



sample exam

IS20PC.EN

ISO/IEC 20000 Professional: Control of IT Services according to ISO/IEC 20000 edition October 2008

content

2	introduction
3	sample exam
19	answer key
44	evaluation

EXIN International B.V.

Examination Institute for Information Science

Janssoenborch, Hoog Catharijne

Godebaldkwartier 365, 3511 DT Utrecht

P.O. Box 19147, 3501 DC Utrecht

The Netherlands

Telephone +31 30 234 48 25

Fax +31 30 231 59 86

E-mail info@exin.nl

Internet www.exin-exams.com



Introduction

This is the sample exam Professional: Control of IT Services 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.

No rights may be derived from this information.

Good luck!

Copyright © 2008 EXIN

All rights reserved. No part of this publication may be published, reproduced, copied or stored in a data processing system or circulated in any form by print, photo print, microfilm or any other means without written permission by EXIN.

ITIL® is a Registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries.

CobiT™ is a registered trademark of the Information Systems Audit and Control Association (ISACA)/IT Governance Institute (ITGI).

CMMI® is a registered trademark of Carnegie Mellon University.

Six Sigma® is a registered trademark and service mark of Motorola, Inc.

Sample exam

1 of 40

The project manager of a new IT service under construction and the service manager have a discussion on the funding for the required changes in the delivery organization to support the new service. The project manager agrees to include the training of the IT personnel in her project budget, but not to plan the costs for managing the new service. She states these costs should be accommodated in the yearly ICT budget.

Is the project manager right in this statement?

- A. Yes, service delivery costs are not part of project costs.
- B. No, the planning and implementation must include the funding to make the changes needed for service delivery and management.
- C. Maybe, this depends upon the situation within this company and is not a specific requirement within the standard.
- D. Maybe, this is a recommendation within the standard, but can be neglected.

2 of 40

To communicate the policies and procedures on change management the change manager wants to start an awareness campaign in the user community. She plans to develop quick reference cards and a brochure so that all users have a better understanding of change management.

Is this a good approach?

- A. It depends on the type of organization, for commercial organizations this approach is not necessary but for government organizations this might work very well.
- B. It depends; if this is a coordinated action that is agreed within the IT service department, it can be a very good initiative.
- C. No, this kind of IT specific issues must not be communicated that explicitly, mentioning it in the service catalogue will suffice.
- D. Yes, it is important that everybody knows the details because IT is a major part of nowadays business.

3 of 40

Managing the implementation of a new service requires planning.

What must be defined by the service provider early in the service development lifecycle?

- A. Acceptance criteria
- B. Education and awareness plans
- C. Rollback plans
- D. Rollout plans

4 of 40

A global service provider has just started down the road to ISO/IEC 20000 certification. One of the key issues you, their service management consultant, have identified is that staff do not understand what is expected of them.

What do you recommend to the service provider to address this issue?

- A.** Conduct a team meeting to talk through what is required of the staff.
- B.** Define the competencies required, the activities and communicate the role guides.
- C.** Send an e-mail out to staff, listing what is expected of them.
- D.** Send the staff on an ITIL® training course so that they understand what is needed.

5 of 40

A recent audit of the process used to plan and implement new services has resulted in a non-conformity being registered. This is in relation to the service acceptance criteria which are not being defined and analyzed consistently.

Which technique would be most effective in promoting the benefits of using service acceptance criteria?

- A.** E-mail the staff who are using the planning and implementing new services process, telling them to use the criteria.
- B.** Explain the benefits of using the criteria to the people involved and the consequences of not using them, giving real life examples.
- C.** Produce posters that are on prominent display around the office to highlight that criteria should be used.
- D.** Put details of the criteria on the company intranet where people can go and see what needs to be done.

6 of 40

Your lead supplier has reported in the last week several incidents where change requests have been sent to him to be evaluated and then have been changed in such a way that the change evaluation needed to be done a second time.

If this does not stop, the supplier plans to introduce a new charging process and start charging for the second or more evaluations of a change.

As change manager you are asked to analyze whether you can improve the change management process.

What would be the measure you propose?

- A.** Change management has to accept the position of the supplier and hand the charges to the department that has raised and changed the change request afterwards.
- B.** Change management has to prevent change requests being changed after they have been submitted and initially reviewed. Change management needs to ensure that all changes are fully understood and documented before they are forwarded to the suppliers to be commented upon.
- C.** Changes that need the evaluation of the supplier are held for some time before sending off to the supplier for evaluation with the hope that after that the change request is not altered any longer.
- D.** There is nothing change management can do to prevent changes being changed during the evaluation phase; the supplier has to live with this situation.

