



sample exam

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ISO/IEC 20000

**Professional: Alignment of IT and the Business according to ISO/IEC 20000
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Introduction

This is the sample exam Professional: Alignment of IT and the Business according to ISO/IEC 20000.

This sample exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is the correct answer.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth one point. If you obtain 26 points or more you will pass.

The time allowed for this exam is 90 minutes.

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Good luck!

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Exam

1 of 40

The manager of an internal IT department has been told by her boss that the company is not satisfied with the current service quality and that the directors of the company want to introduce service level agreements (SLAs). The manager suspects that the dissatisfaction is due to a recent server failure.

What action should be taken first?

- A.** Conduct a customer satisfaction measurement survey to all users in order to identify dissatisfied users.
- B.** Install a new mirrored server, which would prevent the server failure from repeating.
- C.** Start discussion with internal customers to define their requirements.
- D.** Write an SLA.

2 of 40

You are the supplier manager of a global paper manufacturing company that has outsourced its servers to service provider A, its desktop services to provider B and an application to provider C. The service providers produce monthly service reports which are presented to the global paper company's internal IT board. The board is not very satisfied with the reports, but the board members have different opinions concerning the required changes.

You have been given the assignment to improve the reporting. How should you proceed?

- A.** You ask the board to agree on their requirements and define a policy for reporting that will be communicated with the service providers.
- B.** You interview each board member to determine their requirements and create reports that fulfill all requirements.
- C.** You interview each board member to determine their requirements and order each service provider to adjust their reports to individual needs.
- D.** You listen to the board members' requirements, decide what is relevant, and update the reports based on your judgment.

3 of 40

One of the first steps in the definition of a new service is to identify the key stakeholders. As the team leader of the team that is defining the new “managed IT desktop” service you need to define the rules for selecting the key stakeholders in your organization.

Which rule would help identify the key stakeholders?

- A.** Select a representative from each organizational entity who can describe the service requirements.
- B.** Select the people who have complained about the present IT desktop service during the last six months.
- C.** Select those people who are the largest user group within the organization.
- D.** Select those people who have experienced the most problems with the current IT desktop service.

4 of 40

As the business relationship manager of an ISO/IEC 20000 certified IT supplier, you have a regular meeting with one of your customers. During this meeting the customer explains to you that their business is going to expand to ten new locations in different countries and will have 15% more staff on the payroll in the next years, each year. The customer expects you, as their IT supplier, to keep up with this growth in the coming years. All services you are delivering right now will also be required in the future. Additionally, the customer indicates that new services will be required during this buildup of the business.

What should you do first?

- A.** Inform the IT management team that the customer will experience significant growth. This growth will have an impact on the service management plan, requiring that the capacity manager also be informed about these plans.
- B.** Inform the demand manager that the business is expecting significant growth and that he needs to plan for this.
- C.** Inform the service level agreement (SLA) manager that he needs to update the service level agreements to support these new growth requirements.
- D.** Inform the service desk manager that he will have to increase the number of service desk staff in the future.

5 of 40

You are an ISO/IEC 20000 consultant and have been given the task of creating an IT budgeting and accounting policy for a new unit of a global IT service provider which is located in Helsinki, Finland. You are not familiar with local legislation and accounting practices.

What approach do you need to take initially to assist you in defining the policy?

- A.** A budgeting and accounting policy is based on stakeholders' needs. You interview stakeholders' representatives to find out what their requirements are.
- B.** A budgeting and accounting policy is based on the IT services and on associated IT technology. Therefore, you contact the managers responsible for the service delivery processes.
- C.** The new unit must operate under local laws and under the wider accountancy practices of the organization. You consult a financial manager who knows the ins and outs of the organization's policies concerning accounting.
- D.** The new unit must operate under local laws. Therefore, you consult a local accountancy firm, to help you with local requirements concerning accounting.

6 of 40

You are a senior manager in an organization that has decided to obtain ISO/IEC 20000 certification within the next 24 months. You are asked to help the process owners with the service level agreements (SLAs) that need to be agreed upon with the customers.

Who should be asked for input?

- A.** Business relationship management and service level management.
- B.** Business relationship management and service reporting.
- C.** Service reporting and service level management.
- D.** The operational team and service level management.

7 of 40

The service reporting manager notices that a junior staff member is creating a set of service reports which is not part of the service reporting process. Closer inquiry reveals that the service desk manager has asked for these reports as the agreed reporting does not support her efforts to improve customer satisfaction.

What would be the correct course of action?

- A.** Audit and review the service reporting process.
- B.** Inform the service desk manager of the service reporting policy.
- C.** Record the service desk's requirements for their service report.
- D.** Review the quality of the service report for the service desk.

8 of 40

An IT service provider has decided to obtain ISO/IEC 20000 certification. The first step will be an internal audit to review all processes. There are only four people available for reviewing the alignment processes.

Who should be the person to perform the review?

- A.** A consultant who led a workshop on the potential benefits of ISO/IEC 20000.
- B.** The manager responsible for contracts and agreements with suppliers, who has the best understanding of customer views.
- C.** The service level manager who is also the quality manager and knows the area best.
- D.** The service reporting manager who has all the relevant data.

9 of 40

You are employed as a business relationship manager at an IT service provider. One of your customers communicates primarily with the service desk whenever new requirements arise. As a consequence, a number of important changes have not been incorporated into the IT service policy in a timely manner. You want to make sure that in future they discuss changes in business needs with business relationship management instead of the service desk.

What should you do?

- A.** Arrange a conference call with the customer, to discuss what requirements have changed and adjust policies as appropriate to meet the customer's changing needs.
- B.** Arrange an ad-hoc meeting with the customer, to communicate the importance of letting business relationship management know of any changing requirements and business trends.
- C.** Arrange a regularly scheduled face to face meeting with the customer and the service desk, to communicate any changing requirements and business trends.
- D.** Arrange a regularly scheduled face to face meeting with the customer, to communicate any changing requirements and business trends.

10 of 40

You are employed as a service level manager at an IT service provider. You have been asked to communicate a new security policy to your customers. A new element in this policy is that the IT users will be held responsible for all software that has not been installed by the IT service provider. This is just one of a number of important changes in the policy.

How should you communicate the new security policy?

- A.** Through a letter.
- B.** Through a number of media.
- C.** Through email.
- D.** Through quarterly customer performance review meetings.

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As the budgeting and accounting manager, you need to decide who to invite to a meeting concerning the accounting policy. After producing a RACI matrix you determine the scope of communication.

Who should be invited at a minimum?

- A.** All of the managers within the IT Service Management department.
- B.** The director who manages the IT Service Management department.
- C.** The managers within the IT Service Management department with budget responsibility.
- D.** The supplier managers who ensure that the suppliers understand the policy.

12 of 40

The alignment policies and procedures have recently been documented. As the IT service director, you need to make sure that all staff who are involved with the alignment processes are aware of these policies and procedures.

What is an effective way of communicating these, ensuring that feedback is provided as well?

