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ITILSC-SOA

**ITIL Service Capability Service Offerings and Agreements Exam**

## Exam A

### QUESTION 1

#### Scenario

A company provides an internet-based gift delivery service which is highly dependent upon IT services provided by the internal IT organization. A year ago the customer payments service that supports the gift ordering website regularly experienced poor availability. The organization hired a service management consultant to assess why the IT services were performing poorly and to rectify the situation.

As part of the solution, the consultant implemented service level management and adopted the role of interim service level manager. Service level agreements were negotiated with the business and agreed. The necessary underpinning agreements were negotiated and put in place. Regular monitoring and reporting was implemented. Monthly service review meetings with the business unit managers were established to discuss IT service performance and any issues and improvements. Within a year of the start of the initiative the gift ordering website IT service was performing at 98.7% availability, a significant improvement.

This month's service review meeting was attended by the chief executive officer (CEO) after concerns were expressed about the most recent availability figure for the customer payments service, which was 94%. This covered the period which included one of the traditionally most popular gift ordering times. The consultant stated that the poor availability was almost entirely due to an incident that occurred during one of the busiest periods and, as a result, the overall monthly availability percentage was low. Initial investigation has shown that the service desk used the SLA to designate the incident as a 'Priority 2'. This was however lower than the 'Priority 1' the business believed the incident should have been. The subsequent delay in restoration of the service meant some customer orders were lost.

The CEO reminded the consultant that a repeat of such an incident would not only have a major effect on monthly revenues but also seriously affect the company's reputation. The consultant agreed that this was unacceptable and committed to review this issue and report back to the CEO.

Refer to Scenario



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- A. The SLM should agree with the business managers to set up a service improvement plan (SIP) to address the issue. Differing views relating to the cause of the low availability mean it should be investigated thoroughly to establish whether the slow restoration of service was due to a lack of understanding by the service desk, incorrect service level targets in the SLA or simply that, owing to the type of failure, restoration was always going to take that length of time. Appropriate action can then be taken to rectify the issue.
- B. The issue is with the service desk and its incorrect interpretation of the SLA and failure to escalate the issues. The SLM should agree to set up a SIP for the service desk. The operational level agreement (OLA) with the service desk should be reviewed to ensure that it underpins the SLAs. The SIP should include the retraining of the service desk staff. A complete review of the service desk tools should ensure that they can be used to prioritize incidents correctly by passing through targets agreed into the priority matrix of the toolset.

- C. The issue is clearly a breakdown in understanding regarding the critical business periods and the matching of these to the availability targets in the SLAs. The SLM should agree with the business managers to set up a SIP to investigate the issue. The SLAs should be reviewed with the business to ensure that they match with the business needs and, if necessary are updated. Review and update any underpinning agreements as necessary to ensure that they support the targets in the SLAs.
- D. The SLM should conduct an investigation by reviewing incidents and problems. Ask the IT service desk and support staff what ideas they have to resolve the issue. Review the impact on all other SLAs. OLA's contracts and procedures. Review the maturity associated with the service level management process and take steps to improve this process if necessary. Create a SIP with an associated business case for presentation to the chief executive officer (CEO).

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

## QUESTION 2

A major international company owns shopping malls in many countries. They are responsible for the security, safety and comfort of shoppers visiting the stores in the mall and the facilities management of the locations. The company relies on IT services provided by its IT division. The IT division consists of a corporate IT department at the company's headquarters and a local IT team at each mall. The IT division obtains IT services and products from over 100 different suppliers globally.

The management of suppliers within the IT division is currently performed by the local IT teams in each country, often by the most appropriate technical manager. This has resulted in inconsistent processes and levels of service across the countries.

The management team realizes that this is an ineffective use of IT resources and will have an impact on the future growth of the company. They are currently reviewing the situation and wish to develop supplier management processes that are more closely aligned to ITIL practices. The management team recently conducted a survey of all of the local IT teams within the different countries to collect details about the number and type of contracts and suppliers.

The IT division has developed and implemented many other ITIL processes over the last two years, which has led to significant improvements. The management team would like to build on this success and develop and implement a supplier management process. You have recently joined the corporate IT department and have been given the results of the survey carried out by the management team.