7 of 40

You are responsible for implementing a new capability based upon formalizing how services are introduced to an operational environment.

When is the right time to define the acceptance criteria for a new service?

- A.** At the beginning of a project initiation, to support the initial business case
- B.** At the end of the project but before the service goes into production
- C.** At the end of the project initiation phase, when the project deliverables are defined
- D.** Standard acceptance criteria must be used which do not depend upon a particular project.

8 of 40

You have just completed an analysis of the workload of the change management team for a large service provider. They are severely overworked which has resulted in changes not being managed effectively and a large number of changes not being successfully implemented.

Which course of short-term action do you recommend to address this issue?

- A.** Conduct an internal audit to identify what the issues are and recommend solutions.
- B.** Increase the level of quality checking throughout the change management process.
- C.** Recruit permanent staff from outside of the company to alleviate the issue.
- D.** Reduce the number of changes the team is managing, in agreement with the business.

9 of 40

You are working as a consultant to a large retail organization's service provider. You have been contracted to provide advice on effectiveness measures for the control processes.

What statement would you choose to demonstrate that the processes are effective?

- A.** Effectiveness needs to be maintained based on the needs of the business.
- B.** Effectiveness needs to be maintained over a suitable period of time.
- C.** Effectiveness needs to be measured based on integration of documented processes.
- D.** Effectiveness needs to be measured over an annual period.

10 of 40

As change manager, you have observed in recent weeks that the number of changes that are delivered over the estimated effort, time and budget is increasing. You do not own the change management process.

To reschedule the changes is difficult, but more important is that the financial impacts cause difficulties with the business as they are not in a position to just raise more budget whenever the IT organization needs it.

What would be your proposal to improve this situation in order to make the change management process effective again?

- A.** Ask the business relationship manager to explain to the customers that their changes are getting more complicated and therefore the estimates are less accurate.
- B.** Report this observation to the change management process owner and ask him to define an improvement measure.
- C.** Review the original estimates and actual figures to look at why the variances have happened.
- D.** When estimating the implementation of changes, double the initial view of effort, cost and timescales so that they can be achieved.

11 of 40

Which of the statements below does not describe a valid interface between the control processes: configuration, release and change management?

1. Change management verifies the integrity of the CMDB.
2. Release management implements one or more related changes.
3. The request for change is related to the new version of a release.

- A. 1 only
- B. 1 and 2
- C. 2 and 3
- D. 3 only

12 of 40

A large scale service provider has implemented a new configuration management database (CMDB). They have finished populating the database and have captured every possible piece of information about all configuration items (CIs) to provide extensive information to staff if they need it. After a few months of operation they realize that it is extremely difficult to maintain this information.

What course of action do you recommend for the configuration management team?

- A. They need to employ more staff to assist with updating the CMDB.
- B. They need to implement automated discovery tools to assist with the issue.
- C. They need to reduce the information stored to no more than ten attributes per CI.
- D. They need to understand what is required to be stored and focus on that.

13 of 40

A baseline is required before the implementation of a change to the production environment.

Which IT service management process is responsible for the baseline prior to the implementation of a release?

- A. Change management
- B. Configuration management
- C. Project management
- D. Release management

14 of 40

You have just completed a capability assessment of configuration management using ISO/IEC 20000-1. You have identified issues regarding the information the service provider is recording for particular configuration item (CI) types. They are not recording what they intend to record. After consultation it has been agreed that the required information for these CI types can be reduced to what is actually being recorded.

What action do you advise the configuration management team to take?

- A.** Change the configuration management database (CMDB) structure in order to remove some of the CI types.
- B.** Perform an audit of the configuration management database (CMDB) contents to see what information is being recorded.
- C.** Produce a status accounting report to check the state of each CI that requires updating.
- D.** Update the configuration management policy and communicate it to key stakeholders.

15 of 40

Your hardware provider for the computing center and desktop equipment has informed your supplier manager that the supply of certain hardware components is going to be less steady in the future. It might happen that several key components are going to have longer delivery times. Your business organization does not accept any interruptions in the supply of new systems. As release manager you need to define an improvement measure to ensure that the release process can cope with this situation.

What would be your suggestion to handle this situation the best way and why?

- A.** Ask the business relationship manager to explain to the business that there might be interruptions in the supply of hardware.
- B.** Ask the supplier manager to define better service level agreements (SLAs) with your hardware provider to ensure that the key components are always available.
- C.** Ask the supplier manager to talk to the supplier's management to ensure that there is sufficient commitment to supply these parts on time.
- D.** Define a minimal stock level and keep this stock at hand to be able to release the systems even though the supplies are not flowing as smoothly as expected and raise a request for change (RFC) to start developing alternative solutions using components from other suppliers.

16 of 40

An internal auditor talks to the configuration manager about the configuration management reports. The configuration manager has defined one report which is used for everybody. She claims that this “one size fits all” approach is very efficient and suitable. The auditor claims that a report must consider the specific needs of the target audience.

What does the ISO 20000 standard state about reporting?

- A.** A report shall be targeted to the audience because customers, suppliers and other IT processes have different interests so must be addressed differently.
- B.** Cost reduction is an essential part of nowadays business ethics. Good governance practices as described in ISO/IEC 20000 require maximum efficiency, so one report is a good example.
- C.** In the standard there are no requirements on this subject. So this is up to the process owner.
- D.** ISO/IEC 20000 states that the comments of an auditor shall be obeyed in audits.

17 of 40

A service provider is spending too much time validating the information in the configuration management database (CMDB). One of the difficult areas is retrieving accurate data of depreciation expense.

Which method would allow depreciation expense information to be available and accurate?

- A.** Allow change management to access the asset management system.
- B.** Allow CMDB access into the asset management system.
- C.** Define the interface between configuration management and financial asset management.
- D.** Define the interface between configuration management and financial cost accounting.

18 of 40

Emergency changes are risky as there may not be sufficient time to plan the implementation of the change or to properly assess the impact of the change.

When Implementing an emergency change which procedure must be followed?

- A.** Change management staff must actively approve all steps in the emergency change to comply with ISO/IEC 20000.
- B.** Emergency changes can skip portions of the normal change process, like testing.
- C.** Emergency changes must comply with the entire normal change process prior to the implementation of the change.
- D.** When a change deviated from the normal change process, the change should conform as soon as practicable.

19 of 40

You are defining improvements to the control processes and identify that there are no key performance indicators (KPIs) defined for efficiency.

Which metrics would provide an assessment of efficiency for the control processes?

- A.** Decrease in the percentage of non-compliances to the configuration policy
- B.** Reduced level of resources and time required as a ratio of number of changes
- C.** Service meets service level agreements (SLAs)
- D.** Sign off by the customer that the service meets their needs

20 of 40

During the last month your suppliers have not responded quickly to change requests. The business representatives have complained due to the slow response times towards new change requests. The service contract does not specifically define how fast the supplier needs to respond to change requests.

Your IT manager has requested that the supplier complies to the defined service level between IT and the business that states that all change requests must have an initial response within 2 working days.

As change management process owner, how would you go about ensuring that the supplier meets the service levels for initial response to change requests?

- A.** Ask the business whether longer periods for the processing of changes is an option.
- B.** Talk to the supplier manager and ask her to meet with the supplier to agree a target response time and amend the contract accordingly using a request for change.
- C.** Talk to the supplier manager to define the legal measures one can take to make the supplier respond faster.
- D.** Talk to the supplier to tell them that changes need to be processed faster or the supply contract will not be continued.

21 of 40

The release manager argues with the configuration manager about taking a baseline of the configuration items before a release to the live environment. The configuration manager insists on taking this baseline while the release manager argues that this can be done later and that it will delay the roll out without reason.

Who is right with regards to the baselining and ISO/IEC 20000 alignment?

- A.** Both can be right, it depends on the local policy about baselining within the company.
- B.** Neither of them, baselining is a calendar scheduled event which should always take place in the same period to be able to compare throughout the years.
- C.** The configuration manager, baselining a release before it goes into production is a requirement within the standard.
- D.** The release manager, baselining needs to be done so that there is a reference for following changes, so any time before the next change is good.

22 of 40

A small service provider has consolidated the management of a number of its processes under one person who acts as process owner and process manager. They have included change and configuration management within this group.

Which other process would you recommend that the service provider includes in order to tightly integrate the management of the processes?

- A.** availability management
- B.** planning and implementing service management
- C.** release management
- D.** security management

23 of 40

There has been an increasing number of delta releases relating to a critical business application. This has resulted in a significant increase in incidents. The release management team has been struggling to manage the workload. Problem management has identified a solution. It will take 3 months to fix the application which is causing the incidents.

What do you recommend to be done in order to stabilize the situation in the short term?

- A.** In agreement with the business, reduce the release frequency.
- B.** Outsource application testing to ensure better testing of the application.
- C.** Stop all releases from being implemented while the issue is being addressed.
- D.** Suspend the service level agreement (SLA) for the application while the issue is being addressed

24 of 40

You have just completed a capability assessment of the change management process. You identify that change records are not being analyzed.

What recommendation do you give to the service provider?

- A.** The change records must be analyzed as part 2 of the standard requires this.
- B.** The records must be analyzed as part 1 of the standard requires this.
- C.** This can be ignored as it is not required by part 1 of the standard.
- D.** This is a recommendation of part 2 of the standard and is therefore not mandatory.

25 of 40

The business relationship manager has contacted you in your role as change manager. He reports that the business has filed a complaint concerning the number of times it has to comment on potential changes, especially when the comments are disregarded whilst managing the change.

How should you address this complaint as a change management process owner?

- A.** I do not need to do anything; this is an issue that the business relationship manager needs to explain to the business. The business is required to support the change process.
- B.** I do not need to do anything; this is an issue the complaint management process needs to address and solve.
- C.** I need to consult the change records to verify the complaint and talk to the business relationship manager and the business. If necessary, I need to formulate an improvement to the process and work with the business relationship manager to ensure the complaint is closed.
- D.** I need to talk to the business and explain that they are bound to comply with the change management process.

26 of 40

The new IT director decides that procedures for adding, changing and deleting configuration items in the configuration management database (CMDB) need to be defined.

Who is the best person to do this?

- A.** Changes to the CMDB are part of the change management process, so it is a task for the change manager.
- B.** The IT director shall do it himself because it is important as a new director to gain recognition by defining new procedures.
- C.** The procedures shall be defined by the employees who are actually performing these functions.
- D.** These are all essential parts of the process and shall be defined as procedures by the configuration manager.

27 of 40

The change manager wants to change the authorization procedure as she finds out that the current procedure is not effective at all. She writes a memo to the senior responsible owner for IT services explaining the issue and asks for approval.

What are the best next steps?

- A.** It is up to the senior responsible owner to communicate the procedure in an appropriate way within the organization. So the change manager can wait until she receives further instructions.
- B.** The change manager can decide on these changes herself, so no approval is required, and she can change it immediately.
- C.** The request is escalated the correct way, so can be made effective immediately after approval.
- D.** When the new procedure is authorized, it must be communicated effectively to all stakeholders involved, before it can be made effective.

28 of 40

The release management process has the responsibility to update information related to the release.

Which kind of information updating needs to be done prior to the implementation into the live environment?

- A.** Incident management is informed about the implementation and relevant data is updated.
- B.** Input into a service improvement plan (SIP) is delivered.
- C.** The change to all configuration items (CIs) in the configuration management database (CMDB) is recorded.
- D.** The release policy is updated to meet the planned requirements.

29 of 40

You have been employed as change manager in your organization. During the last month the organization has been preparing to become ISO/IEC 20000 certified. The present change management reporting has been established for a long time.

At present trends are not analyzed and the figures presented show only what happened in the last month. Data from previous months is not available.

What would be a requirement according to ISO/IEC 20000 that you need to take into account when redesigning the reporting for change management?

- A.** To ensure that all change records are analyzed regularly to detect increasing amounts of changes and recurring types of changes.
- B.** To ensure that the relevant figures are presented as accurately as possible to get good control over the process.
- C.** To ensure that the problems that occur due to changes are represented in the change management reports.
- D.** To ensure that the reports are read by all staff working on the change management process in order to be informed about the success and the failures of changes.

30 of 40

As release manager you are employed in an international organization that has subsidiaries on all continents.

This makes roll outs a difficult activity as there are only short periods available during which new applications can be installed. The last release of a desktop application caused several incidents.

You have been asked to review and improve the situation. Which of the following would be your suggested approach?

- A.** I would suggest analyzing the reason for the incidents and verifying if the release has been prepared, tested and finally rolled-out to the defined quality standard in order to define an appropriate improvement measure.
- B.** I would suggest improving the tool that is used to roll out the application, as this obviously did cause errors during the previous release.
- C.** I would suggest reviewing the change request that has initiated the release to see whether there has been an error in the request for change (RFC).
- D.** I would suggest reviewing the incident matching process because most probably the helpdesk did use the roll-out as an excuse to link new incidents with the new software product.

31 of 40

The configuration manager has set up a specific document tracking procedure. This procedure differs from the overall document management procedure within the quality management system.

Is this allowed?

- A.** It depends; if there is a good reason for this specific procedure and it is well documented and generally aligned to the overall procedure then it is not against the requirements of the standard.
- B.** No, ISO-20000-1 states clearly that there is a general document management standard which must be followed in all procedures and processes.
- C.** The standard does not specify any documentation requirements, so any procedure is an improvement.
- D.** Yes, as long as there is a tracking procedure somewhere it is in line with the standard.

32 of 40

A small service provider has consolidated the management of a number of its processes under one person who acts as process owner and process manager. They have included change and configuration management within this group.

Which other process would you recommend that the service provider includes in order to tightly integrate the management of the processes?

- A.** Budgeting and accounting for IT services
- B.** Business relationship management
- C.** Capacity management
- D.** Planning and implementing new or changed services

33 of 40

At the final meeting to approve or accept the new service, the service provider has identified the following to be part of the acceptance of the new service:

- Resources to make the changes
- Impact assessment by relevant parties
- Service end of life criteria

Which of the following must also be considered during the acceptance of a new or changed service?

- A.** Assignment of a service manager
- B.** Assignment of a service owner
- C.** Funding necessary
- D.** Post implementation review (PIR)

34 of 40

You have recently completed a capability assessment for a small service provider's release management team. You see that major releases are being released on a quarterly basis.

What would you use to check compliance in this area?

- A. Use the forward schedule of changes (FSC) to see what releases are planned.
- B. Use the project plans to check what releases are planned in the future.
- C. Use the release management policy to check the intentions of the service provider.
- D. Use the release management process to check the activities required.

35 of 40

The supplier manager has reported that one of your suppliers has had difficulties raising requests for change. Due to this, several changes required by the business could not take place in time, leading to several legal requirements not being met during the last few months. Up to now the business has been able to work round this situation. But this is becoming more and more difficult every week, because the manual rework required to produce the official reports is increasing.

What should you do in this situation as a change management process owner?

- A. I contact the supplier to define a special change management process that applies to legally required changes from that supplier only.
- B. I do not do anything; if the supplier cannot raise the change, then the business can do this as it is the business that requires the new legally required functionality.
- C. I need to understand the difficulties the supplier experienced in order to make a proposal to improve the process.
- D. I send the change request process documentation to supplier management and ask them to suggest changes to the process.

36 of 40

As the process owner for change management you decide that you want to use the same procedure for emergency changes as for normal changes. The only difference is that all decisions are discussed by telephone and agreed by e-mail.

Is this acceptable according to the standard?

- A. Emergency changes are normal changes that require a quick implementation, as they are not classified differently than other changes; the normal process may be followed.
- B. No, there must be a separate procedure for emergency changes due to the nature of this type of changes.
- C. This depends upon the type of emergency changes, for standard emergency changes this is allowed.
- D. Yes, it is not a requirement that there is a separate procedure.

37 of 40

A service provider wants to reduce the impact to the IT staff caused by requests for software installation.

The service provider is concerned that information will not be captured and the service provider may lose management control of the software releases.

Which method will allow the service provider to maintain management control of software releases whilst easing the burden on the IT staff?

- A.** Allow users to install software from a network share.
- B.** Allow users to select preauthorized release packages to have these distributed onto their desktop automatically.
- C.** Automate a standard software image for desktops and push out this image quarterly.
- D.** Set aside one day per month (release frequency) to perform desktop software installations.

38 of 40

Configuration management must maintain control of the data within the configuration management database (CMDB). During configuration control configuration management must: Protect configuration item (CI) information from unauthorized access, and permit controlled retrieval of a copy, e.g. software.

What should configuration management also perform to maintain integrity of the CMDB?

- A.** Have a clearly defined scope.
- B.** Identify unique CIs.
- C.** Monitor data access passively.
- D.** Provide for disaster recovery.

39 of 40

You have recently taken over the responsibility for the change management process in your organization. One of the first things you notice is that change requests submitted from some parts of the organization are very poor in quality. The change scope and content is not clearly described. Changes from departments that hand in poor change requests frequently fail and cause incidents. Other changes within the organization normally do not fail in such a drastic fashion.

As the new change manager responsible for the process, what measures will you propose to improve the situation and why?

- A.** Propose to increase the staff in the incident management process to handle the incidents following changes.
- B.** Propose to more strictly review all incoming change requests and return those that are not clearly defined, because this is a requirement in the standard and is likely to lead to more successful change implementation.
- C.** Propose to produce a flyer that describes the need for good changes, because this will increase the awareness for good change requests.
- D.** Propose to release a strict guide on how change requests have to be written because this will ensure all change requests are defined well.

40 of 40

IT service outages have been the norm during the last month in your IT organization that delivers IT spare parts; this caused several difficulties in the business and even led to IT service continuity being invoked in one instance. Several times deliveries could not leave the warehouse on time. The customers did complain and selected other suppliers for their IT components. Analysis shows that changes have been carried out without adequate knowledge about the impact an individual change will have on the infrastructure.

As change manager you have been asked to improve the situation. What would be your suggestion and why?

- A.** As one has to accept the fact that impact analysis is often not adequate, I would suggest improving the problem management process to fix problems faster.
- B.** As the impact of the changes were not fully known, I would investigate how to improve the impact analysis and I would also suggest improving the testing required and more stringently controlling the roll-back procedures for all changes.
- C.** As the service outage could mean that IT service continuity has to be invoked, I would suggest improving the IT service continuity plans.
- D.** As these service outages caused incidents, the incident manager needs to figure out how to get these situations under control.

Answer key

1 of 40

The project manager of a new IT service under construction and the service manager have a discussion on the funding for the required changes in the delivery organization to support the new service. The project manager agrees to include the training of the IT personnel in her project budget, but not to plan the costs for managing the new service. She states these costs should be accommodated in the yearly ICT budget.

Is the project manager right in this statement?

- A. Yes, service delivery costs are not part of project costs.
- B. No, the planning and implementation must include the funding to make the changes needed for service delivery and management.
- C. Maybe, this depends upon the situation within this company and is not a specific requirement within the standard.
- D. Maybe, this is a recommendation within the standard, but can be neglected.

- A. Incorrect. It is a requirement within the standard.
- B. Correct. It is a requirement within the standard.
- C. Incorrect. It is a requirement within the standard ISO 20000-1.
- D. Incorrect. It is a requirement within the standard ISO 20000-1.

2 of 40

To communicate the policies and procedures on change management the change manager wants to start an awareness campaign in the user community. She plans to develop quick reference cards and a brochure so that all users have a better understanding of change management.

Is this a good approach?

- A.** It depends on the type of organization, for commercial organizations this approach is not necessary but for government organizations this might work very well.
- B.** It depends; if this is a coordinated action that is agreed within the IT service department, it can be a very good initiative.
- C.** No, this kind of IT specific issues must not be communicated that explicitly, mentioning it in the service catalogue will suffice.
- D.** Yes, it is important that everybody knows the details because IT is a major part of nowadays business.

- A. Incorrect. In this respect there is no difference between commercial and government organization.
- B. Correct. Communication of policies and procedures should be coordinated and agreed within service management.
- C. Incorrect. It is important that all users know and understand the procedures that they work with.
- D. Incorrect. Not all details need to be known by everybody.

3 of 40

Managing the implementation of a new service requires planning.

What must be defined by the service provider early in the service development lifecycle?

- A.** Acceptance criteria
- B.** Education and awareness plans
- C.** Rollback plans
- D.** Rollout plans

- A. Correct. Acceptance criteria must be designed into the service offering as early as possible.
- B. Incorrect. Education and awareness plans are necessary later in the process.
- C. Incorrect. Rollback plans are defined later in the planning cycle.
- D. Incorrect. Rollout plans are defined later in the planning cycle.

4 of 40

A global service provider has just started down the road to ISO/IEC 20000 certification. One of the key issues you, their service management consultant, have identified is that staff do not understand what is expected of them.

What do you recommend to the service provider to address this issue?

- A.** Conduct a team meeting to talk through what is required of the staff.
- B.** Define the competencies required, the activities and communicate the role guides.
- C.** Send an e-mail out to staff, listing what is expected of them.
- D.** Send the staff on an ITIL® training course so that they understand what is needed.

- A. Incorrect. Then there is no documented information of what is required of them.
- B. Correct. This would clearly define what is needed and then be communicated.
- C. Incorrect. An e-mail is not an effective way of communicating expectations such as these.
- D. Incorrect. ISO/IEC 20000 is framework neutral and does not require all elements of ITIL® to be implemented.

5 of 40

A recent audit of the process used to plan and implement new services has resulted in a non-conformity being registered. This is in relation to the service acceptance criteria which are not being defined and analyzed consistently.

Which technique would be most effective in promoting the benefits of using service acceptance criteria?

- A.** E-mail the staff who are using the planning and implementing new services process, telling them to use the criteria.
- B.** Explain the benefits of using the criteria to the people involved and the consequences of not using them, giving real life examples.
- C.** Produce posters that are on prominent display around the office to highlight that criteria should be used.
- D.** Put details of the criteria on the company intranet where people can go and see what needs to be done.

- A. Incorrect. E-mails may not be read and people may not understand them, this is very passive communication.
- B. Correct. This would give the opportunity to discuss the situation and provide business based examples.
- C. Incorrect. Posters may not be read.
- D. Incorrect. The intranet may not be read.

6 of 40

Your lead supplier has reported in the last week several incidents where change requests have been sent to him to be evaluated and then have been changed in such a way that the change evaluation needed to be done a second time.

If this does not stop, the supplier plans to introduce a new charging process and start charging for the second or more evaluations of a change.

As change manager you are asked to analyze whether you can improve the change management process.

What would be the measure you propose?