- A.** Arrange a series of meetings with relevant staff members to discuss the application of the policies and procedures.
- B.** Create a binder with copies of the policies and procedures and distribute it to the relevant staff members.
- C.** Invite the relevant staff members to the auditorium and explain the policies and procedures.
- D.** Send an e-mail to the relevant staff members with a link to the intranet where they can find the policies and procedures.

13 of 40

During the last years an IT service provider has grown significantly. Recently they became ISO/IEC 20000 certified. Some of the providers they are working with have been standard suppliers since long before the organization was ISO/IEC 20000 certified. The contracts with suppliers have not been changed during the certification period. They will have to be adjusted within the next twelve months. One of the main adjustments that needs to be made is to incorporate a review schedule.

Who would be responsible for making these adjustments?

- A.** The business relationship manager, in cooperation with change management.
- B.** The business relationship manager, in cooperation with supplier management.
- C.** The manager responsible for contracts with suppliers, in cooperation with change management.
- D.** The manager responsible for contracts with suppliers, in cooperation with supplier management.

14 of 40

As the designated responsible person to manage budgeting and accounting for IT services you need to identify what should be included in the policy for the financial management of the services.

What does **not** have to be included in this policy?

- A.** Apportionment of overhead costs.
- B.** Cost types to be accounted for.
- C.** Links to service level management.
- D.** The charging mechanism.

15 of 40

A new major telecoms service is due to be launched in 9 months time. The plans have been communicated well between all key stakeholders. The service level agreement (SLA) with the customer is nearing sign-off.

Prior to signing the agreement with the customers, what needs to have been checked?

- A.** If all agreements related to the new service are aligned.
- B.** If related operational level agreements (OLAs) are aligned.
- C.** If related underpinning contracts (UCs) are aligned.
- D.** If the departmental budget is aligned to the needs of the service.

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An insurance company would like to launch a new internet based insurance service for pet insurance. Their service level requirements have been specified; the service is planned to be launched soon. The service level manager has updated the service catalogue.

Who should be consulted regarding this change?

- A.** Finance management only, who need to ensure there is sufficient budget.
- B.** Service continuity and availability management only, who need to ensure that the agreed commitments can be met.
- C.** The managers of the service management processes that are affected by the change.
- D.** The service level management team only, who need to establish a service level agreement.

17 of 40

The senior responsible owner of a large external service provider is concerned that they are not making progress quickly enough with improvements to the incident management process. She has an opinion on what changes are required.

When should the changes be communicated in order to achieve buy in from the staff?

- A.** Before the change is implemented, so that benefits can be explained in a clear way.
- B.** Before the change is implemented, to give the opportunity to refine and understand the process.
- C.** When the change has been implemented, to demonstrate the benefits.
- D.** When the senior responsible owner has updated the processes, so that benefits can be explained in a clear way.

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Due to an increase in the criticality of an existing service the customers have requested that the fix times for priority one incidents are reduced from four hours to two hours. This is accepted and the customer service level agreement (SLA) is updated. However, the supporting underpinning contracts are not updated, as it would be too costly to keep them in line.

Is this acceptable for ISO/IEC 20000 certification and why?

- A.** No, achievement of fix times is a requirement of the standard.
- B.** No, the service provider must align their contracts irrespective of cost.
- C.** Yes, as long as the risk is documented, managed and reviewed.
- D.** Yes, the standard does not require the agreements to be aligned.

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During the last few months your organization has started to implement ISO/IEC 20000. Being the process owner of the service level management process you have defined that process. Now you have to decide who is going to be the process manager of the service level management process.

Since you have limited staff you are contemplating the option of assigning the process manager role of service level management and the process manager role of business relationship management to the same person.

Is this is a good solution?

- A.** Yes, this is a viable option as both processes are closely related.
- B.** Yes, this is possible when the two processes are combined into one.
- C.** No, this is not advisable as this will reduce the time spent in contact with the customer.
- D.** No, this is not advisable as the two processes have goals that are conflicting.

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Who are the key stakeholders of the relationship processes?

- A.** Business manager, service level manager, supplier manager
- B.** Business, service provider, sub-contractor
- C.** Business, service provider, supplier
- D.** Customer, service provider, senior management

21 of 40

A service provider has a good relationship with one of its customers. The customer is very satisfied, primarily because the service provider understands their business drivers. The service provider wants to ensure that they will also meet the customer's future business requirements.

Who would have the most influence on that?

- A.** Availability manager.
- B.** Business relationship manager.
- C.** Capacity manager.
- D.** Service level manager.

22 of 40

During the last few months your organization has started to implement the processes according to ISO/IEC 20000. You are the process owner for the service level management process. The next task you have is to decide which person in your team is going to be the overall process manager for the service level management process. The service you provide to the business requires that the service level management process is operational 24 hours a day in all major countries around the world.

Does this have an impact on the selection of the process manager?

- A.** No. During after hours the service and support processes are not required to operate.
- B.** No. During after hours the services are delivered by the IT operations team and there is no IT Service Management necessary.
- C.** Yes. However, the impact is minor; the service level manager will not need to be available during after hours.
- D.** Yes. The person has to be flexible when they will work and there will be some traveling involved with meeting the different customers.

23 of 40

What else needs to be documented and recorded within the business relationship management process, besides service review meeting minutes and service improvement actions?

- A. Performance reviews
- B. Requests for change
- C. Service complaints
- D. Service level agreements

24 of 40

You have recently taken over responsibility for the supplier management team. As part of your initial activities you produce a list of contracts that are operational, in development, and where the contract term has expired. You decide to dispose of the contracts that have expired.

Is there an issue with this approach and why?

- A. It depends. If the contracts are disposed of based on a defined procedure, then this is not an issue.
- B. No, contracts that have expired can be disposed of immediately.
- C. No, the supplier manager owns the contracts, therefore he may decide to dispose of them.
- D. Yes, contracts must be kept for a period of time, just in case there is a later claim to be made.

25 of 40

You are a consultant to an external service provider and have just finished a review of the business relationship management area.

You find that they do not yet measure customer satisfaction, and agree with senior management that this needs to change.

What do you need to investigate first?

- A. What information is required from the customers and what level of accuracy is required.
- B. What metrics are included in the existing service level agreements.
- C. The performance of the critical business applications provided to the key customers.
- D. The views of the business relationship manager and the service level manager.

26 of 40

As the supplier manager for a large motor sports company you are establishing a contract with a new major lead supplier. You still need to reach agreement on the reporting of the supplier's performance.

What consideration needs to be made when negotiating this agreement?

- A.** The supplier must report on their own performance and that of lead sub-contractors.
- B.** The supplier must report on their own performance and that of sub-contractors.
- C.** The supplier must report on their own performance only.
- D.** The supplier must report on the performance of sub-contractors.

27 of 40

An organization is working on the achievement of ISO/IEC 20000 certification for two services out of ten provided to customers. Annually, they perform an overall customer satisfaction survey, to measure satisfaction levels with the services provided.

What should the service provider ensure in order to be eligible for ISO/IEC 20000 certification?

- A.** Nothing, as they are already compliant because targets have been set by the organization.
- B.** Change the resources participating in the customer survey as they have to be independent from the organization.
- C.** Change the scope of the customer satisfaction survey as it should include at least the two services.
- D.** Change the satisfaction survey process for the certified services as this satisfaction survey must be independent.

28 of 40

According to the company's policy, there is internal charging for IT services. Because of unexpected license costs there is a substantial budget overrun. As a consequence, the finance manager increases the monthly fees that are being charged.

Is this in accordance with the requirements of the standard?

- A.** No, according to the standard a formal review and accountancy audit on the budget and on realization is required before changes can be made.
- B.** No, this is against ISO/IEC 20000 requirements; during a budget period charging is fixed to prevent budget overrun for other departments.
- C.** Yes, if rules governing the handling of variances against budgets have been incorporated in this company's policy.
- D.** Yes, the standard does not cover charging. It recommends that the mechanism for charging is fully defined and understood by all parties.

29 of 40

In a few days an internal audit will be conducted. As the service level manager you are preparing for the audit, providing evidence for the effectiveness of the service level management process.

What is the best approach?

- A.** Produce those documents required to ensure compliance.
- B.** Produce records of performance against the service level metrics.
- C.** Provide documents and records used normally as part of the process.
- D.** Provide extra documentation for the most critical aspects of the process.

30 of 40

You have been employed as a consultant by the financial manager of the IT organization of a retail bank. One of the first activities you need to do is to establish a series of metrics for measuring the capability of the budgeting and accounting processes. You implement a metric based upon the timeframe needed to produce accurate accounting reports.

What should this metric measure?

- A.** Effectiveness of the financial management process.
- B.** Efficiency of the accounting process.
- C.** Maturity of the accounting process.
- D.** Penetration of the accounting policies.

31 of 40

You have reviewed the financial information published on the intranet pages of an IT service provider. There is no date of last update on the intranet pages.

Will an auditor consider this during an ISO/IEC 20000 compliance audit?

- A.** It depends on the service provider's document policy. If this policy requires it, then it would be commented on.
- B.** No, it is of no significance to the ISO/IEC 20000 audit.
- C.** No, this is a recommendation from Part 2: Code of practice.
- D.** Yes, the standard specifically requires this to be present in all documentation, in any form or type of medium.

32 of 40

A service provider has outsourced its capacity management process to a specialist company. As the manager responsible for service reporting to the customer you look at how the service performance can be consolidated.

Which consideration should you focus on when designing service reports for delivery to the customer?

- A.** The alignment of service provider and supplier metrics to form a service based view.
- B.** The frequency at which the customer requires service reports.
- C.** The service providers' specific and documented requirements from capacity management.
- D.** The willingness of the supplier to provide information to the service provider.

33 of 40

You are the manager responsible for managing all service improvement activities for a small IT service provider. A number of complaints have been brought to your attention by a customer concerning the performance of the service desk.

What course of action should be taken to deal with this?

- A.** Acknowledge the complaint, take ownership and implement improvement actions where justified.
- B.** Escalate the complaint to the IT director in order for him to address the situation with the managers responsible.
- C.** Implement an improvement action for all complaints, aiming to improve customer satisfaction.
- D.** Log the complaint and discuss it with the service desk in order for them to deal with it.

34 of 40

As the service manager, you receive remarks from customers that the charging of several IT services is not transparent. The customers pay a monthly fee per workstation, but also have to pay a lump sum every month.

How can you increase the transparency in pricing?

- A.** By changing the costing: allocate all costs to the workstation service and then divide that total amount by the number of workstations.
- B.** By changing the costing: apportion indirect costs and allocate these and direct costs to the workstation service.
- C.** By explaining to the customer that some parts of the costs are fixed and some parts of the costs are variable while providing examples.
- D.** By providing a detailed profit and loss overview each month, so that every customer can see how all costs for the IT department are calculated.

35 of 40

You are trying to improve a service, so that it provides more business benefits. Some questions in the customer satisfaction survey were designed to address this aim.

How should you process the results of this survey?

- A.** Customer satisfaction surveys do not provide concrete input for service improvements; they only provide high level feedback.
- B.** Decide upon required actions, start working on these and keep track upon the progress.
- C.** Discuss the results of the survey with the customer and agree upon actions to be used as input for the service improvement plan.
- D.** Discuss the results within the team, identify opportunities, develop an action plan, and implement improvements.

36 of 40

You are the manager responsible for managing all service improvement activities for a small IT service provider. Recently, two customers have complained about the poor service being offered by the service management teams, these are entirely unrelated complaints. One is in connection with the capacity and another with availability. You have identified actions to deal with these but can do only one at the moment due to the workload. One of the improvements is recorded in the service improvement plan.

Which approach should you take?

- A.** Ask the capacity manager and the availability manager to decide which one should be worked upon first.
- B.** Ask the IT director to decide which one should be worked upon first.
- C.** Start with the complaint that is recorded in the service improvement plan.
- D.** Start with the complaint with the greatest business impact.

37 of 40

A new supplier has been receiving a larger number of calls than was anticipated. You arrange to meet with them to discuss this.

What would be valuable feedback to instigate improvements?

- A.** The supplier informs you about the actual costs of handling a call.
- B.** The supplier informs you about the number and content of functional questions on the text editor application.
- C.** The supplier informs you about the number of internal escalations needed to achieve the agreed service levels.
- D.** The supplier informs you about the time spent to repair the server in the redundant cluster.

38 of 40

The business management gives you feedback that it takes too long before a number of specific incidents are solved.

What area should you first review?

- A.** The categories assigned to the reported incidents.
- B.** The priority assigned to the reported incidents and their response times.
- C.** The service levels for incidents and problems and the escalation procedures.
- D.** The way incidents are reported.

39 of 40

You want to relate service improvements to business benefits.

What is required to be able to do this?

- A.** A clear alignment between the business critical success factors and the key performance indicators of the services.
- B.** A clear alignment between the business critical success factors of the business and the business critical success factors of the internal service provider.
- C.** Knowledge of the actual costs of the provided services.
- D.** Knowledge of the business critical success factors of the organization and its customers.

40 of 40

Following a review of the service performance it has been identified that a number of suppliers are not performing to their contracted commitments. You identify that this is related to poor awareness in your organization of information required to flow between the organization and the supplier.

Which action should you put in place to address the situation?

- A.** Ask the suppliers to document their concerns for consideration by the service provider.
- B.** Communicate to the organization that poor data flows are harming the suppliers' service performance.
- C.** Define, communicate and implement the interface points and data flows between the two organizations.
- D.** Perform a service review to determine where precisely performance is influenced by poor data flows.

Answer key

1 of 40

The manager of an internal IT department has been told by her boss that the company is not satisfied with the current service quality and that the directors of the company want to introduce service level agreements (SLAs). The manager suspects that the dissatisfaction is due to a recent server failure.

What action should be taken first?

- A.** Conduct a customer satisfaction measurement survey to all users in order to identify dissatisfied users.
- B.** Install a new mirrored server, which would prevent the server failure from repeating.
- C.** Start discussion with internal customers to define their requirements.
- D.** Write an SLA.

- A. Incorrect. The survey will not help in this situation.
- B. Incorrect. It is not sure if this is the real cause of dissatisfaction.
- C. Correct. This will let the customers express their dissatisfaction and will help directing further activities.
- D. Incorrect. The manager needs to find out customer requirements first. Possibly the service catalog must be updated or created as well.

2 of 40

You are the supplier manager of a global paper manufacturing company that has outsourced its servers to service provider A, its desktop services to provider B and an application to provider C. The service providers produce monthly service reports which are presented to the global paper company's internal IT board. The board is not very satisfied with the reports, but the board members have different opinions concerning the required changes.

You have been given the assignment to improve the reporting. How should you proceed?

- A.** You ask the board to agree on their requirements and define a policy for reporting that will be communicated with the service providers.
- B.** You interview each board member to determine their requirements and create reports that fulfill all requirements.
- C.** You interview each board member to determine their requirements and order each service provider to adjust their reports to individual needs.
- D.** You listen to the board members' requirements, decide what is relevant, and update the reports based on your judgment.

- A. Correct. A service reporting policy should be defined, so that the service providers can produce service reports that meet the agreed requirements of the board.
- B. Incorrect. It would not be a good solution to produce different reports for each board member. The service providers should produce service reports that meet the agreed requirements.
- C. Incorrect. It would not be a good solution to produce different reports for each board member.
- D. Incorrect. The service providers should produce service reports that meet the agreed requirements.

3 of 40

One of the first steps in the definition of a new service is to identify the key stakeholders. As the team leader of the team that is defining the new “managed IT desktop” service you need to define the rules for selecting the key stakeholders in your organization.

Which rule would help identify the key stakeholders?

- A.** Select a representative from each organizational entity who can describe the service requirements.
- B.** Select the people who have complained about the present IT desktop service during the last six months.
- C.** Select those people who are the largest user group within the organization.
- D.** Select those people who have experienced the most problems with the current IT desktop service.

A. Correct. When defining the stakeholders for a new service it is best to select representatives across the organization. This allows for a comprehensive set of requirements leading to a service that supports the entire organization, not just one part of the organization.

B. Incorrect. When defining the stakeholders for a new service one should not only take those people into account that complained, as they will present a distorted view of the requirements for the new service.

C. Incorrect. When defining the stakeholders, one has to take into account the size of the user groups, but one has to listen to all user groups and their needs. All user groups should be represented amongst the stakeholders that are selected.

D. Incorrect. When defining the stakeholders for a new service one should not only take those people into account that have the most problems as they will present a distorted view of the requirements for the new service.

4 of 40

As the business relationship manager of an ISO/IEC 20000 certified IT supplier, you have a regular meeting with one of your customers. During this meeting the customer explains to you that their business is going to expand to ten new locations in different countries and will have 15% more staff on the payroll in the next years, each year. The customer expects you, as their IT supplier, to keep up with this growth in the coming years. All services you are delivering right now will also be required in the future. Additionally, the customer indicates that new services will be required during this buildup of the business.

What should you do first?

- A.** Inform the IT management team that the customer will experience significant growth. This growth will have an impact on the service management plan, requiring that the capacity manager also be informed about these plans.
- B.** Inform the demand manager that the business is expecting significant growth and that he needs to plan for this.
- C.** Inform the service level agreement (SLA) manager that he needs to update the service level agreements to support these new growth requirements.
- D.** Inform the service desk manager that he will have to increase the number of service desk staff in the future.

A. Correct. Such an increase in service requirements will have direct impact on the IT service management plan. If this plan has been adapted to this new business situation all other service management processes will need to adapt their plans accordingly.

B. Incorrect. There is no demand manager in ISO/IEC 20000. Therefore we cannot inform this role – best alternative would be the capacity manager.

C. Incorrect. To inform the SLA manager is a good point as he or she will need to make changes in the SLAs, but such significant growth will need more than just adjusting the SLAs

D. Incorrect. To inform the service desk is a good point, but the buildup of personnel is the last thing one needs to consider.

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You are an ISO/IEC 20000 consultant and have been given the task of creating an IT budgeting and accounting policy for a new unit of a global IT service provider which is located in Helsinki, Finland. You are not familiar with local legislation and accounting practices.

What approach do you need to take initially to assist you in defining the policy?

- A.** A budgeting and accounting policy is based on stakeholders' needs. You interview stakeholders' representatives to find out what their requirements are.
- B.** A budgeting and accounting policy is based on the IT services and on associated IT technology. Therefore, you contact the managers responsible for the service delivery processes.
- C.** The new unit must operate under local laws and under the wider accountancy practices of the organization. You consult a financial manager who knows the ins and outs of the organization's policies concerning accounting.
- D.** The new unit must operate under local laws. Therefore, you consult a local accountancy firm, to help you with local requirements concerning accounting.

- A. Incorrect. IT budgeting and accounting policy should be planned in line with wider organization policies.
- B. Incorrect. IT budgeting and accounting policy should be planned in line with wider organization policies.
- C. Correct. IT budgeting and accounting policy should be planned in line with wider organization policies.
- D. Incorrect. IT budgeting and accounting policy should be planned in line with wider organization policies.

6 of 40

You are a senior manager in an organization that has decided to obtain ISO/IEC 20000 certification within the next 24 months. You are asked to help the process owners with the service level agreements (SLAs) that need to be agreed upon with the customers.

Who should be asked for input?

- A.** Business relationship management and service level management.
- B.** Business relationship management and service reporting.
- C.** Service reporting and service level management.
- D.** The operational team and service level management.

A. Correct. Both business relationship management and service level management need to deliver input for the SLA. Business relationship management will deliver the customer requirements and the business needs that need to be fulfilled. Service level management needs to deliver input on what service is possible.

B. Incorrect. Both business relationship management and service level management need to deliver input for the SLA. Business relationship management will deliver the customer requirements and the business needs that need to be fulfilled. Service level management needs to deliver input on what service is possible.

C. Incorrect. Both business relationship management and service level management need to deliver input for the SLA. Business relationship management will deliver the customer requirements and the business needs that need to be fulfilled. Service level management needs to deliver input on what service is possible.

D. Incorrect. Both business relationship management and service level management need to deliver input for the SLA. Business relationship management will deliver the customer requirements and the business needs that need to be fulfilled. Service level management needs to deliver input on what service is possible.

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The service reporting manager notices that a junior staff member is creating a set of service reports which is not part of the service reporting process. Closer inquiry reveals that the service desk manager has asked for these reports as the agreed reporting does not support her efforts to improve customer satisfaction.

What would be the correct course of action?

- A.** Audit and review the service reporting process.
- B.** Inform the service desk manager of the service reporting policy.
- C.** Record the service desk's requirements for their service report.
- D.** Review the quality of the service report for the service desk.

- A. Correct. The case indicates that the service reporting process is not being followed. You need to investigate if a change is required.
- B. Incorrect. This does not address the fact that the service reporting process may need to be adjusted.
- C. Incorrect. This does not address the fact that the service reporting process may need to be adjusted.
- D. Incorrect. It is not the quality of the report that needs to change.

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An IT service provider has decided to obtain ISO/IEC 20000 certification. The first step will be an internal audit to review all processes. There are only four people available for reviewing the alignment processes.

Who should be the person to perform the review?

- A.** A consultant who led a workshop on the potential benefits of ISO/IEC 20000.
- B.** The manager responsible for contracts and agreements with suppliers, who has the best understanding of customer views.
- C.** The service level manager who is also the quality manager and knows the area best.
- D.** The service reporting manager who has all the relevant data.

- A. Correct. An auditor must be independent of the work he or she is auditing.
- B. Incorrect. An auditor must be independent of the work he or she is auditing.
- C. Incorrect. An auditor must be independent of the work he or she is auditing.
- D. Incorrect. An auditor must be independent of the work he or she is auditing.

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You are employed as a business relationship manager at an IT service provider. One of your customers communicates primarily with the service desk whenever new requirements arise. As a consequence, a number of important changes have not been incorporated into the IT service policy in a timely manner. You want to make sure that in future they discuss changes in business needs with business relationship management instead of the service desk.

What should you do?

- A.** Arrange a conference call with the customer, to discuss what requirements have changed and adjust policies as appropriate to meet the customer's changing needs.
- B.** Arrange an ad-hoc meeting with the customer, to communicate the importance of letting business relationship management know of any changing requirements and business trends.
- C.** Arrange a regularly scheduled face to face meeting with the customer and the service desk, to communicate any changing requirements and business trends.
- D.** Arrange a regularly scheduled face to face meeting with the customer, to communicate any changing requirements and business trends.

A. Incorrect. This is not the best medium of communication.

B. Incorrect. Having an ad-hoc meeting will not ensure that customer requirements are understood and met in future.

C. Incorrect. The service desk does not need to be present at these meetings.

D. Correct. A regularly scheduled face to face meeting is the most effective medium of communication. Having this regularly scheduled is critical to ensure that customer requirements are understood and met in a timely manner.

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You are employed as a service level manager at an IT service provider. You have been asked to communicate a new security policy to your customers. A new element in this policy is that the IT users will be held responsible for all software that has not been installed by the IT service provider. This is just one of a number of important changes in the policy.

How should you communicate the new security policy?

- A.** Through a letter.
- B.** Through a number of media.
- C.** Through email.
- D.** Through quarterly customer performance review meetings.

A. Incorrect. This is only one medium of communication. A number of media should be used.

B. Correct. A security policy requires that numerous mediums be used to communicate and ensure the customer is aware of the new policy.

C. Incorrect. This is only one medium of communication. A number of media should be used.

D. Incorrect. This is only one medium of communication. A number of media should be used.

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As the budgeting and accounting manager, you need to decide who to invite to a meeting concerning the accounting policy. After producing a RACI matrix you determine the scope of communication.

Who should be invited at a minimum?

- A.** All of the managers within the IT Service Management department.
- B.** The director who manages the IT Service Management department.
- C.** The managers within the IT Service Management department with budget responsibility.
- D.** The supplier managers who ensure that the suppliers understand the policy.

- A. Incorrect. At a minimum this would be too much, although communicating wider could positively influence expenditure behavior.
- B. Incorrect. The director would not be at enough of a granular level.
- C. Correct. At a minimum they should know what policies they need to align to, as they own the budgets.
- D. Incorrect. This would only be part of the audience potentially.

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The alignment policies and procedures have recently been documented. As the IT service director, you need to make sure that all staff who are involved with the alignment processes are aware of these policies and procedures.

What is an effective way of communicating these, ensuring that feedback is provided as well?

- A.** Arrange a series of meetings with relevant staff members to discuss the application of the policies and procedures.
- B.** Create a binder with copies of the policies and procedures and distribute it to the relevant staff members.
- C.** Invite the relevant staff members to the auditorium and explain the policies and procedures.
- D.** Send an e-mail to the relevant staff members with a link to the intranet where they can find the policies and procedures.

- A. Correct. This approach makes sure that all relevant staff members get familiar with the policies and procedures, enabling staff members to provide feedback.
- B. Incorrect. One way communication is not very efficient. The material may not be relevant to all. Binders become outdated very quickly.
- C. Incorrect. One way communication is not very efficient. The material may not be relevant to all.
- D. Incorrect. One way communication is not very efficient. E-mail may be overlooked.

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During the last years an IT service provider has grown significantly. Recently they became ISO/IEC 20000 certified. Some of the providers they are working with have been standard suppliers since long before the organization was ISO/IEC 20000 certified. The contracts with suppliers have not been changed during the certification period. They will have to be adjusted within the next twelve months. One of the main adjustments that needs to be made is to incorporate a review schedule.

Who would be responsible for making these adjustments?

- A.** The business relationship manager, in cooperation with change management.
- B.** The business relationship manager, in cooperation with supplier management.
- C.** The manager responsible for contracts with suppliers, in cooperation with change management.
- D.** The manager responsible for contracts with suppliers, in cooperation with supplier management.

A. Incorrect. The manager responsible for contracts with suppliers is responsible for all contracts with suppliers. Change management should be involved.

B. Incorrect. The manager responsible for contracts with suppliers is responsible for all contracts with suppliers. Change management should be involved.

C. Correct. The manager responsible for contracts with suppliers is responsible for all contracts with suppliers. Change management should be involved.

D. Incorrect. The manager responsible for contracts with suppliers is responsible for all contracts with suppliers. Change management should be involved.

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As the designated responsible person to manage budgeting and accounting for IT services you need to identify what should be included in the policy for the financial management of the services.

What does **not** have to be included in this policy?

- A.** Apportionment of overhead costs.
- B.** Cost types to be accounted for.
- C.** Links to service level management.
- D.** The charging mechanism.

A. Incorrect. Defining the policy, this should be taken into consideration.

B. Incorrect. Defining the policy, this should be taken into consideration.

C. Incorrect. Defining the policy, this should be taken into consideration.

D. Correct. Charging is an optional activity. It is not covered by the standard.

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A new major telecoms service is due to be launched in 9 months time. The plans have been communicated well between all key stakeholders. The service level agreement (SLA) with the customer is nearing sign-off.

Prior to signing the agreement with the customers, what needs to have been checked?

- A.** If all agreements related to the new service are aligned.
- B.** If related operational level agreements (OLAs) are aligned.
- C.** If related underpinning contracts (UCs) are aligned.
- D.** If the departmental budget is aligned to the needs of the service.

A. Correct. All agreements be they with external (defined via an underpinning contract) or internal (defined by an operational level agreement) parties need to be alignment to the SLA.
B. Incorrect. This is only part of the picture, UCs also need to be considered.
C. Incorrect. This is only part of the picture, OLAs also need to be considered.
D. Incorrect. The budget is important although the question is looking for alignment with the agreements.

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An insurance company would like to launch a new internet based insurance service for pet insurance. Their service level requirements have been specified; the service is planned to be launched soon. The service level manager has updated the service catalogue.

Who should be consulted regarding this change?

- A.** Finance management only, who need to ensure there is sufficient budget.
- B.** Service continuity and availability management only, who need to ensure that the agreed commitments can be met.
- C.** The managers of the service management processes that are affected by the change.
- D.** The service level management team only, who need to establish a service level agreement.

A. Incorrect. The budget does need to be set, however, there are many more processes that also need to be initiated.
B. Incorrect. There are many more processes that also need to be initiated.
C. Correct. All of those affected by this new service in ITSM need to be consulted as to the potential impact.
D. Incorrect. The service level agreement does need to be established, however, there are many more processes that also need to be initiated.

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The senior responsible owner of a large external service provider is concerned that they are not making progress quickly enough with improvements to the incident management process. She has an opinion on what changes are required.

When should the changes be communicated in order to achieve buy in from the staff?

- A.** Before the change is implemented, so that benefits can be explained in a clear way.
- B.** Before the change is implemented, to give the opportunity to refine and understand the process.
- C.** When the change has been implemented, to demonstrate the benefits.
- D.** When the senior responsible owner has updated the processes, so that benefits can be explained in a clear way.

A. Incorrect. This is an arrogant approach assuming that the senior responsible owner knows best. It is unlikely to be received well by the incident management staff.
B. Correct. This provides direction but allows the staff to be bought in to the process.
C. Incorrect. This is very re-active and confrontational.
D. Incorrect. This approach shows that the senior responsible owner knows best and does not give the team any ownership.

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Due to an increase in the criticality of an existing service the customers have requested that the fix times for priority one incidents are reduced from four hours to two hours. This is accepted and the customer service level agreement (SLA) is updated. However, the supporting underpinning contracts are not updated, as it would be too costly to keep them in line.

Is this acceptable for ISO/IEC 20000 certification and why?

- A.** No, achievement of fix times is a requirement of the standard.
- B.** No, the service provider must align their contracts irrespective of cost.
- C.** Yes, as long as the risk is documented, managed and reviewed.
- D.** Yes, the standard does not require the agreements to be aligned.

A. Incorrect. The standard does not require a service provider to achieve its targets but as a by-product of certification improvements in this area should be seen.
B. Incorrect. The standard does require agreements to be aligned, however, auditors will be comfortable with this requirement if the risk is known and being managed.
C. Correct. As long as the risk is known and is being managed this is acceptable.
D. Incorrect. Agreements are required to be aligned, although risk based mitigation in this example is acceptable.

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During the last few months your organization has started to implement ISO/IEC 20000. Being the process owner of the service level management process you have defined that process. Now you have to decide who is going to be the process manager of the service level management process.

Since you have limited staff you are contemplating the option of assigning the process manager role of service level management and the process manager role of business relationship management to the same person.

Is this is a good solution?

- A.** Yes, this is a viable option as both processes are closely related.
- B.** Yes, this is possible when the two processes are combined into one.
- C.** No, this is not advisable as this will reduce the time spent in contact with the customer.
- D.** No, this is not advisable as the two processes have goals that are conflicting.

- A. Correct. If pressed for staff you can well assign these two roles to one person as both have to manage the contact with the customers.
- B. Incorrect. It is not necessary to combine the two processes to allow one person to have two roles.
- C. Incorrect. It is very well possible to have both roles: the customer will have less people to speak to and this may strengthen the relationship.
- D. Incorrect. The two goals are not conflicting.

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Who are the key stakeholders of the relationship processes?

- A.** Business manager, service level manager, supplier manager
- B.** Business, service provider, sub-contractor
- C.** Business, service provider, supplier
- D.** Customer, service provider, senior management

- A. Incorrect. Business, service provider, supplier are the key stakeholders.
- B. Incorrect. Business, service provider, supplier are the key stakeholders.
- C. Correct. In practice relationships will rarely be this simple. They will most likely comprise multiple players, taking roles both as suppliers and customers and with business connections between many of them directly, as well as via the service provider.
- D. Incorrect. Business, service provider, supplier are the key stakeholders.

A service provider has a good relationship with one of its customers. The customer is very satisfied, primarily because the service provider understands their business drivers. The service provider wants to ensure that they will also meet the customer's future business requirements.

Who would have the most influence on that?

- A. Availability manager.
- B. Business relationship manager.
- C. Capacity manager.
- D. Service level manager.

- A. Incorrect. The objective of availability management is to ensure that agreed availability commitments to customers can be met in all circumstances.
- B. Correct. The objective of business relationship management is to establish and maintain a good relationship with the customer based on understanding the customer and their business drivers.
- C. Incorrect. The objective of capacity management is to ensure that the service provider has, at all times, sufficient capacity to meet the current and future agreed demands.
- D. Incorrect. The objective of service level management is to define, agree, record, and manage levels of service.

During the last few months your organization has started to implement the processes according to ISO/IEC 20000. You are the process owner for the service level management process. The next task you have is to decide which person in your team is going to be the overall process manager for the service level management process. The service you provide to the business requires that the service level management process is operational 24 hours a day in all major countries around the world.

Does this have an impact on the selection of the process manager?

- A.** No. During after hours the service and support processes are not required to operate.
- B.** No. During after hours the services are delivered by the IT operations team and there is no IT Service Management necessary.
- C.** Yes. However, the impact is minor; the service level manager will not need to be available during after hours.
- D.** Yes. The person has to be flexible when they will work and there will be some traveling involved with meeting the different customers.

- A. Incorrect. If the service is required 24 hours a day then management processes need to be in place.
- B. Incorrect. IT Service Management is always required.
- C. Incorrect. Having a global organization with different cultural as well as service demands is not “minor”.
- D. Correct. In a distributed organization traveling is a key element for the service level manager. Working in numerous time zones may require the service level manager to be flexible enough to work after normal hours. This needs to be taken into account when selecting the person for this post.

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What else needs to be documented and recorded within the business relationship management process, besides service review meeting minutes and service improvement actions?

- A.** Performance reviews
- B.** Requests for change
- C.** Service complaints
- D.** Service level agreements

A. Incorrect. Performance reviews are not explicitly stated as requiring documentation within the business relationship management process.

B. Incorrect. Requests for change are not explicitly stated as requiring documentation within the business relationship management process.

C. Correct. There shall be a complaints process. The definition of a formal service complaint shall be agreed with the customer. All formal service complaints shall be recorded by the service provider, investigated, acted upon, reported and formally closed. Where a complaint is not resolved through the normal channels, escalation shall be available to the customer.

D. Incorrect. Service level agreements are documented within the service level management process.

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You have recently taken over responsibility for the supplier management team. As part of your initial activities you produce a list of contracts that are operational, in development, and where the contract term has expired. You decide to dispose of the contracts that have expired.

Is there an issue with this approach and why?

- A.** It depends. If the contracts are disposed of based on a defined procedure, then this is not an issue.
- B.** No, contracts that have expired can be disposed of immediately.
- C.** No, the supplier manager owns the contracts, therefore he may decide to dispose of them.
- D.** Yes, contracts must be kept for a period of time, just in case there is a later claim to be made.

A. Correct. Contracts may be disposed of. However, the standard does require service providers to decide how it disposes of documents.

B. Incorrect. Contracts may be disposed of. However, the standard does require service providers to decide how it disposes of documents.

C. Incorrect. Contracts may be disposed of. However, the standard does require service providers to decide how it disposes of documents.

D. Incorrect. Contracts may be disposed of. However, the standard does require service providers to decide how it disposes of documents.

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You are a consultant to an external service provider and have just finished a review of the business relationship management are

A. You find that they do not yet measure customer satisfaction, and agree with senior management that this needs to change.

What do you need to investigate first?

- A.** What information is required from the customers and what level of accuracy is required.
- B.** What metrics are included in the existing service level agreements.
- C.** The performance of the critical business applications provided to the key customers.
- D.** The views of the business relationship manager and the service level manager.

A. Correct. This will primarily influence the direction of the activities, ensuring a good balance of cost versus benefit.

B. Incorrect. Service level agreements metrics are normally focused on service performance and not directly on customer satisfaction.

C. Incorrect. This has little direct influence on the customer satisfaction measurements.

D. Incorrect. They may have input but primarily the need to understand information requirements and required level of accuracy is paramount.

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As the supplier manager for a large motor sports company you are establishing a contract with a new major lead supplier. You still need to reach agreement on the reporting of the supplier's performance.

What consideration needs to be made when negotiating this agreement?

- A.** The supplier must report on their own performance and that of lead sub-contractors.
- B.** The supplier must report on their own performance and that of sub-contractors.
- C.** The supplier must report on their own performance only.
- D.** The supplier must report on the performance of sub-contractors.

A. Incorrect. The supplier must report on all sub-contractors involved in the services delivered to the motor sports company.

B. Correct. This would provide an overall view of service performance provided by the lead supplier and its sub-contractors.

C. Incorrect. The supplier must report on their own performance, but also on the performance of the sub-contractors.

D. Incorrect. The supplier must report on the sub-contractors but also on their own performance.

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An organization is working on the achievement of ISO/IEC 20000 certification for two services out of ten provided to customers. Annually, they perform an overall customer satisfaction survey, to measure satisfaction levels with the services provided.

What should the service provider ensure in order to be eligible for ISO/IEC 20000 certification?

- A.** Nothing, as they are already compliant because targets have been set by the organization.
- B.** Change the resources participating in the customer survey as they have to be independent from the organization.
- C.** Change the scope of the customer satisfaction survey as it should include at least the two services.
- D.** Change the satisfaction survey process for the certified services as this satisfaction survey must be independent.

- A. Incorrect. Targets have to be defined specifically for each service.
- B. Incorrect. This is not a requirement of the standard.
- C. Correct. The service provider should ensure coverage across its services, however, the mandatory element is with the two services in scope.
- D. Incorrect. This is not a requirement of the standard.

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According to the company's policy, there is internal charging for IT services. Because of unexpected license costs there is a substantial budget overrun. As a consequence, the finance manager increases the monthly fees that are being charged.

Is this in accordance with the requirements of the standard?

- A.** No, according to the standard a formal review and accountancy audit on the budget and on realization is required before changes can be made.
- B.** No, this is against ISO/IEC 20000 requirements; during a budget period charging is fixed to prevent budget overrun for other departments.
- C.** Yes, if rules governing the handling of variances against budgets have been incorporated in this company's policy.
- D.** Yes, the standard does not cover charging. It recommends that the mechanism for charging is fully defined and understood by all parties.

- A. Incorrect. The standard does not cover charging. It recommends that the mechanism for charging is fully defined and understood by all parties.
- B. Incorrect. The standard does not cover charging. It recommends that the mechanism for charging is fully defined and understood by all parties.
- C. Incorrect. The standard does not cover charging. It recommends that the mechanism for charging is fully defined and understood by all parties.
- D. Correct. The standard does not cover charging. It recommends that the mechanism for charging is fully defined and understood by all parties.

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In a few days an internal audit will be conducted. As the service level manager you are preparing for the audit, providing evidence for the effectiveness of the service level management process.

What is the best approach?

- A.** Produce those documents required to ensure compliance.
- B.** Produce records of performance against the service level metrics.
- C.** Provide documents and records used normally as part of the process.
- D.** Provide extra documentation for the most critical aspects of the process.

A. Incorrect. Documents should not be produced because an audit is about to happen, they should be available under normal operation.

B. Incorrect. Documents and records will be required.

C. Correct. This will show what is actually happening in the ITSM operation.

D. Incorrect. Documents should not be produced because an audit is about to happen, they should be available under normal operation.

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You have been employed as a consultant by the financial manager of the IT organization of a retail bank. One of the first activities you need to do is to establish a series of metrics for measuring the capability of the budgeting and accounting processes. You implement a metric based upon the timeframe needed to produce accurate accounting reports.

What should this metric measure?

- A.** Effectiveness of the financial management process.
- B.** Efficiency of the accounting process.
- C.** Maturity of the accounting process.
- D.** Penetration of the accounting policies.

A. Incorrect. Effectiveness focuses upon the ability of a process to achieve planned results.

B. Correct. This would show how efficiently the accounts can be produced.

C. Incorrect. This is a single metric and would not demonstrate overall maturity.

D. Incorrect. This is not an assessment of the use of the policies within the organization.

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You have reviewed the financial information published on the intranet pages of an IT service provider. There is no date of last update on the intranet pages.

Will an auditor consider this during an ISO/IEC 20000 compliance audit?

- A.** It depends on the service provider's document policy. If this policy requires it, then it would be commented on.
- B.** No, it is of no significance to the ISO/IEC 20000 audit.
- C.** No, this is a recommendation from Part 2: Code of practice.
- D.** Yes, the standard specifically requires this to be present in all documentation, in any form or type of medium.

- A. Correct. If it is referred to then yes it will be factored in to the audit.
- B. Incorrect. If it was included in the document policy then it would be of significance.
- C. Incorrect. It is not a recommendation from Part 2: Code of practice.
- D. Incorrect. It is not specifically required in the standard.

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A service provider has outsourced its capacity management process to a specialist company. As the manager responsible for service reporting to the customer you look at how the service performance can be consolidated.

Which consideration should you focus on when designing service reports for delivery to the customer?

- A.** The alignment of service provider and supplier metrics to form a service based view.
- B.** The frequency at which the customer requires service reports.
- C.** The service providers' specific and documented requirements from capacity management.
- D.** The willingness of the supplier to provide information to the service provider.

- A. Correct. The metrics should be aligned so that a service view aligned to customer needs can be produced.
- B. Incorrect. This is important but will not feature as a primary concern above and beyond the correct answer.
- C. Incorrect. This will have been addressed at the contract stage, and will not directly influence the design of the service report.
- D. Incorrect. This will have been addressed at the contract stage.

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You are the manager responsible for managing all service improvement activities for a small IT service provider. A number of complaints have been brought to your attention by a customer concerning the performance of the service desk.

What course of action should be taken to deal with this?

