

ITILSC-SOA

Number: ITILSC-SOA

Passing Score: 800

Time Limit: 120 min



ITILSC-SOA

ITIL Service Capability Service Offerings and Agreements Exam

Exam A

QUESTION 1

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?



<http://www.gratisexam.com/>

- 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 SCMS 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 SCMS 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 2

Refer to Scenario

An IT services company has been providing hosted and managed IT services to a number of major customers for over 20 years. It has invested heavily in ITIL-based service management processes over the last five years, which has resulted in an increase in the quality of the IT services and an increase in customer satisfaction with the services. This activity has led to a significant growth in the number of customers that the company serves.

The company has implemented all of the service design, service transition and service operation processes to some extent, and is now developing other processes based on ITIL service strategy. As a result of this latest activity they have recognized that their existing service management tool is limited in its ability to support several existing processes, and all of the planned new ones. The supplier of the existing tool is reducing its investment in future development of the tool and is, therefore, unwilling to commit to any additional new facilities or functionality. This has now become an issue for the company and, as a result, they are looking to replace the existing tool with a more comprehensive alternative.

The company plans to develop a requirements specification for the replacement tool and is redwning the areas that need to be considered, including its deployment throughout the organization. The budget for the new tool is limited, therefore it is essential that the new tool can be implemented and used as quickly as possible in order to obtain maximum return on investment (ROI).

Which one of the following options provides the BEST description of the areas that should be addressed by the requirements specification for the new tool?

- A. The usability and functionality of the new tool
 - The ability to customize the tool to the organization's requirements
 - The planned use of the tool within the organization, together with the number of customers and users of the services and their geographical locations
 - The plans for the deployment and the associated documentation needed for the tool.
- B. The utility and warranty of the new tool
 - The conformance of the tool to international open standards
 - The planned use of the tool within the organization, together with the type and number of licenses required for its deployment
 - The timing of the deployment and the associated tool training and education.
- C. The utility and warranty, and service acceptance criteria of the new tool
 - The ability to customize the tool to the organization's requirements
 - The number of potential users of the tool together with the number of licenses and their geographical locations required for its deployment
 - The timing of the deployment and the associated tool documentation.
- D. The utility and warranty, and service acceptance criteria of the new tool
 - The ability to migrate data from existing tools and to integrate with other tools
 - The planned use of the tool within the organization, together with the type and number of licenses required for its deployment
 - The type and timing of the deployment and the associated tool training and education.

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 retail company has enjoyed significant growth in profit over the past year due to negotiating lower buying costs from its suppliers. The organization wishes to reinvest some of this profit to fund a program of change to optimize the use of IT services. They hope this will support revenue growth in the next financial year whilst maintaining profitability.

The program consists of two main initiatives:

- An expansion of the on-line retailing services to offer more functionality
- Enhancement of the marketing service to allow greater targeting of promotional offers.

There are various options for providing these services that involve use of the current infrastructure or the new virtualization technology, which is slowly being deployed across the organization. The board of directors wishes to conduct a financial review over the next 3 months to compare the cost of providing each service. Projected business revenues will allow the return on investment (ROI) of each option to be calculated. This review will provide an input to the IT organization's service portfolio management process, allowing the various investment options to be considered and an informed decision to be made.

The organization has a good appreciation of its IT costs along with a mature service catalogue and configuration management system (CMS).

Refer to the Scenario.

Which one of the following options would be the BEST approach to providing the information for the financial review of the service options?



- A. Appoint an IT finance manager to implement budgeting and accounting for IT services.
Create a cost model that takes into account direct and indirect costs, as well as fixed and variable costs.
Use the cost model to calculate the cost of providing the IT services and provide the information to service portfolio management (SPM).
- B. Produce a summary of current costs, apportioning all costs directly to the appropriate service.
Any investment in virtualization or new infrastructure should be shared equally between the two services.
This creates a baseline for comparison with the anticipated business revenues and ROI that will enable a business case to be developed for each option.
- C. Produce a summary of current costs, recognizing that the resources are shared across services.
Use service level agreements to understand how the services are used and create a model for the services, ensuring that both current and projected costs are shared appropriately.
These costs can then be compared with the cost of outsourcing the service and with the anticipated business revenue.

D. Produce a summary of current costs, recognizing that the resources are shared across services.

The various options for providing the service, including those requiring investment in new infrastructure, can then be costed. Using the projected revenues supplied, a calculation can establish the ROI for each option.

These costs and ROI for each option can then be compared through the service portfolio management process and used as an input to develop a business case for the most advantageous options.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 5

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?



- 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 6

Scenario

An internet banking organization plans to expand operations outside of its current market. Whilst the exact details have yet to be established, it is clear that the IT organization must expand its service offerings within the current portfolio in order to support this growth. It is equally apparent that external customer needs for banking will vary from market to market and that consequently this will require development of completely new service offerings.

You are the head of service within the IT organization. You helped the organization adopt the ITIL framework some years ago and now have most processes in

place. Service owners are allocated for the main IT services. Mature service portfolio, service catalogue and service level management processes are in place.

The expansion requires ownership of a business relationship management process and you are considering the role profile for this post.

Refer to the Scenario.

Which one of the following options provides the BEST overview of the business relationship manager's (BRM) responsibilities which will be key to support the expansion?

- A. The BRM will engage actively with the customers, gain a good insight into their business and plans, and develop a strong working relationship. The BRM will work closely with the customer to understand the value proposition of any new IT services that will be required to support the expansion program. The BRM will liaise with the service level manager and service owners to develop the designs of any new IT services, thereby creating value for both parties. The BRM will ensure customer expectations of new services do not exceed what they have agreed to pay for.
- B. The BRM will engage actively with the customers, gain a good insight into their business and plans, and develop a strong working relationship. The BRM will identify the business requirements associated with the expansion program especially concentrating on gaining a clear understanding of business outcomes and business drivers. The BRM will liaise with the service portfolio manager to understand how the business outcomes can be supported by IT services, and, where possible, create new services and service offerings for inclusion in the service catalogue. It is key that the BRM understands how changes to the customer environment in different operating markets might affect the delivery of services.
- C. The BRM will engage actively with the customers, gain their trust, and help them develop their business area. This would help both the IT organization and the company become more successful. If the BRM commits time and energy, it should be possible to improve the IT services quickly to meet the needs of the expansion program and therefore achieve the business objectives. The BRM should take responsibility for the services and their development, while the service level manager will take responsibility for customer liaison. The BRM will take ultimate responsibility for ensuring the customer needs are met by the service provider by managing any third parties in the emerging markets.
- D. The BRM will have primary responsibility for engaging actively with the customers. They should develop a mutual understanding with the customers and have a good working knowledge of their business. The BRM would also work closely with the service owners to understand the profile and usage of the IT services, to help develop the IT services and to create a new service catalogue for the new markets. The BRM will articulate service provider business requirement to the customer to prevent them asking for services that would involve them paying more for the IT service they receive.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7

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:

