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

ITIL[®] v. 3 Managers Bridge Examination: Sample Paper 2, version 3.1

Scenario Based, Complex Multiple Choice

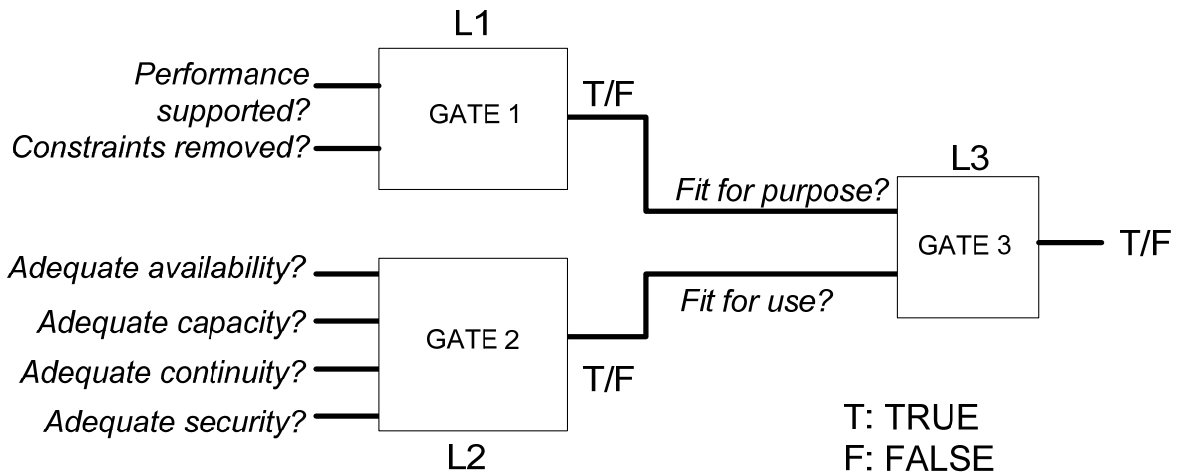
Instructions

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:

S01: Scenario One

There are two primary aspects of value from a customer's perspective: *Fit for purpose* and *Fit for use*. The diagram below shows the separate logic of these two elements and the labels L1, L2 and L3 represent specific conditions related to the logic.



Service Logic © Crown Copyright 2007 Reproduced under licence from OGC

1 Which of the following correctly matches the labels for L1, L2 and L3 in the above diagram?

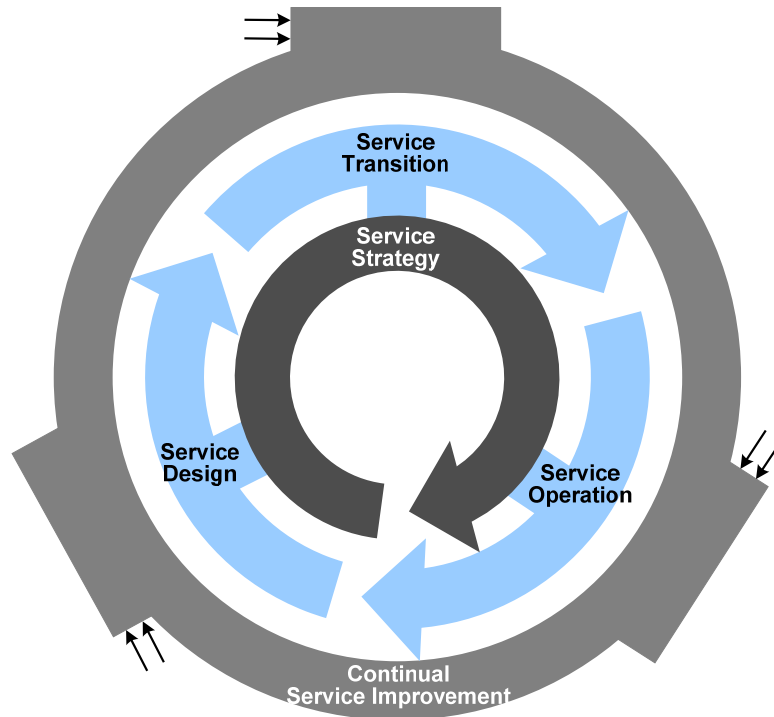
	L1	L2	L3
a)	Utility	Warranty	Value-created
b)	Value-created	Warranty	Utility
c)	Warranty	Utility	Value-created
d)	Warranty	Value-created	Utility

