cause of one or more incidents by the service desk
- D. Trending of historical incident records to identify one or more underlying causes

Correct Answer:

27. An incident is proving difficult to resolve. A technician informs their manager that more resource is needed to restore the service. What has taken place?

- A. A functional escalation
- B. A service level escalation
- C. An incident resolution
- D. A hierarchic escalation

Correct Answer:

28. What are the two MAJOR activities in problem management?

- A. Technical and service
- B. Resource and proactive
- C. Reactive and technical
- D. Proactive and reactive

Correct Answer:

29. Which process is responsible for frequently occurring changes where risk and cost are low?

- A. Access management
- B. Request Fulfillment
- C. Release and Deployment Management
- D. Incident Management

Correct Answer:

Continual Service Improvement (CSI)

1. Which of the following is the correct set of steps for the continual service improvement model/approach?

- A. Devise a strategy; Design the solution; Transition into production; Operate the solution; Continually improve
- B. Where do we want to be? ; How do we get there?; How do we check we have arrived?; How do we keep the momentum going?
- C. Identify the required business outcomes; Plan how to achieve the outcomes; Implement the plan; Check the plan has been properly implemented; Improve the solution
- D. What is the vision?; Where are we now?; Where do we want to be?; How do we get there?; Did we get there?; How do we keep the momentum going?

Correct Answer:

2. How many times should each stage of the Plan, Do, Check, Act (PDCA) cycle be visited?

- A. Each stage should be carried out once in the order Plan-Do-Check-Act
- B. There should be a single Plan, then the Do-Check-Act cycle should be repeated multiple times to implement Continual Improvement
- C. There should be a single Plan and Do, then Check and Act should be carried out multiple times to implement Continual Improvement
- D. The entire cycle should be repeated multiple times to implement Continual Improvement

Correct Answer:

3. Within the Continual Service Improvement (CSI) 7 step improvement process, data needs to be gathered and analyzed from which other area of the lifecycle in order to answer the question "Did we get there?"?

- A. Service Strategy
- B. Service Design
- C. Service Operation
- D. Service Transition

Correct Answer:

4. Which of the following activities are carried out in the "Where do we want to be?" step of the continual service improvement (CSI) model / approach?

- A. Implementing service and process improvements
- B. Reviewing measurable improvements
- C. Creating a baseline
- D. Defining measurable targets

Correct Answer:

5. How many times should each stage of the Plan, Do, Check, Act (PDCA) cycle be visited?

- A. Each stage should be carried out once in the order Plan-Do-Check-Act
- B. There should be a single Plan and Do, then Check and Act should be carried out multiple times to implement Continual Improvement
- C. The entire cycle should be repeated multiple times to implement Continual Improvement
- D. There should be a single Plan, then the Do-Check-Act cycle should be repeated multiple times to implement Continual Improvement

Correct Answer:

6. Before embarking on the 7-step Continual Service Improvement (CSI) process, which of the following items need to be identified?

- A. Business Objectives, IT Objectives, Process Metrics
- B. Process Models, Goals and Objectives
- C. Vision and Strategy, Tactical Goals and Operational Goals
- D. Business and IT Strategy and Process Definitions

Correct Answer:

7. Which is the first step in the 7 Step Improvement Process?

- A. Prepare for action
- B. Define what you should measure
- C. Identify gaps in Service Level Agreement (SLA) achievement
- D. Where are we now?

Correct Answer:

8. The difference between service metrics and technology metrics is BEST described as?

- A. Service metrics measure the end to end service; Technology metrics measure individual components
- B. Service metrics measure maturity and cost; Technology metrics measure efficiency and effectiveness
- C. Service metrics include critical success factors and Key Performance Indicators; Technology metrics include availability and capacity
- D. Service metrics measure each of the service management processes; Technology metrics measure the infrastructure

Correct Answer:

9. Which is the first step in the 7 Step Improvement Process?

- A. Where are we now?
- B. Identify gaps in Service Level Agreement (SLA) achievement
- C. Prepare for action
- D. Define what you should measure

Correct Answer:

10. Which statement about service review meetings is FALSE?

- A. Actions from service review meetings should only be assigned to the service provider
- B. Meetings should be held on a regular basis to review service achievement
- C. Issues for the upcoming period should be discussed at the meetings
- D. Progress and success of the service improvement program (SIP) should be reviewed

Correct Answer:

11. Which is the CORRECT activity to carry out the “How do we get there” phase of the Continual Service improvement approach?

- A. Service and process improvement
- B. Baseline assessments
- C. Policy and governance review
- D. Measurable targets

Correct Answer: