



The ITIL[®] v.3. Managers Bridge Examination

ITIL[®] v. 3 Managers Bridge Examination: Sample Paper, version 3.1

Scenario Based, Complex Multiple Choice

Instructions

1. All 20 questions should be attempted.
2. There are no trick questions.
3. All answers are to be marked on the original examination paper.
4. Please use a pen to mark your answers with either a ✓ or x .
5. You have 90 minutes to complete this paper.
6. You must get 16 or more correct to pass.

Candidate Number:

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S01: Services and Value-Creation Logic

MB01-1: SS 2.2.1, MB03-1: SS 2.2.2

There are two primary aspects of value from a customer's perspective: Fitness for purpose & Fitness for use. The Fig. MB-1 shows the separate logic of these two elements.

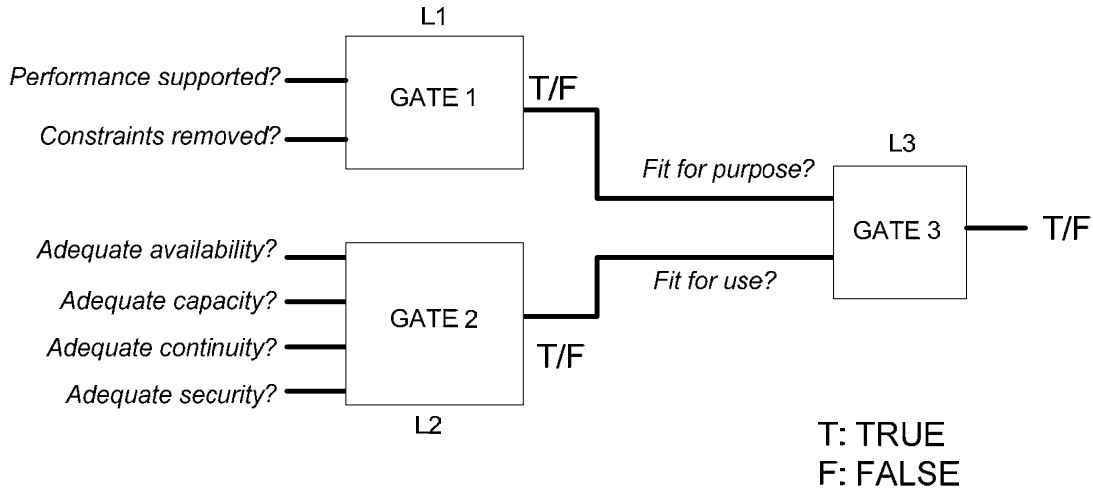


Fig. MB- 1: Service Logic © Crown Copyright 2007 Reproduced under licence from OGC

1 What should the labels for L1, L2 and L3 be?

- a) L1 Utility, L2 Warranty, L3 Value-created
- b) L1 Value, L2 Service Levels, L3 Performance
- c) L1 Warranty, L2 Utility, L3 Value-created
- d) L1 Warranty, L2 Utility, L3 Value-proposition

2 Which of the following statements about service logic is INCORRECT?

- a) Fit for purpose requires either performance to be supported OR constraints to be removed with respect to the customer's business
- b) Fit for use requires adequacy in availability, capacity, security, AND continuity
- c) From the customer's perspective, for value to be created a service must be fit for purpose OR fit for use in a business context
- d) Value-creation requires utility AND warranty

S02: Service Lifecycle

MB02-1: SS 2.5

The Service Lifecycle is depicted in Fig. MB-2. The phase-based elements of the Lifecycle; Design, Transition and Operation, rotate around the central hub of Service Strategy and are enclosed by Continual Service Improvement.

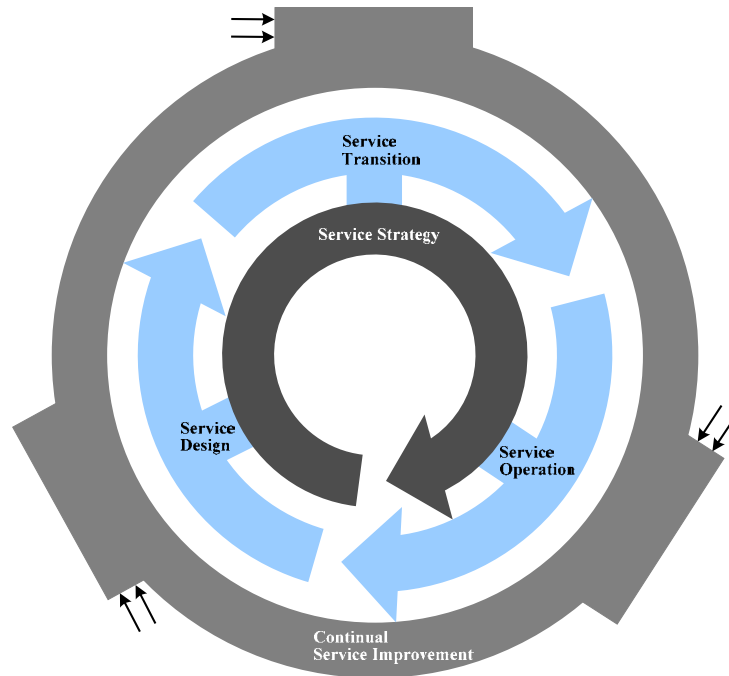


Fig. MB- 2: Service Lifecycle © Crown Copyright 2007 Reproduced under licence from OGC

3 Service Strategy is characterised by which of the following?

- a) Always implemented using a top-down approach
- b) Having no direct interaction with Service Operation
- c) The Lifecycle phase in which all planning and control occurs
- d) Identifying objectives, resources and constraints for the Lifecycle elements

4 Continual Service Improvement is expected to identify faults or weaknesses in which of the following Lifecycle elements?

- a) All elements of the Service Lifecycle including Service Strategy
- b) All elements of the Lifecycle except Service Strategy
- c) All elements of the Lifecycle except itself
- d) Service Design, Service Transition and Service Operation

S03: Strategic failure of Internet Service Provider

MB02-1: SS 2.5.1, MB02-9: SO 2.4.3, MB04-5: SS 3.5, MB03-6: SS 5.2.1, MB05-1, SS 4.3, MB09-3: SO 8.1, MB13-1: SS 5.1.3, MB06-x: SO 6.2, MB05-6: ST 4.5

A regional Internet Service Provider (ISP) implemented a new business strategy which intended to focus on the higher education market, with aggressive pricing to attract budget-minded college students. The goal was to differentiate itself as the preferred low-cost provider of high-speed internet access on college campuses. The plan was to first build a brand and then leverage it to gain a greater share of the customer's business with other services such as digital voice calling, online storage, and gaming services. The ISP wanted to transform itself as the full service shop for college students.

Three new service plans were launched to coincide with the beginning of a new academic year, when new students start college life and others return from vacation. To capture this segment of the market the ISP also offered a warranty that promised high-speeds regardless of campus location. Within the first 90-days of signing the contract, customers could cancel their subscriptions and receive a full refund of all fees if they were unhappy with the quality of service. The ISP estimated that the number of additional subscribers this warranty would attract would be several times the expected number of early cancellations.

The strategy worked. There was a dramatic increase in the new contracts and renewals followed by spike in revenue from monthly fees. However, six months later there was an unexplained large drop in customer satisfaction accompanied by a slow-down in the rate of new subscriptions. The Service Desk was overwhelmed by calls from angry customers. The number of calls had nearly doubled compared to the same time the previous year. The top three complaints were (1) slow download speeds, (2) inordinate delays in installations and activation, (3) excessive waiting times at the Service Desk. The ISP had confidence that the pricing was attractive enough for customers to tolerate minor variations in service quality.