2 With respect to the customer's business, which of the following statements is INCORRECT?

- a) Fit for purpose requires either performance to be supported OR for constraints to be removed
- b) Fit for use means adequate levels of availability, capacity, security, AND continuity (all four)
- c) Value-creation requires a service to be either fit for purpose OR fit for use in a business context
- d) Value-creation requires utility AND warranty

S02: Scenario Two

The ITIL v3 Service Lifecycle is depicted below. Three phases of the Lifecycle; Design, Transition and Operation, rotate around the central hub of Service Strategy and are enclosed by Continual Service Improvement.



Service Lifecycle © Crown Copyright 2007 Reproduced under licence from OGC

3 Which of the following statements about the Service Lifecycle are CORRECT?

1. Improvements can be made within any phase of the Service Lifecycle
 2. Service Transition acts as a risk-control phase between Service Design and Service Operation
 3. Service Strategy and Continual Service Improvement affect all other Lifecycle phases
 4. Feedback from the Service Operation phase influences decisions in the Service Design phase
- a) 1 and 3 only
b) 2 and 3 only
c) 4 only
d) All of the above

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

- a) All phases of the Service Lifecycle
b) All phases of the Lifecycle, except Service Strategy
c) All phases of the Lifecycle, except CSI
d) Service Design, Service Transition and Service Operation only

S03: Scenario Three

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 college students on a low budget. 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 into a full service provider 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 attracted by this warranty would be several times more than the number of early cancellations.

The strategy worked. There was a dramatic increase in new contracts and renewals followed by an increase 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. Very long 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 moved to other suppliers by taking advantage of the cancellation policy. This resulted in a large reduction in revenue 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 even lower than before, causing further cancellations with another significant impact on revenues. The associated decrease in demand did lead to an increase in service levels experienced by remaining customers, but not enough to meet the expectations set during the sign-up process.

5 What is the BEST way to avoid a situation as described in the above scenario?

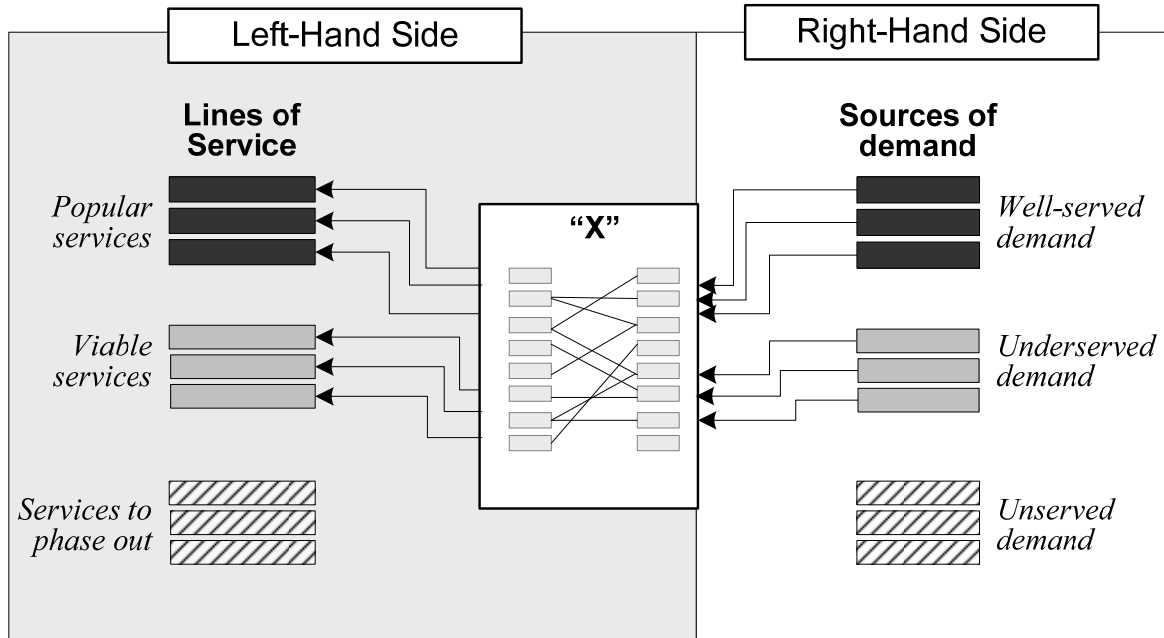
- a) Avoid market segments in which customer perceptions and preferences change frequently
- b) Seek input from Technical Management and IT Operations Management before finalizing the pricing, warranty and cancellation policy
- c) Improve relations with Service Desk managers and staff
- d) Offer customers the option of one month's free service if they experience problems

6 The Business Case for the new service is being reviewed to see if this failure could have been predicted or prevented. Which part of the Business Case is MOST LIKELY to have been INCORRECT?

- a) The methods and assumptions defining boundaries, such as time period, costs and benefits
- b) The financial and non-financial costs and benefits
- c) Risks and contingencies that define the probability with which a set of alternatives will emerge
- d) Recommendations in which specific actions are proposed

S04: Scenario Four

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.



Services and Sources of Demand © Crown Copyright 2007 Reproduced under licence from OGC

7 In the diagram above, 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 Owner | Service Desk Manager |
| c) Business Relationship Manager | Product Manager |
| d) Operations Manager | Service Level Manager |

8 Which of the following BEST represents “Sources of demand” in the diagram above?

- 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 (SLAs) and Underpinning Contracts (UCs)

S05: Scenario Five

The itATO insurance company has 600 offices in the United States serving over 950,000 customers or policy-holders. It has headquarters in Houston, Texas and three data centres located in Chicago, San Diego and Atlanta. Customers can call a Customer Contact Centre (CCC) to manage their insurance policies, report incidents, and file claims. Customers also have the option of using a self-service portal for online access to their insurance policies, making changes to policies, bill payment, requesting information and other tasks.

A Service Desk provides the first-line of support for the company's own employees. Customers facing difficulties using the self-service portal call the 40-person CCC, which in turn refers relevant calls to the Service Desk if the issues are technical in nature.

Customers have been experiencing difficulties in accessing their accounts through the self-service portal due to problems on a group of web servers. Demand typically served by the portal is now being directed towards the CCC in the form of toll-free calls made by customers for account inquiries, policy changes and payments. Other customers calling the CCC are facing greater than normal wait times and are not sure why. This has also resulted in an increase in the number of calls to the Service Desk.

Technical staff have Event Management capabilities that detect server failures and alert IT Operations staff, and they usually inform CCC staff immediately so that they are prepared for increased call levels. However, this information is not always passed to the Service Desk who are normally unprepared for the escalating number of calls. In addition, Service Desk staff have been given little or no training on how to handle calls relating to these particular servers.

9 A number of Service Operation functions are involved in the support of itATO's services.

Which of the following Functions need to be the most coordinated in order to ensure that the Service Desk can be better prepared to handle calls related to these servers?

1. Technical Management
2. Application Management
3. IT Operations Control
4. Facilities Management

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

10 Which of the following are the BEST actions to take in order to resolve the current issues and prevent their recurrence?

