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ITIL® Foundation Examination

Sample Paper C

Answers and rationales

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For Exam Paper: EN_ITIL_FND_2011_SamplePaperC_QuestionBk_v2.2

Q	A	Syllabus Ref	Book Ref	Rationale
1	B	FND01-1	SS 2.1.7 Best practices in the public domain	Technology (answer B) is an enabler of best practice, <u>not a source</u> of best practice. Standards (answer A), academic research (answer C) and internal experience (answer D) are all <u>sources</u> of best practice.
2	C	FND01-2	SS 1.4 Why is ITIL so successful?	The guidance states that the characteristics in answer C are what contribute to ITIL's success: vendor neutral, non-prescriptive and best practice. The characteristics 'prescriptive' and 'solution specific' conflict with those that contribute to ITIL's success. 'Publicly available' is a characteristic of ITIL but is not paired with two other correct characteristics.
3	B	FND01-4	SS 3.2.1.2 Internal & external customers	If there is a contract, the customer must be external as contracts are not needed when the customer is internal. For this reason, internal customers (answer D) is incorrect. Strategic customers (answer A) and valued customers (answer C) may be internal or external and so may, or may not, require a contract.
4	C	FND01-10	SS 2.2.2 Processes	Functions are <u>not part</u> of a process, they <u>carry out</u> processes. The roles (answer A) involved in a process are always defined, even if these are only those of the process owner and process manager. No process could operate without inputs (answer B). Every process needs to be measured by metrics (answer D) to allow it to be managed effectively.
5	D	FND02-2	SS 1 Introduction	Only options 1 and 4 are true. The ITIL complementary guidance includes many books, blogs and white papers which describe its interface with other operating models e.g. SIAM, COBIT, etc. It also includes books and papers pertaining to specific industry sectors e.g. government, finance, etc. Developing application interfaces and IT recruitment would be more specific to software development and HR practices and methodologies than being complimentary to ITIL.
6	B	FND02-7	ST 1.1.1 Purpose and objectives of service transition	A number of service transition processes e.g. change management, help to ensure that service changes create the expected business value. The other answers are incorrect because they are objectives of processes in other lifecycle stages. Answer A is an objective of service level management. Answer C is more an objective of service operation and answer D belongs to service catalogue management.

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Q	A	Syllabus Ref	Book Ref	Rationale
7	B	FND02-9	SO 1.1.1 Purpose and objectives of service operation	As part of service operation, incident and problem management can help to minimize outages. The other answers are incorrect because they are not involved in the day-to-day running of the service: service design (answer A) creates the blueprint for the service, service transition (answer D) ensures the service moves into the live environment, and continual service improvement (answer C) helps the organization to identify areas for improvement in terms of the service's overall effectiveness and efficiency.
8	D	FND03-4	SS 4.2.4.5 Service catalogue structure	The service portfolio comprises the service catalogue (visible to customers) and the service pipeline and retired services (not visible to customers). Answer A is incorrect as the service catalogue sets out the description of a service not the activities that need to be carried out. Answer B is incorrect as the service catalogue is used as a basis for creating SLAs, however they are not listed within the catalogue. Answer C is incorrect as the service catalogue contains the services provided, and not the services required.
9	B	FND03-5	SS 2.3.1 Governance	Answer B is correct as Governance is solely concerned with policy and direction for the organization. Though it could be argued that the other options do have policies and set direction, but these are NOT their primary focus and they will all be driven by organizational governance standards.
10	A	FND03-12	SD 4.3.4 Policies, principles and basic concepts	An OLA is an agreement between an IT service provider and another part of the same organization that assists with the provision of services. Answer B describes a contract. Answer C describes information that would be found in an SLA. The description of business services in answer D is likely to be found in the service catalogue.
11	A	FND03-31	SO 4.4.5.7 Raising a known error record	(NB. This question concerns a 'known error record', not a 'known error'.) In some cases it may be advantageous to raise a known error record even earlier in the overall process, even though the diagnosis may not be complete or a workaround found. This might be used for information purposes or to identify a root cause or workaround that appears to address the problem but hasn't been fully confirmed. Answer B is incorrect because although known error records can be created from external sources before a problem is logged, this is not always the case. Answer C is incorrect as a known error record would not be created from an incident record. Answer D is incorrect as the next release of the service may introduce a fix for the known error, making it redundant.