- A.** Change management has to accept the position of the supplier and hand the charges to the department that has raised and changed the change request afterwards.
- B.** Change management has to prevent change requests being changed after they have been submitted and initially reviewed. Change management needs to ensure that all changes are fully understood and documented before they are forwarded to the suppliers to be commented upon.
- C.** Changes that need the evaluation of the supplier are held for some time before sending off to the supplier for evaluation with the hope that after that the change request is not altered any longer.
- D.** There is nothing change management can do to prevent changes being changed during the evaluation phase; the supplier has to live with this situation.

A. Incorrect. This is not an option as there is an obvious fault in the change management process to allow changes to change after they have been handed out for commenting.

B. Correct. Change management needs to prevent the situation that changes are a moving target.

C. Incorrect. This is not an option especially when changes need to be implemented in a short timeframe.

D. Incorrect. This is not an option as change management is not effective and efficient for the organization then.

7 of 40

You are responsible for implementing a new capability based upon formalizing how services are introduced to an operational environment.

When is the right time to define the acceptance criteria for a new service?

- A.** At the beginning of a project initiation, to support the initial business case
- B.** At the end of the project but before the service goes into production
- C.** At the end of the project initiation phase, when the project deliverables are defined
- D.** Standard acceptance criteria must be used which do not depend upon a particular project.

A. Incorrect. Acceptance criteria are not meant to support the business case.
B. Incorrect. Acceptance criteria must be designed in the deliverables, not applied afterwards.
C. Correct. After the deliverables are defined but before the deliverables are designed.
D. Incorrect. Standard acceptance criteria can be used, but must be tuned and validated for each project.

8 of 40

You have just completed an analysis of the workload of the change management team for a large service provider. They are severely overworked which has resulted in changes not being managed effectively and a large number of changes not being successfully implemented.

Which course of short-term action do you recommend to address this issue?

- A.** Conduct an internal audit to identify what the issues are and recommend solutions.
- B.** Increase the level of quality checking throughout the change management process.
- C.** Recruit permanent staff from outside of the company to alleviate the issue.
- D.** Reduce the number of changes the team is managing, in agreement with the business.

A. Incorrect. The issues have already been identified.
B. Incorrect. This would simply add more workload to the team.
C. Incorrect. This could not improve the situation in the short term.
D. Correct. This would have a direct and immediate impact on the workload of the staff.

9 of 40

You are working as a consultant to a large retail organization's service provider. You have been contracted to provide advice on effectiveness measures for the control processes.

What statement would you choose to demonstrate that the processes are effective?

- A.** Effectiveness needs to be maintained based on the needs of the business.
- B.** Effectiveness needs to be maintained over a suitable period of time.
- C.** Effectiveness needs to be measured based on integration of documented processes.
- D.** Effectiveness needs to be measured over an annual period.

- A. Incorrect. Effectiveness needs to be maintained in perpetuity.
- B. Correct. Effectiveness should be judged over a specified sample of time.
- C. Incorrect. Process integration is not simply based on documentation, the records need to be shown to deliver results.
- D. Incorrect. It needs to be suitable to the needs of the auditor.

10 of 40

As change manager, you have observed in recent weeks that the number of changes that are delivered over the estimated effort, time and budget is increasing. You do not own the change management process.

To reschedule the changes is difficult, but more important is that the financial impacts cause difficulties with the business as they are not in a position to just raise more budget whenever the IT organization needs it.

What would be your proposal to improve this situation in order to make the change management process effective again?

- A.** Ask the business relationship manager to explain to the customers that their changes are getting more complicated and therefore the estimates are less accurate.
- B.** Report this observation to the change management process owner and ask him to define an improvement measure.
- C.** Review the original estimates and actual figures to look at why the variances have happened.
- D.** When estimating the implementation of changes, double the initial view of effort, cost and timescales so that they can be achieved.

- A. Incorrect. The change manager needs to review what is happening and why rather than just pass on a message that estimates are not accurate.
- B. Incorrect. It is correct to involve the change management process owner but there is a need to do some investigation first.
- C. Correct. Up to now there are only symptoms visible, therefore the next step is to systematically find the root cause to make viable proposals for improvement.
- D. Incorrect. This might cure the situation for some time, but the reason behind the observation is not removed and improvements should remove the root cause.

11 of 40

Which of the statements below does not describe a valid interface between the control processes: configuration, release and change management?

1. Change management verifies the integrity of the CMDB.
2. Release management implements one or more related changes.
3. The request for change is related to the new version of a release.

- A.** 1 only
- B.** 1 and 2
- C.** 2 and 3
- D.** 3 only

- A. Correct. This is an activity within the configuration management and therefore not a relationship between the control processes.
- B. Incorrect. This is a relationship and interfaces between the control processes.
- C. Incorrect. This is a relationship and interfaces between the control processes.
- D. Incorrect. This is a relationship and interfaces between the control processes.