1. Route all calls related to the self-service portal directly to Technical Management
2. Improve communication between Service Operation Functions
3. Route all calls related to the self-service portal directly to the Service Desk
4. Strengthen the Service Validation and Testing process

- a) 1, 2 and 3 only
- b) 1, 2 and 4 only
- c) 2 and 4 only
- d) 2, 3 and 4 only

S06: Scenario Six

The Vital Functions Unit (VFU) of an IT service provider is responsible for infrastructure critical to operation of their customer's core business applications. This team has been heavily criticised recently following a number of high profile outages of core business applications. In particular, a Major Incident occurred recently which coincided with an upgrade to network hardware. The root cause has not yet been identified, but the impact was severe and customers are very annoyed at the excessive amount of time taken to restore the core services.

A special assessment conducted by an independent team of auditors has identified the following weaknesses:

- Performance of the VFU is heavily dependent upon one or two key individuals within the VFU team only
- There have been instances where Changes have been made that violate policies and procedures
- The power supply for the server room does not provide an adequate level of continuity – a standby generator is in place, but there is no Uninterruptible Power Supply (UPS) and power failures lead to short outages while the generator is starting up
- The VFU team have not attended technical training for several years

The auditors have made the following recommendations:

1. Additional staff should be hired to support key individuals within the VFU and to undertake routine procedures
2. Policies and procedures should be revised to make them more effective in controlling Changes
3. A UPS for the computer room should be purchased and installed to provide the necessary level of service continuity
4. All members of the VFU team should be cross-trained in each other's activities to increase the depth and breadth of knowledge across the entire team

11 Business managers are demanding that improvements are made as quickly as possible, but IT Management are also under equal pressure to minimise spending over the next 3 months.

You have been asked to provide advice on the order of implementing the auditor's recommendations.

Which of the following sequences presents the BEST order for implementation of the auditor's recommendations?

- a) 3 2 4 1
- b) 3 1 2 4
- c) 1 2 3 4
- d) 2 1 4 3

- 12 The auditors have also identified a number of security issues, including the lack of an overall security framework. They have recommended that an Information Security Management System (ISMS) should be established with clear implementation methods for each policy.

Below is a list of Policy types and Implementation methods:

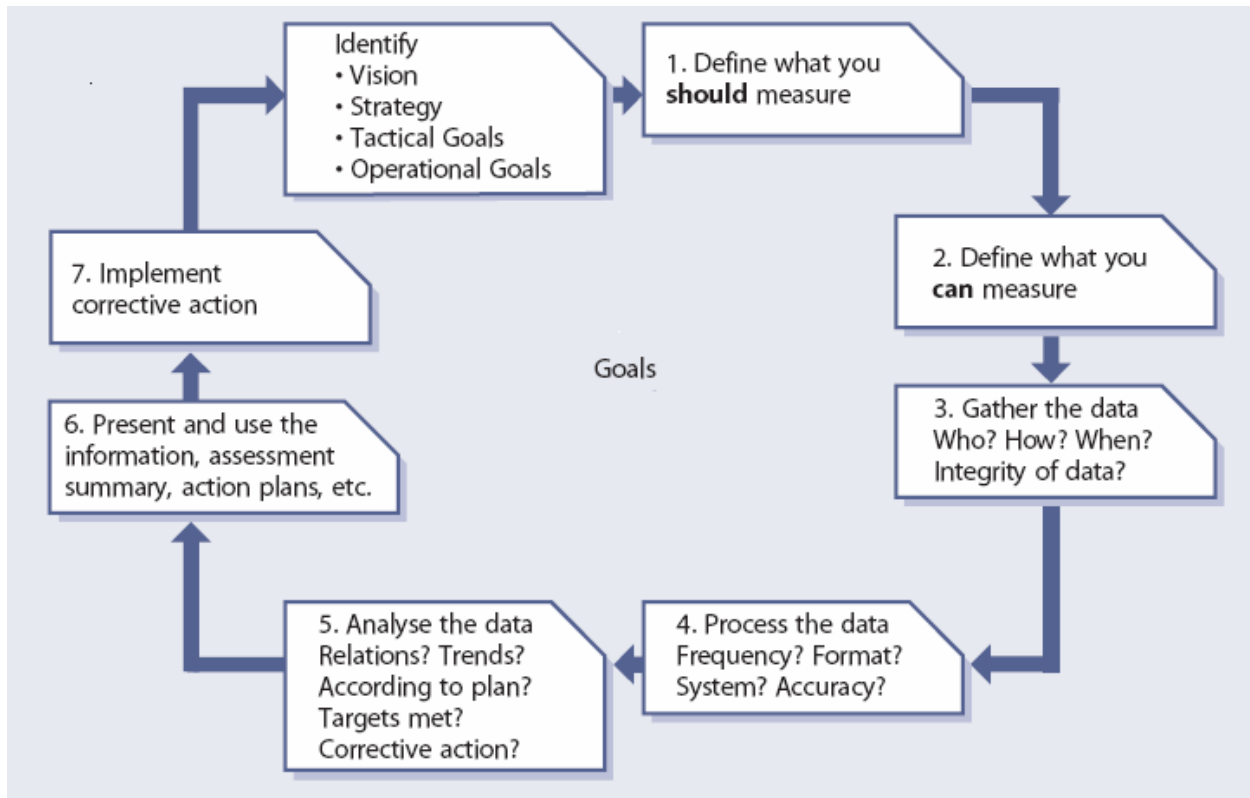
<u>Type of policy</u>	<u>Implementation method</u>
1. Preventive	x. Making regular backups
2. Reductive	y. Authentication and access control
3. Detective	z. Virus checking software