Refer to Scenario

Which one of the following options is the BEST sequence of activities to adopt in order to implement a supplier management process and to bring the current situation under control?

- A.
  1. Design and develop a supplier management process.
  2. Define and agree a supplier policy.
  3. Use the results of the survey to categorize each supplier to determine the type of relationship required.
  4. Establish and populate a supplier and contract management information system (SCMIS) from the survey feedback.

5. Deploy the process in the corporate IT department as a pilot.
  6. Agree which individuals in the corporate IT department and local IT teams are accountable for the management of each contract and supplier.
  7. Deploy the process in the remaining countries and conduct a program of awareness and training.
- B.
1. Define and agree a supplier policy.
  2. Design and develop a supplier management process.
  3. Use the results of the survey to categorize each supplier to determine the type of relationship required.
  4. Establish and populate a SCMIS from the survey feedback.
  5. Agree which individuals in the corporate IT department and local IT teams are accountable for the management of each supplier.
  6. Deploy the process in all countries and conduct a program of awareness and training.
  7. Identify where there are duplicate or multiple contracts in place with suppliers and instigate an initiative to review these with the relevant suppliers.
- C.
1. Carry out a further review of the suppliers used by each store in each country.
  2. Establish and populate the SCMIS from the results of the exercise.
  3. Design and develop a supplier management process.
  4. Define and agree a supplier policy.
  5. Appoint a supplier manager from the corporate IT department to manage all contracts and all suppliers.
  6. Deploy the process in all countries and conduct a program of awareness and training.
  7. Renew all contracts to try to obtain better terms and conditions.
- D.
1. Define and agree a supplier policy.
  2. Agree which individuals in the corporate IT department and local IT teams are accountable for the management of each supplier.
  3. Use the results of the survey to categorize each supplier to determine the type of relationship required.
  4. Establish and populate a SCMIS from the survey feedback.
  5. Design and develop a supplier management process.
  6. Deploy the process in all countries and conduct a program of awareness and training.
  7. Work with the service level manager to ensure that all contracts correctly underpin service level agreements.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

### QUESTION 3

Scenario

An IT services company provides IT services to many customers. The company has grown rapidly over the last three years and has recognized the need to implement service management processes to ensure that they continue to provide services that meet their customer's needs. A service management implementation project was set up a year ago and most processes are now in place including service level management and service catalogue management. In addition a business relationship manager has been allocated.

An opportunity has arisen to engage a new customer, which could lead to a very large contract. Contact has been made with the potential customer and a meeting

arranged. This will be the first time that these processes have been used to engage a new customer and the IT service manager wishes to make sure that all concerned are clear of their roles.

Refer to Scenario

Which one of the following options CORRECTLY assigns the responsibilities to the service level manager, service catalogue manager and the business relationship manager?

Responsibilities:

1	Ensuring that the new services for the customer that are being prepared for operational running are added to the service catalogue.
2	Ensuring that any underpinning agreements or contracts needed to support the service level agreement (SLA) with the customer are aligned with their business needs.
3	Liaising with technical teams to ensure that the customer's requirements can be met.
4	Maintaining a good knowledge of any customer business outcomes that may be supported by the company's services.
5	Ensuring that the current and future service requirements of the customer are identified, understood and documented in SLAs and service level requirement (SLR) documents.
6	Gaining an insight into the customer's business.
7	Assisting with the production and maintenance of an accurate service portfolio, service catalogue and application portfolio.
8	Ensuring that all the information within the service catalogue is up-to-date.
9	Ensuring that the information within the service catalogue is consistent with the information within the service portfolio.
10	Ensuring that, once engaged, service reviews are carried out with the customer regularly as agreed in the SLA.