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12	A	FND03-37	ST 4.2.4.6 Change proposals	<p>A change proposal would be used where a major cost and/or risk is involved, often requiring approval from senior customer and service provider representatives.</p> <p>A change policy (answer B) defines when change proposals or requests should be raised. A service request (answer C) is raised for more minor levels of change, with known risks and costs. A risk register (answer D) records the nature and level of risk of events that may affect the service (that, if they occur, may necessitate changes).</p>
13	B	FND03-41	SS 2.1.5 Stakeholders in service management	<p>The customer agrees the service targets with the service provider through the SLA.</p> <p>Supplier (answer C) agreements are laid down in contracts. The user (answer A) of a service may not necessarily be the customer. In this case the customer would agree the targets for the service that the user will receive. The service desk staff (answer D) might be involved in reporting on targets but not in agreeing them.</p>
14	A	FND04-2	SS 3.2.3.1 Creating value	<p>The correct answer is A, value is always determined by the customer. This is because the customer's perception influences how value is measured. This is not only measured in financial terms.</p> <p>It is not always related to the cost of a service, or the advertised features offered.</p>
15	C	FND04-3	SD 3.1.5 Comprehensive and integrated service design Fig 3.3	<p>The correct answer is C, services and technology are examples of PRODUCTS, not partners or processes. Performance is not one of the 4 P's.</p>
16	B	FND04-4	SD 3.1.1 Holistic service design	<p>The key to the answer is the holistic nature of service design and the desire to achieve the results and create the value defined in service strategy.</p> <p>The other three answers are all areas that service design is concerned with, but they are not the MAIN reason.</p>
17	D	FND04-9	CSI 3.1.1 Business questions for CSI	<p>Answer D describes the complete continual service improvement approach.</p> <p>Answer B misses two of the steps of the approach and terms are incorrect. Answer A describes the service lifecycle, not steps in CSI. Answer C is closer to describing the Deming Cycle of 'plan, do, check, act', and again are not recognized steps in the CSI approach.</p>
18	C	FND04-10	CSI 5.5 Metric	<p>Technology, process and service are the three types of metrics that support CSI activities, as stated in the CSI publication.</p>

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19	B	FND05-22	SS 4.3.2 Scope	Budgeting involves looking into the future to predict expenditure and income. Accounting (answer A) is the process of recording and accounting for spending. Cost models (answer C) are used to calculate the cost of providing services. Charging (answer D) is the process through which costs can be recovered from customers.
20	D	FND05-23	SS 4.5.1 Purpose & objectives	Business relationship management covers communication at a strategic level. Service desk (answer C) is not a process, even though it provides service level data for reporting. Although the outputs of service portfolio management (answer B) and service catalogue management (answer A) are used in communication with the customer, they are not the process responsible for it.
21	B	FND05-31	SD 4.3.5.1 Designing SLA frameworks	B is the CORRECT answer. Option 1 (incorrect) - Legal terminology may be included if the SLA is part of a contract, however if the document is not legally binding, legal terminology is not necessary. Option 2 (correct) - All SLA targets must be measurable to prevent disagreements over whether they have been met. Option 3 (correct) - Both customer and provider must sign to show that they agree to their responsibilities as outlined in the SLA. SD 4.3.1, 4.3.2 Option 4 (incorrect) - The price of the service may be included, but the cost of delivering the service will not be included.
22	D	FND05-31	SD 4.3.5.1 Designing SLA frameworks	A service-based SLA describes the agreed level of service for a particular service, which may be provided to a number of customers. Answer A describes a customer-based SLA where a single customer has an SLA for multiple services. Answer B is half right because it covers a single service but still incorrect as it fails to identify multiple customers. Answer C describes one of the levels (the service level) of a multi-level SLA.
23	B	FND05-41	SD 4.2.1 Purpose & objectives	Answer B is correct as it identifies a responsibility of service level management NOT service catalogue management. The accuracy of the catalogue (answer A), consistency with the other elements of the service portfolio (answer C) and completeness of the service catalogue (answer D) are all incorrect because they are elements of service catalogue management.
24	C	FND05-44	SD 4.8.1 & 4.8.2 Purpose & objectives	The correct answer is C. Supplier management maintains the SCMIS, not the SKMS. The other options are valid objectives of the supplier management process.