Which of the following combinations correctly matches the Policy types on the left with the most suitable Implementation methods on the right?

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

S07: Scenario Seven

The diagram below illustrates the 7-Step Improvement Process of Continual Service Improvement.



The 7-Step Improvement Process © Crown Copyright 2007 Reproduced under licence from OGC

- 13 An organization has undertaken the first two steps in the 7-Step Improvement Process, and has found a large gap between what it believes it **SHOULD** measure, and what it **IS ABLE TO** measure. The organization is in the process of drafting SLAs.

What is the **BEST** way of dealing with this limited measurement capability in the short to medium term?

- SLAs should include targets based on what should be measured; Monitoring capabilities will then be gradually enhanced to allow the necessary monitoring and reporting to be introduced
- Work on the SLAs should be suspended until adequate monitoring capabilities are available to support the required targets
- SLAs should include targets based on what can currently be measured; SLA targets should be gradually enhanced as increased monitoring capability becomes available
- Operational Level Agreements (OLAs) and UCs should be examined, and targets should be included in the SLA to match those in the OLAs/UCs

- 14 There are three distinct audiences for step 6, “*Present and use the information*” in the 7-Step Improvement Process diagram overleaf: Business, Senior IT Management and IT staff.

Below is a list of Audiences and Topics of Interest:

<u>Audience</u>	<u>Topic of Interest</u>
1. The Business	x. Activity Metrics and related Key Performance Indicators (KPIs)
2. Senior IT Management	y. Critical Success Factors (CSFs) such as customer satisfaction, costing and revenue targets
3. IT staff	z. Is the service being delivered in accordance with the promises made?

Which of the following combinations correctly matches the Audience on the left with the topic on the right that is of MOST interest to that audience?

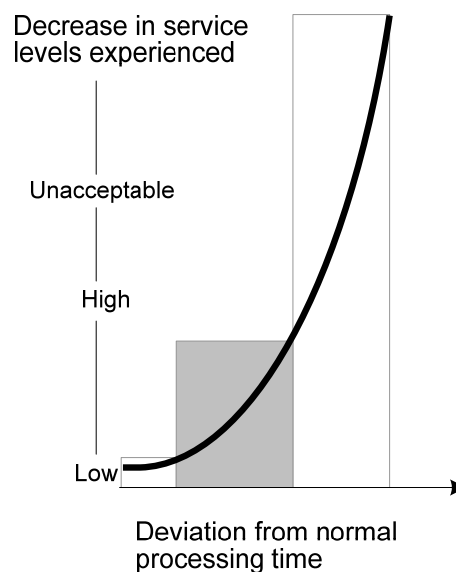
- a) 1-z 2-y 3-x
- b) 1-y 2-z 3-x
- c) 1-y 2-x 3-z
- d) 1-x 2-y 3-z