- A.** Acknowledge the complaint, take ownership and implement improvement actions where justified.
- B.** Escalate the complaint to the IT director in order for him to address the situation with the managers responsible.
- C.** Implement an improvement action for all complaints, aiming to improve customer satisfaction.
- D.** Log the complaint and discuss it with the service desk in order for them to deal with it.

A. Correct. This ensures a consistent approach with the complaint not being lost, not all complaints will result in action as they may not be justified/cost justifiable.
B. Incorrect. Not all complaints need to be escalated. The initial course of action should be to take ownership and improve the situation if justified.
C. Incorrect. Not all complaints will result in action as they may not be justified/cost justifiable.
D. Incorrect. This does not ensure ownership is retained as it is handed off to the service desk, you are the manager responsible for coordination of all complaints.

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As the service manager, you receive remarks from customers that the charging of several IT services is not transparent. The customers pay a monthly fee per workstation, but also have to pay a lump sum every month.

How can you increase the transparency in pricing?

- A.** By changing the costing: allocate all costs to the workstation service and then divide that total amount by the number of workstations.
- B.** By changing the costing: apportion indirect costs and allocate these and direct costs to the workstation service.
- C.** By explaining to the customer that some parts of the costs are fixed and some parts of the costs are variable while providing examples.
- D.** By providing a detailed profit and loss overview each month, so that every customer can see how all costs for the IT department are calculated.

A. Incorrect. This does not allow for any flexibility.
B. Correct. It is a requirement of the standard that indirect and direct costs are allocated to the services.
C. Incorrect. This does not help to provide the requested transparency.
D. Incorrect. This provides far too much detail. Usually, it is not desirable to give the customers this insight.

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You are trying to improve a service, so that it provides more business benefits. Some questions in the customer satisfaction survey were designed to address this aim.

How should you process the results of this survey?

- A.** Customer satisfaction surveys do not provide concrete input for service improvements; they only provide high level feedback.
- B.** Decide upon required actions, start working on these and keep track upon the progress.
- C.** Discuss the results of the survey with the customer and agree upon actions to be used as input for the service improvement plan.
- D.** Discuss the results within the team, identify opportunities, develop an action plan, and implement improvements.

- A. Incorrect. This is not true, especially when dedicated questions are provided.
- B. Incorrect. It is not a one man show; interaction with the customer is required.
- C. Correct. This is actually a 'should' in ISO/IEC 20000 Part 2: Code of practice.
- D. Incorrect. Discussions with the customers are required, not only within the team.

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You are the manager responsible for managing all service improvement activities for a small IT service provider. Recently, two customers have complained about the poor service being offered by the service management teams, these are entirely unrelated complaints. One is in connection with the capacity and another with availability. You have identified actions to deal with these but can do only one at the moment due to the workload. One of the improvements is recorded in the service improvement plan.

Which approach should you take?

- A.** Ask the capacity manager and the availability manager to decide which one should be worked upon first.
- B.** Ask the IT director to decide which one should be worked upon first.
- C.** Start with the complaint that is recorded in the service improvement plan.
- D.** Start with the complaint with the greatest business impact.

- A. Incorrect. You as manager responsible for managing all service improvement activities should be able to decide.
- B. Incorrect. The views of the customers should be the initial concern ahead of the IT Director. You as manager should be able to deal with this common situation without escalation.
- C. Incorrect. Recorded improvements do not automatically take priority.
- D. Correct. By understanding the business impact the actions can be prioritized.

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A new supplier has been receiving a larger number of calls than was anticipated. You arrange to meet with them to discuss this.

What would be valuable feedback to instigate improvements?

- A.** The supplier informs you about the actual costs of handling a call.
- B.** The supplier informs you about the number and content of functional questions on the text editor application.
- C.** The supplier informs you about the number of internal escalations needed to achieve the agreed service levels.
- D.** The supplier informs you about the time spent to repair the server in the redundant cluster.

- A. Incorrect. This does not directly provide valuable information to improve your services.
- B. Correct. This enables you to adequately train the users in issues they do not understand.
- C. Incorrect. This does not directly provide valuable information to improve your services.
- D. Incorrect. This does not directly provide valuable information to improve your services.

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The business management gives you feedback that it takes too long before a number of specific incidents are solved.

What area should you first review?

- A.** The categories assigned to the reported incidents.
- B.** The priority assigned to the reported incidents and their response times.
- C.** The service levels for incidents and problems and the escalation procedures.
- D.** The way incidents are reported.

- A. Incorrect. The category concerns the type of configuration item (CI), not the response/fix time.
- B. Correct. The feedback concerns specific incidents, therefore, you would start there. The prioritization may have been off.
- C. Incorrect. This could be a second step. First you would look at the incidents in question.
- D. Incorrect. The way incidents are reported is probably not the cause, the feedback is on specific incidents only.

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You want to relate service improvements to business benefits.

What is required to be able to do this?

- A.** A clear alignment between the business critical success factors and the key performance indicators of the services.
- B.** A clear alignment between the business critical success factors of the business and the business critical success factors of the internal service provider.
- C.** Knowledge of the actual costs of the provided services.
- D.** Knowledge of the business critical success factors of the organization and its customers.

- A. Correct. If it is clear how the services influence the business, then improvements can be made in the services that are directly targeted at the business benefits.
- B. Incorrect. This does not directly help to relate service improvements to business benefits.
- C. Incorrect. This may help to make the IT services more efficient, which does not provide direct business benefits other than saving money.
- D. Incorrect. This is an indirect approach, not directly targeted at improving the service, but more at adapting the business.

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Following a review of the service performance it has been identified that a number of suppliers are not performing to their contracted commitments. You identify that this is related to poor awareness in your organization of information required to flow between the organization and the supplier.

Which action should you put in place to address the situation?

- A.** Ask the suppliers to document their concerns for consideration by the service provider.
- B.** Communicate to the organization that poor data flows are harming the suppliers' service performance.
- C.** Define, communicate and implement the interface points and data flows between the two organizations.
- D.** Perform a service review to determine where precisely performance is influenced by poor data flows.

- A. Incorrect. The concerns are already clear and they are related to a lack of information from your organization to the supplier.
- B. Incorrect. This may help a little bit at first, but will not solve the issue in the long run.
- C. Correct. This will set a clear framework from within which the relationship can improve.
- D. Incorrect. This is just a first step.

Evaluation

The table below shows the correct answers to the questions in this sample examination.

number	answer	points
1	C	1
2	A	1
3	A	1
4	A	1
5	C	1
6	A	1
7	A	1
8	A	1
9	D	1
10	B	1
11	C	1
12	A	1
13	C	1
14	D	1
15	A	1
16	C	1
17	B	1
18	C	1
19	A	1
20	C	1

number	answer	points
21	B	1
22	D	1
23	C	1
24	A	1
25	A	1
26	B	1
27	C	1
28	D	1
29	C	1
30	B	1
31	A	1
32	A	1
33	A	1
34	B	1
35	C	1
36	D	1
37	B	1
38	B	1
39	A	1
40	C	1