- A. Service catalogue manager - 3, 7, 8, 9  
Service level manager - 1, 2, 4  
Business relationship manager- 5, 6, 10
- B. Service catalogue manager - 1, 7  
Service level manager - 3, 4, 6, 8, 10  
Business relationship manager- 2, 5, 9
- C. Service catalogue manager - 1, 8  
Service level manager - 2, 3, 5, 9  
Business relationship manager- 4, 6, 7, 10

- D. Service catalogue manager - 1, 8, 9  
Service level manager - 2, 3, 5, 7, 10  
Business relationship manager- 4, 6

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 4**

Scenario

A commercial IT services company has been successful for many years. Its key strategic differentiator has been the provision of new services to meet customers' needs in very short lead times. Recently profits have dipped, forcing senior management to take a look at the lifecycle costs of providing the IT services to their external customers.

The organization has had a service catalogue containing customer and supporting views for some time. It is an essential source of information about the IT services and is used by both the business relationship managers and the IT services teams. Services are designed internally but often transitioned and operated in partnership with other suppliers.

For each service, the service catalogue currently contains:

- A description of the service
- Summary of the service level targets
- The level of support and support details
- Details of the supporting services and components
- Details of services obtained from suppliers

When sales leads are obtained from potential new customers, the requirements are compared with services in the service catalogue and, if no matching service can be found, a project is set up to quickly develop a new service. In the past this has been justified as meeting the needs of the customers, and full business cases were not developed.

A senior service manager has suggested introducing a service portfolio management process and needs to get the support of the IT management team. The management team wishes to know what extra information would be included in a service portfolio over and above what is already in the service catalogue and what value it would be to them.

The company is looking to restrict investment in new resources. Therefore, only a few projects can be authorized in the next budget cycle.

Refer to the Scenario.

Which one of the following sets of statements BEST describes the elements that a service portfolio contains in addition to the elements in a service catalogue, and

describes the additional value service portfolio management would bring to the IT services company in resolving their current issues?



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- A. The service portfolio will include: resource allocation; support terms and conditions; ordering and request procedures; the value proposition; offerings and packages.  
The service portfolio will show where additional resources will be required to operate new services.  
Service portfolio management will enable the organization to rationalize existing services to optimize the use of resources.
- B. The service portfolio will include: business cases; risks; business outcomes supported; cost and pricing.  
The service portfolio will show the proportion of resources acquired from key suppliers so that the cost of new services can be accurately estimated.  
Creating a service portfolio that includes services in the service pipeline, as well as those in the service catalogue, will enable new services currently being developed to be included in service offerings. This increased visibility of new services extends the range available for new opportunities.
- C. The service portfolio will include: ordering and request procedures; service level targets; support terms and conditions; details of services obtained from suppliers.  
The service portfolio will show the resources and capabilities that are needed to improve the services in the service catalogue.  
Service portfolio management will enable the organization to expand the service catalogue to include details of service requests and standard changes, providing a valuable self-help portal to users.
- D. The service portfolio will include: business cases; risks; investment priorities; value propositions.  
The service portfolio will show where resources are used across all stages of the service lifecycle both within the provider and where they have been acquired from suppliers.  
Service portfolio management will improve the organization's ability to compare potential investments and make sound decisions.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 5**

Scenario

A clothing manufacturer has made a decision to supplement factory-based retail outlets by opening a series of stores at out-of-town shopping malls.

The internal IT organization provides support to many mission-critical business systems for both the manufacturing and retail operations. It must increase its

portfolio of services and service options to meet the planned new expansion. Typically, the business is subject to seasonal patterns of demand, which recently have begun to exceed the capability of some of the IT services. This has led to periods of poor performance of some of the critical systems and therefore to degraded service quality. In periods of minimal demand, there is a surplus of capacity and performance is optimal.

There is concern that the additional business demand from the new stores will exacerbate these service performance issues.

The board of directors, made up of representatives from each business unit, has asked for a review of the business supply and demand issues currently being faced by the IT organization. Many service management processes have been implemented including service portfolio management and capacity management. However, IT does not have a demand management process.

Additionally, performance levels on many of the supporting services have remained unchanged for the past 3 years, even though some may now be less relevant to the overall performance of the critical services.

Refer to the Scenario.

The review of the supply and demand issues concluded that the implementation of a demand management process could help the IT organization address the issues. Which one of the following options provides the BEST solution to both the problems currently being faced and those related to the proposed expansion?