A large number of customers defected by taking advantage of the cancellation policy. This resulted in a large reduction in expected cash flow which disrupted the ISP's financial plans. There was an attempt to control the financial situation by cutting costs in areas such as staffing, training, technology upgrades, and infrastructure capacity. To the company's dismay, customer satisfaction fell lower than before causing further cancellations with a significant impact on revenues. The associated decrease in demand led to an increase in service levels experienced by remaining customers, but not enough to meet expectations set earlier during the sign-up process.

5 Product Managers for the service could have avoided the situation by doing which of the following?

- a) Avoiding market segments in which customers perceptions and preferences change often
- b) Consulting Technical Management and IT Operations Management before finalizing the pricing, warranty and cancellation policy
- c) Improving relations with Service Desk managers and staff
- d) Offering customers the option of free service for the next one month

6 Assume that the Product Managers had prepared a detailed Business Case for the new service offering. Which aspect of the Business Case do you think they should go back and review as part of a post-mortem analysis?

- a) Methods and assumptions that define boundaries, such as time period, costs and benefits
- b) Business impacts that define the case's potential financial and non-financial results
- c) Risks and contingencies that define the probability with which a set of alternatives will emerge
- d) Recommendations in which specific actions are recommended

S04: Service Catalogue and Demand Management

Suggested Use: MB03-4: SS 4.2.3.1, MB05-2: SS 5.5

The diagram below depicts the need for a set of services to fulfil various types of demand generated by customers. On the Left-Hand Side are various services presently offered. On the Right-Hand Side are various sources of demand for services from one or more customers. Each side represents a role in service management.

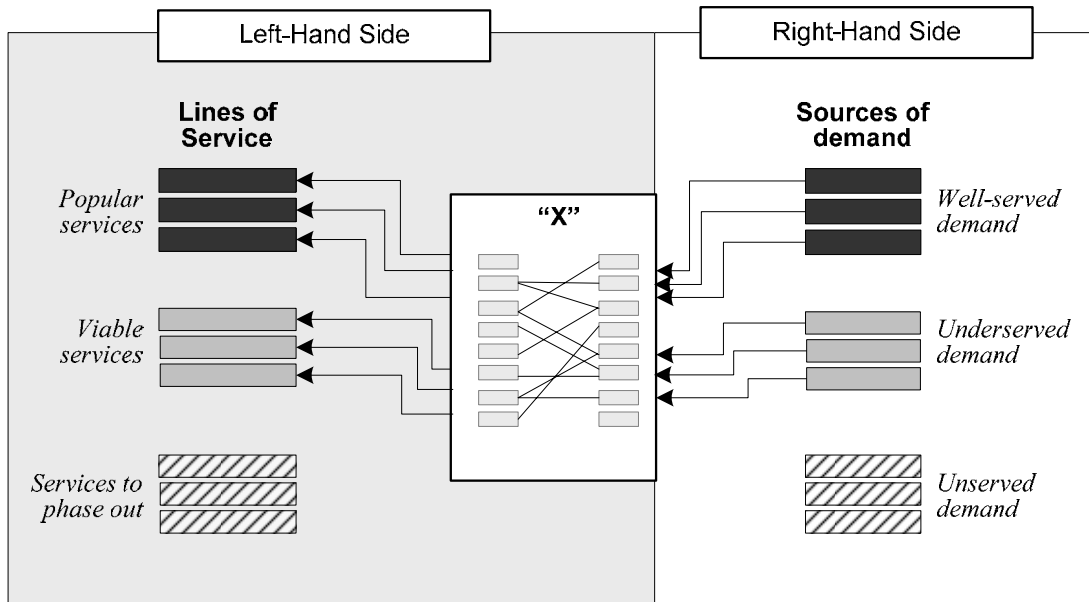


Fig. MB- 3: Services and Sources of Demand © Crown Copyright 2007 Reproduced under licence from OGC

7 In Fig. MB-3, which of the following combinations correctly identifies the service management roles associated with the two sides?