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25	B	FND05-47	SD 4.1.1 Purpose & objectives	<p>The correct answer is B) Design coordination. Ensuring that the service model designs conform to requirements, including strategic, architectural, governance and corporate, is a stated objective of design coordination.</p> <p>Answer A – Service Portfolio Management would be concerned with controlling what services are offered, ensuring an acceptable level of return on investments, and how services are enabled to meet a business strategy.</p> <p>Answer C – Service level management would be concerned with establishing the relevant service performance targets and then tracking the model's conformance to service levels, once in operation.</p> <p>Answer D Change management would be concerned with implementing any changes to the service model and its initial implementation as part of the service transition stage of the lifecycle.</p>
26	C	FND05-51	ST 4.2.5.11 Emergency changes	<p>ITIL guidance states that the full CAB is the best body to consider a change. The ECAB will substitute if this proves logistically impossible.</p> <p>Answer A is incorrect as the CAB will consider some of the high priority changes where time allows to bring it together. Answer B is incorrect as the review of changes is the role of the full CAB. Answer D is incorrect an ECAB would not be used to alleviate a backlog of changes.</p>
27	A	FND05-51	ST 4.2.5.10 Change advisory board	<p>The change manager normally chairs the CAB. It is likely that the other three may <u>attend</u> the CAB to either contribute or take away information.</p>
28	C	FND05-61	ST 4.4.5 Process activities, methods and techniques	<p>'Release build and test' follows release and deployment planning (answer D) as the second phase.</p> <p>'Review and close' (answer A) is the fourth and final stage. 'Change authorization' (answer B) is a change management activity and outside of the scope of release and deployment management.</p>
29	A	FND05-62	ST 4.7.1 Purpose & objectives	<p>Even though knowledge management is a process within service transition, it is described as a whole lifecycle process ensuring that reliable and secure knowledge, information and data is available and current throughout the five stages.</p>
30	C	FND05-64	ST 4.1.2 Scope	<p>Transition planning and support acts like the glue binding together the service transition stage. It would therefore be responsible for the planning and coordinating the resources required for service transitions.</p>

Q	A	Syllabus Ref	Book Ref	Rationale
31	A	FND05-71	SO 4.2.5.9 Process activities, methods and techniques	Options 1 and 2 are correct. The closing category of an incident should be checked as it is the raw data that can be used for many purposes, e.g. to help problem management identify trends of recurring incidents. The user must also be satisfied with the outcome as they are the people affected. This is very often done by a service desk contacting them to confirm closure.
32	A	FND05-71	SO 4.2.5.6 Incident escalation	Hierarchic escalation takes place if a higher level authority needs to be informed and/or make a decision, often to focus attention on an incident resolution. Answers B and C describe functional escalation but not escalation up the hierarchy of the organization. Answer D is a reason that hierarchic escalation may be carried out, but it is not a description of it.
33	A	FND05-72	SO 4.4.6.4 Interfaces	If business disruption is likely, then continuity management must assess the situation and decide how to act. Availability management (answer B) is more focused on design activity. Incident management (answer C) will likely have dealt with the original incident(s) that led to the problem being raised. Change management (answer D) will only be involved when a proposed fix needs to be authorized.
34	B	FND05-72	SO 4.4.2 Scope	Proactive problem management involves analysing data, looking for trends and raising problems as a result. Service level management (answer A) may contribute but will not analyse low level incident data. Change management (answer C) does not analyse incident data for trends. Event management (answer D) will look for trends but in <u>event</u> data.
35	A	FND05-82	SO 4.3.2 Scope	'How to' questions and standard changes are good examples of service requests. Answer B is too broad as it covers major changes and projects as well. Answer C has some truth because self-help, web-based tools are often used for service requests, however this is not the only way to submit a request and so is not the BEST description. Answer D describes a change not service request.
36	B	FND06-1	SO 6.3.3 Service desk organizational structure	A local service desk (answer A) serves users in the same location. A virtual service desk (answer C) may be in multiple locations but appears as if it were one desk to the customer. Follow the sun (answer D) is a service desk model where control switches depending on the time of the day. The IT help desk (answer B) is not described in ITIL publications as an organizational structure.

Q	A	Syllabus Ref	Book Ref	Rationale
37	B	FND06-2	SO 6.5.1 Operations management role	IT operations control, as part of IT operations management, will provide the staff for the operations bridge (this is a front line monitoring role in a data centre or network operations centre). Request fulfilment (answer C) is a process as so cannot provide staff, Technical and applications management (answers A and D) will work outside of the operation bridge area.
38	C	FND07-1	SD 6.3.2 Generic process owner role	The process owner will define the process strategy (answer A), make sure those who are involved know about it (answer B) and help to identify improvement (answer D). What they are NOT responsible for are IT plans to meet business need.
39	C	FND07-2	SD 3.7.4.1 Designing roles – the RACI model	'I' stands for 'informed' in the RACI matrix, i.e. kept up to date. 'A' in RACI is 'accountable' (answer A). 'R' is 'responsible', which is performing and managing the activity (Answers B and D)
40	A	FND08-2	SS 7.1 Service Automation	Service automation benefits the following areas of service management: Design and modelling Service catalogue Pattern recognition analysis Classification, prioritization and routing Detection, monitoring and optimization The DIKW structure (answer B) relates to knowledge management. Demand management (answer C) would improve pattern recognition and optimization but not detection. Standard changes (answer D) are designed to improve the efficiency and effectiveness of low impact, routine changes.