- A. The service portfolio should be reviewed and an analysis carried out of each business unit's requirements in order to understand their patterns of business activity (PBA) and corresponding usage of the IT services.  
Differentiated service offerings should be developed to match PBA; this will make better use of available IT resources. Supporting service performance targets should be amended to reflect these changes.  
Work with business relationship management and capacity management to develop long term plans to meet the extra demand resulting from the company's expansion plans.
- B. An analysis should be carried out of each business unit's patterns of business activity (PBA), and appropriate services for each business unit selected from the service catalogue.  
In conjunction with the finance department, a revised cost model should be introduced to allow for the fluctuation in usage and costs.  
Differential charging should be introduced to address the issues of service quality.
- C. The service portfolio should be reviewed and an analysis carried out of each business unit's requirements to understand their current usage of the IT services and where seasonal variations lead to fluctuations in usage.  
Discussions should take place with the business units to impose limits within specific time periods for each business unit's usage of IT services.  
Work with business relationship management and capacity management to develop long term plans to meet the extra demand resulting from the company's expansion plans.
- D. The service portfolio should be reviewed and the business unit's cumulative service usage should be reviewed, monitored and analyzed.  
Work with the business to develop short-term measures to manage demand for the IT services, such as delayed or batch processing of retail transactions.  
Service levels should be reviewed to take into account changes to supporting service performance targets and, where applicable, agreements should be updated through change management.

**Correct Answer: A**

**Section: (none)**

**Explanation**

## Explanation/Reference:

### QUESTION 6

#### Scenario

A flower delivery company introduced ITIL-based service management processes 12 months ago.

One major benefit of the associated service improvement initiatives was that the service availability of the business critical on-line flower ordering IT service increased from 97% to 98.9% over the last quarter. This exceeds the service availability target of 98.5%. Last month, reports were circulated showing the availability improvement.

The service level manager is chairing a service review meeting to review the progress and report upon this achievement. The customer managers acknowledge the improvement but despite the reports of improved service availability, a major service outage occurred during the busiest week of the year when over 25% of the annual business revenue is normally earned. Although IT dealt with the outage satisfactorily, the loss of revenue and credibility in this mission critical, high-visibility trading period are serious concerns. The customer managers are concerned that the reporting does not seem to reflect this or their actual perception of the service.

Agreement is reached at the meeting to address two primary concerns:

1. Service availability targets for the mission critical periods are to be revised.
2. Amended and more representative business reports are to be produced.

Refer to the Scenario.

Which one of the following options will BEST ensure that the primary concerns related to the revision and reporting of targets are addressed?

- A. Determine what information each IT team can provide regarding the collection and reporting of component availability. Implement revised mechanisms for the analysis, calculation and reporting of service availability. Ensure that event management is implemented to trigger alerts in response to availability issues. This will allow for reactive measures to be introduced so that, if services fail to meet their availability targets, proper actions can be taken to mitigate future failures.
- B. Meet with the customer managers to conduct a thorough review of all services and document all revised service level requirements (SLRs), ensuring that business impact and seasonal variations are taken into account. The SLRs should be transformed into a balanced scorecard of service targets with a dashboard for reporting purposes. Mechanisms should be agreed and implemented to collect, analyze and report against the agreed service targets using the change management process. Reports should be circulated to customer managers five working days in advance of service review meetings.
- C. Meet with the customer managers to review and document their availability requirements, ensuring that business impact and seasonal variations are taken into account. Review the monitoring and measurement mechanisms and ensure that they can measure both component and end-to-end service availability. Agree the revised service availability reporting requirements with the customer. Agree and revise service level agreements and operational level agreements as necessary and implement any changes to the monitoring and reporting mechanisms using the change management process.
- D. Review the requirements for service availability against the data collection and measurement currently provided by the IT teams. Design availability metrics and controls to report any variances at the monthly service review meetings, as well as how these variances will be addressed in the future. Internal IT staff and a customer manager will attend the service review meetings. All changes have to be agreed in the service review meetings before any actions can be performed, thus forcing the customer to come to the meetings and reach agreement before any improvement work or change can occur.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