- | <u>Left-Hand Side</u> | <u>Right-Hand Side</u> |
|----------------------------------|-------------------------------|
| a) Product Manager | Business Relationship Manager |
| b) Service Desk Manager | Service Owner |
| c) Business Relationship Manager | Product Manager |
| d) Operations Manager | Service Level Manager |

8 In Fig. MB-3, sources of demand best represent which of the following?

- a) Customer assets and business activity related to specific business outcomes
- b) Business plans and strategies of customers
- c) Business plans and strategies of service providers
- d) Service level agreements and underpinning contracts

5. S05: itATO Insurance Company

MB06-x: SO 6.2, SO 6.3, MB04-11: ST 5.2, MB05-9: CSI x.x

The itATO insurance company has 600 offices in the United States serving over 45,000 customers. It has headquarters in Houston, Texas and three data centres located in Chicago, San Diego and Atlanta. Customers can call to manage their insurance policies or report a claim against their policies at any time. The company's normal working hours are 9am to 6pm in each time zone.

The company has 4100 employees and a staff of 500 IT professionals reporting to the IT Operations Manager. There are 67 people assigned to a virtual Service Desk. Of the remaining 433, 13% are assigned to IT Operations Control, 60% to Infrastructure Operations, 20% to Application Operations and 7% to Facilities Management.

Current situation: The Company's website for self-service has been experiencing problems with availability because of an issue with the web services application. This has resulted in more customers calling directly to the Service Desk for inquiries, modifications and claims processing. Changes have been made to the message that customers receive indicating that their wait time may be longer because of issues with the web services. There is a current project in transition to outsource the Service Desk function. The issues with the web services were not expected during this transition period. The outsourcer has decided to hire 55% of the current service desk staff and layoff the remaining staff. Staff morale at the service desk is at an all time low.

9 Which of the following functions are most likely to be called upon by senior management to bring the situation under control?

1. Technical Management Function
2. Application Management Function
3. IT Operations Management Function
4. Service Desk Function

- a) 1 and 2 only
- b) 1 only
- c) 2 only
- d) All of the above

10 Which of the following principles and methods do you feel have been overlooked by the company's approach to outsourcing the Service Desk?

1. Stakeholder map analysis
2. Dealing with "employee shock"
3. Power impact matrix
4. RACI matrix for managing transitions

- a) 2, 3 and 4 only
- b) 1 only
- c) 2 only
- d) All of the above

S06: Business Critical Services

Suggested Use: MB09-x, MB05-4a: SD 4.6.5

An IT organisation is running some business critical services. An assessment identified the following:

- Some areas are well covered with personnel, especially within operation. There is a lack of competence to manage some of the applications
- Due to time pressure, corners are often cut when implementing changes
- IT Service Management processes are not well established, but incidents are handled effectively after they occur
- The server room is of poor quality, and there have been several power outages in the past. A faulty Uninterruptible Power Supply (UPS) and a 30 minute Battery backup have not helped the situation

As an IT Service Management consultant you are asked to provide guidance to the IT-organisation on how to best address this situation, given this limited information.

11 Which of the following is the most urgent course of action?

- Implement Change Management, since a majority of outage is statistically caused by a poor Change Management process.
- Perform a Business Impact Analyse (BIA) to identify the potential negative consequences related to loss of services. This information can be used to prioritise the remaining courses of action
- Resolve the power problems in the server room and replace obsolete or faulty equipment, especially the UPS and backup battery
- Establish a Problem Management process that can be used to identify repeating incidents and systematically propose corrective actions.

12 Different types of security measures can be used at different stages in the prevention and handling of Incidents. Match the following types of security measures with the most appropriate implementation method.

Type of security measure	Implementation method
1. Preventive	V. Making regular backups
2. Reductive	W. Authentication and access control
3. Detective	X. Restoring from backup
4. Repressive	Y. Temporary blocked network address
5. Corrective	Z. Virus checking software

- 1-W, 2-V, 3-Z, 4-Y, 5-X
- 1-X, 2-W, 3-V, 4-Y, 5-Z
- 1-Z, 2-Y, 3-X, , 4-V, 5-W
- 1-Z, 2-V, 3-W, 4-Y, 5-X

S07: Seven Step Improvement Process

Suggested Use: MB05-9: CSI 3.7.3, 4.1.1, 6.1.1, 6.1.2, 6.1.3

The diagram below is the Seven Step Improvement Process of Continual Service Improvement.