S08: Scenario Eight

A service improvement study gathered data on service levels experienced by users of a Service Desk. Two primary sources of data were a User Satisfaction Survey and detailed logs from a Service Desk automation tool that covered Incident handling and response. Perceptions of service quality as expressed by users were validated against performance data recorded in the Service Desk logs. In instances where perceptions did not match the data logs, they were not included in the analysis.

Callers were classified into three groups or tiers based on the level of priority documented in SLAs: T1, T2 and T3.

Within each group there was a significant variation in service quality experienced by the users in terms such as *average speed of answer*, *average processing time* and *first-call resolution*. Further analysis revealed deviations from normal processing times even for routine Incidents and requests requiring no further escalation from the Service Desk.



Effect of Process Variation © Crown Copyright 2007 Reproduced under licence from OGC

The business is requesting more consistency in the quality of service experienced by users. The Director of Customer Support has been asked to identify options for improving performance, including the tactical use of outsourcing and increased process automation (an earlier study concluded that there was no significant advantage either from outsourcing, or from off-shoring the Service Desk Function). The impact of increased process automation has not been fully analyzed or understood.

15 In the above scenario, which of the following should be considered as factors affecting the quality of service experienced by users?

1. Knowledge, skills and experience of Service Desk agents
 2. Quality of information provided by the caller
 3. Timing of the call (i.e. particular hour, day or month)
 4. Negotiated SLA targets
- a) 1 only
b) 1 and 2 only
c) 1, 2 and 3 only
d) All of the above

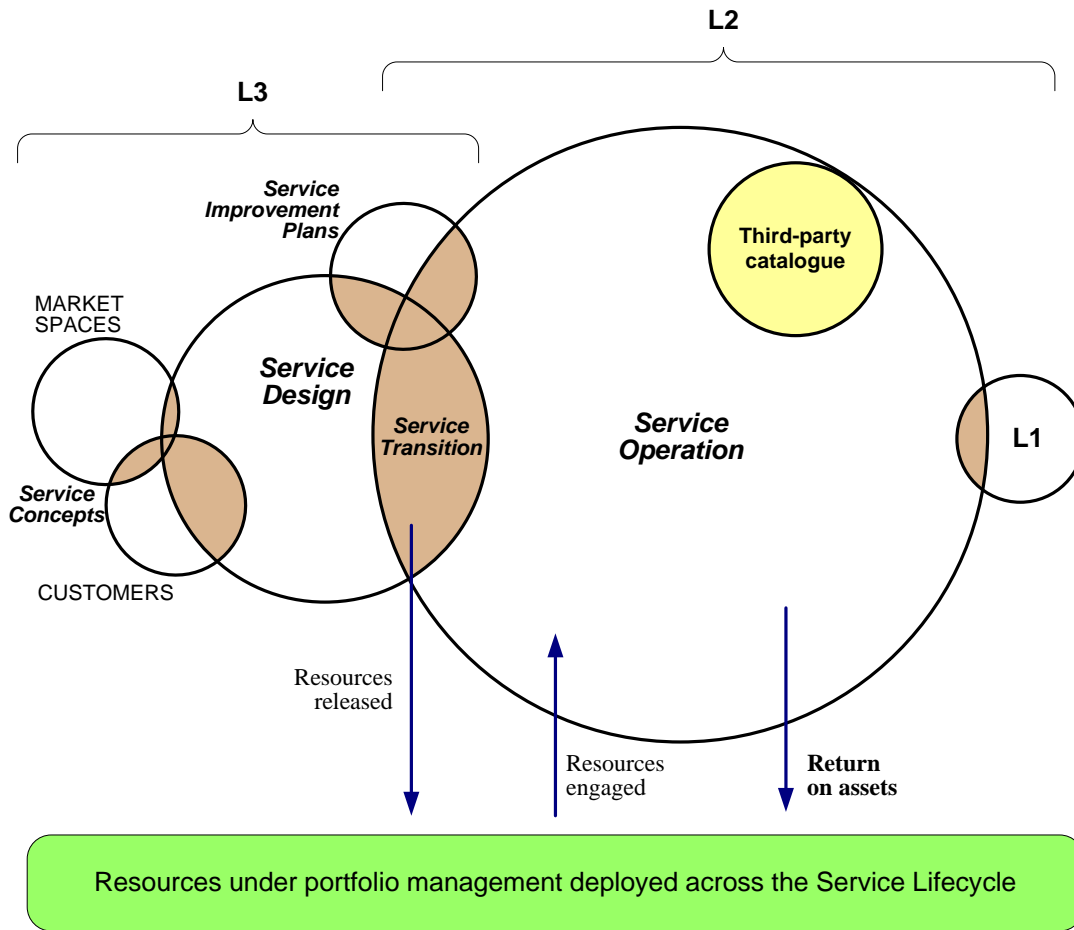
16 In the “Effect of Process Variation” scenario overleaf, which of the following benefits are likely to be achieved through increased process automation?