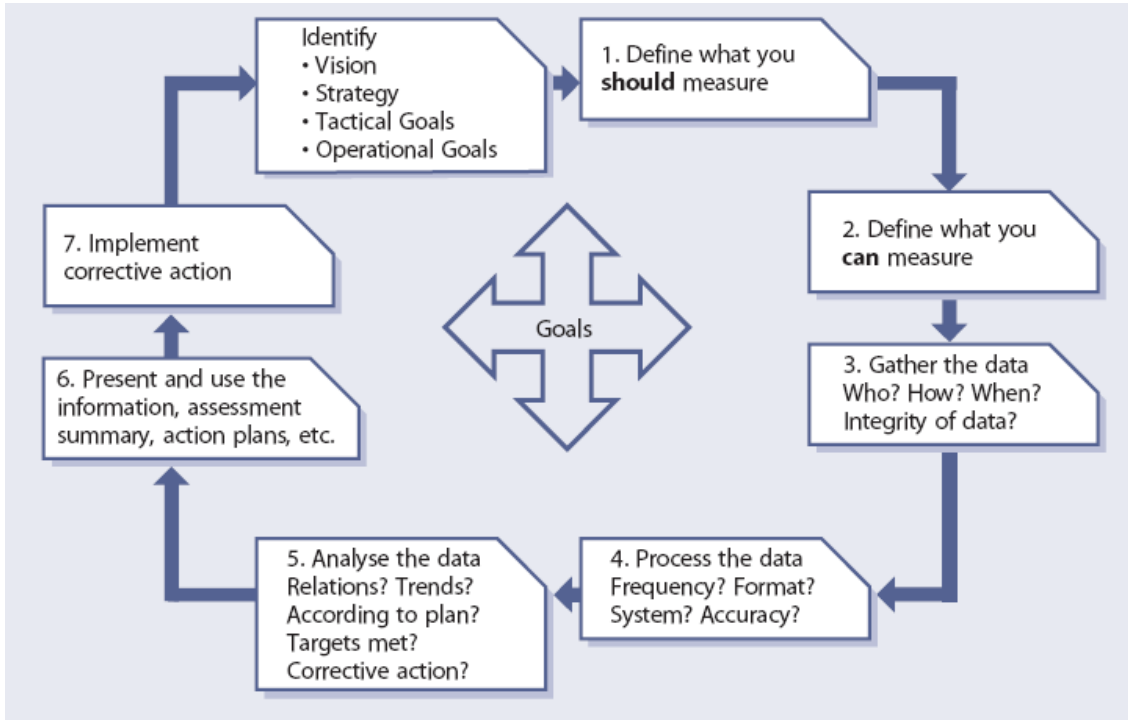


Fig. MB- 4: 7 Seven Step Process © Crown Copyright 2007 Reproduced under licence from OGC

13 Match the following activities on the left with the list of inputs on the right.

Activity	Inputs
1. Define what you can measure	w. Gap analysis report, SLAs, data capture capabilities
2. Gather data	x. Data collected through monitoring, list of metrics, CSFs and KPIs,
3. Process data	y. Process flows, procedures, work instructions, existing reports
4. Analyze data	z. Reports (e.g. availability & capacity), grouping of metrics (e.g., CSFs and KPIs, SLAs and OLAs)
a) 1-w, 2-x, 3-y, 4-z	
b) 1-x, 2-y, 3-z, 4-w	
c) 1-y, 2-w, 3-x, 4-z	
d) 1-y, 2-z, 3-w, 4-x	

- 14 There are three distinct audiences for the “present and use the information” activity. They are The Business, Senior IT management and Internal IT. Match the following audience on the left to the topics each audience is most interested in.

Activity	Inputs
1. The Business	x. Is the service delivered in-line with the promises made?
2. Senior (IT) Management	y. CFSs such as customer satisfaction, costing and revenue targets
3. Internal IT	z. Activity Metrics and related KPIs

a) 1-x, 2-y, 3-z
b) 1-y, 2-z, 3-x
c) 1-y, 2-x, 3-z
d) 1-z, 2-y, 3-x

S08: Service automation

MB08-2: SS 8.1, SO 7.1

The chart shows the relationship between variation in process and service quality associated with the process. For example, consider the Incident Management process at a Service Desk. The service levels experienced by customers, in terms of metrics such as average speed of answer, average call duration, and average time on hold, can vary dramatically across multiple instances or incidents.

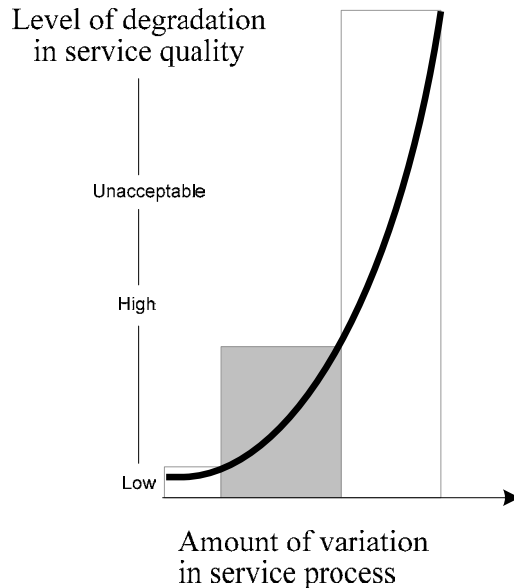


Fig. MB- 5: Effect of Process Variation © Crown Copyright 2007 Reproduced under licence from OGC

15 Which of the following factors can contribute to the difference in service levels experience by customers with the same service process?

1. Knowledge, skills and experience of service agent
 2. Type of service incidents ahead in the queue
 3. Time of the work day or work week
 4. SLA metrics
- a) 1, 2 and 3 only
b) 2, 3 and 4 only
c) All of the above
d) 2 only

16 Which of the following statements are CORRECT with respect to the advantages of service automation?

1. In general it is harder to adjust automated capacity in response to variations in demand volumes
 2. Automation is a way of ensure consistency in execution of tasks
 3. Infrequent activities are more suited for automation
 4. It is not good to depend on automation. People solve problems, not automation
-
- a) 2 and 4 only
 - b) 2 and 3 only
 - c) 1 and 2 only
 - d) 1, 2, 3 only

S09: Service Lifecycle and Service Portfolio

MB05-1: SS 4.2.3, MB 13-1: SS 5.1

Carefully study the figure below and answer the questions that follow. The questions may refer to the labels A, B, C, D, and E placed in the figure. You should particularly note the size and placement of the circles by themselves and in relation to each other.