1. Reduced dependency on highly-skilled individuals
2. Increased utilization of Service Desk staff
3. Consistency in the implementation of policies and procedures
4. Reduction in routine and repetitive tasks

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

S09: Scenario Nine

The diagram below depicts the Service Lifecycle phases through which services progress from the time they are conceived to the time they are retired.



Service Portfolio Management and Service Lifecycle Phases

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17 The labels L1, L2 and L3 in the diagram mark distinct aspects of Service Portfolio Management as applied across the Service Lifecycle. Which of the following options correctly indicate what the labels represent?

	L1	L2	L3
a)	Support services	Service Catalogue	Service Pipeline
b)	Outsourced services	Service Portfolio	Service Offerings
c)	Retired services	Service Catalogue	Service Pipeline
d)	Support services	Service Portfolio	Service Catalogue

18 Consider the relative size of the circles shown in the diagram above. What is the BEST explanation for the relative size of the circles?

- a) The size of circle represents the relative importance of a phase in the Service Lifecycle in terms of business impact.
- b) The size of circle represents the level of risks and costs associated with a phase in the Service Lifecycle in terms of business impact.
- c) The size of circle represents the historical cost savings in a particular phase of the Service Lifecycle
- d) The size of circle reflects the financial commitment made in each phase in terms of resources allocated to projects and operational activity.

S10: Scenario Ten

The General Manager (GM) of a mobile phone supplier is in disagreement with her IT organization over the risks of implementing a change to a business service. From her perspective the requested Change is not only important, but also urgent because her business operates in a very competitive environment and a major competitor is already offering the new functionality she needs. However, IT managers 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 is a 30% chance of failure.

The GM's reaction is that very few business initiatives have a 70% chance of success and therefore the change should be implemented without further hesitation. The IT managers are very surprised by her views.

19 Which of the following BEST explains the disagreement between the two parties described in the scenario above?

- a) Differences in the perception of risks involved
- b) It is not clear who is responsible for implementing the Change
- c) There is a misunderstanding as to who is authorized to request the Change
- d) The customer does not understand the value of a good Change Management process

20 The GM and her staff first became aware of the need for the new functionality 6 months ago and have been working with IT to develop a solution. The updated business service has been ready for deployment for 2 weeks and it is very important that it is released within the next Change window in 3 weeks time as a competitor has been offering the same capability for over a month, and there is a danger that a significant number of customers will start to move to the competitor's service if this is not achieved.

Which of the following is the BEST type of Change to use in this scenario?

- a) A Standard Change
- b) An Emergency Change
- c) A Normal Change
- d) A Change Implementation