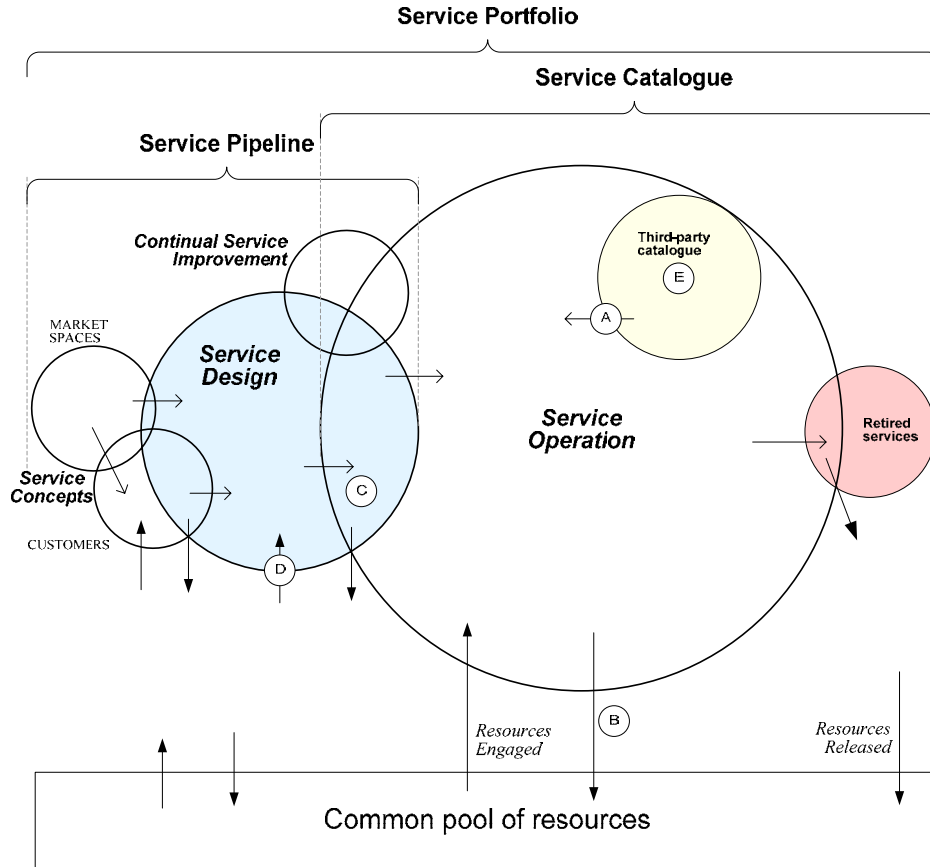


Fig. MB- 6: Service Portfolio and Service Lifecycle Elements © Crown Copyright 2007 Reproduced under licence from OGC

17

Which of the labels placed on the diagram is most likely to represent Return on Assets from charges paid by the customer?

- a) A, B, and C only
- b) B and D only
- c) B only
- d) None

18 The relative size and placement of the Service Design and Service Operation circles can be reliable indicators of which of the following?

1. The effectiveness of Service Design functions and processes
 2. Resources allocated for design and operation of a Service Portfolio
 3. The level of changes and improvements being made across the Portfolio
 4. Consumption of service design resources for a given level of operations
-
- a) 1 only
 - b) 2 and 4 only
 - c) 4 and 3 only
 - d) None of the above

S10: Supporting a Business with High Tolerance for Risk

MB03-13: ST 4.2.6.3

The general manager (GM) of mobile phone supplier is in disagreement with her IT organization over the risks of implementing a change to a business application. From her perspective the requested change is not only important but also urgent because her business operates in a very dynamic business environment. However, the IT staff have a different perspective. They agree the change is needed but insist that the change cannot be implemented within the next Change Window because there a 30% chance of failure.

The GM's reaction was that very few business initiatives have a 70% chance of success and therefore the change should be implemented without further hesitation. The IT staff are very surprised by this. They conclude that their customer does not understand the requirements of the Change Management Process.

19 Which of the following explains why situations occur like the one described above?

- a) Differences in perceptions of RISKS involved in implementing Changes
- b) Lack of clarity on who is RESPONSIBLE for implementing the Change
- c) Misunderstanding of who is authorized to RAISE the Change
- d) Differences in opinion about the REASON for the Change

20 Which question has not been raised in the scenario above?

- a) What resources are REQUIRED to deliver the change?
- b) Who RAISED the change?
- c) What are the RISKS involved in the change?
- d) What CI(s) were REMOVED by the change?

ANSWER SHEET

Answer Key for Exam Paper: ITILv3ManagersBRIDGEsample_v.3.0.doc

Q	Scenario	Answer
1	S01	A
2		C
3	S02	D
4		A
5	S03	B
6		C
7	S04	A
8		A
9	S05	A
10		D
11	S06	C
12		A
13	S07	C
14		A
15	S08	A
16		A
17	S09	C
18		B
19	S10	A
20		A