12 of 40

A large scale service provider has implemented a new configuration management database (CMDB). They have finished populating the database and have captured every possible piece of information about all configuration items (CIs) to provide extensive information to staff if they need it. After a few months of operation they realize that it is extremely difficult to maintain this information.

What course of action do you recommend for the configuration management team?

- A.** They need to employ more staff to assist with updating the CMDB.
- B.** They need to implement automated discovery tools to assist with the issue.
- C.** They need to reduce the information stored to no more than ten attributes per CI.
- D.** They need to understand what is required to be stored and focus on that.

- A. Incorrect. The fundamental issue is that they need to record what is required.
- B. Incorrect. They should not record “every possible piece of information” just in case it is needed.
- C. Incorrect. To define a standard number of attributes per CI to be registered is not efficient.
- D. Correct. By understanding what information is actually needed it is highly likely that the database can be reduced in size and that the workload will be reduced.

13 of 40

A baseline is required before the implementation of a change to the production environment.

Which IT service management process is responsible for the baseline prior to the implementation of a release?

- A.** Change management
- B.** Configuration management
- C.** Project management
- D.** Release management

- A. Incorrect. Configuration management is responsible.
- B. Correct. A baseline of the appropriate configuration items shall be taken before a release to the live environment.
- C. Incorrect. Configuration management is responsible.
- D. Incorrect. Configuration management is responsible.

14 of 40

You have just completed a capability assessment of configuration management using ISO/IEC 20000-1. You have identified issues regarding the information the service provider is recording for particular configuration item (CI) types. They are not recording what they intend to record. After consultation it has been agreed that the required information for these CI types can be reduced to what is actually being recorded.

What action do you advise the configuration management team to take?

- A.** Change the configuration management database (CMDB) structure in order to remove some of the CI types.
- B.** Perform an audit of the configuration management database (CMDB) contents to see what information is being recorded.
- C.** Produce a status accounting report to check the state of each CI that requires updating.
- D.** Update the configuration management policy and communicate it to key stakeholders.

- A. Incorrect. The question refers to the information about the CIs not the CI types themselves.
- B. Incorrect. It is already known what information is being recorded.
- C. Incorrect. The state of the issue is already known.
- D. Correct. The policy needs to be updated to reduce the information being recorded for each CI of particular CI types and then communicated so that the change can be effected.

15 of 40

Your hardware provider for the computing center and desktop equipment has informed your supplier manager that the supply of certain hardware components is going to be less steady in the future. It might happen that several key components are going to have longer delivery times. Your business organization does not accept any interruptions in the supply of new systems. As release manager you need to define an improvement measure to ensure that the release process can cope with this situation.

What would be your suggestion to handle this situation the best way and why?

- A.** Ask the business relationship manager to explain to the business that there might be interruptions in the supply of hardware.
- B.** Ask the supplier manager to define better service level agreements (SLAs) with your hardware provider to ensure that the key components are always available.
- C.** Ask the supplier manager to talk to the supplier's management to ensure that there is sufficient commitment to supply these parts on time.
- D.** Define a minimal stock level and keep this stock at hand to be able to release the systems even though the supplies are not flowing as smoothly as expected and raise a request for change (RFC) to start developing alternative solutions using components from other suppliers.

A. Incorrect. This does not solve the situation, this is only explaining that one has no idea what to do next.

B. Incorrect. Better SLAs do not always help especially if the parts are not available due to a manufacturing crisis.

C. Incorrect. This is an option but to keep a stock is better.

D. Correct. If the continuous flow of new systems is important, release management can only build up a stock from which to release the systems and at the same time ask for an alternative solution for the problematic components.

16 of 40

An internal auditor talks to the configuration manager about the configuration management reports. The configuration manager has defined one report which is used for everybody. She claims that this “one size fits all” approach is very efficient and suitable. The auditor claims that a report must consider the specific needs of the target audience.

What does the ISO 20000 standard state about reporting?

- A.** A report shall be targeted to the audience because customers, suppliers and other IT processes have different interests so must be addressed differently.
- B.** Cost reduction is an essential part of nowadays business ethics. Good governance practices as described in ISO/IEC 20000 require maximum efficiency, so one report is a good example.
- C.** In the standard there are no requirements on this subject. So this is up to the process owner.
- D.** ISO/IEC 20000 states that the comments of an auditor shall be obeyed in audits.

- A. Correct. Reports must consider different target groups.
- B. Incorrect. Cost is not the main driver, quality is.
- C. Incorrect. The standard has requirements on reporting in chapter 6.2.
- D. Incorrect. This is not true.

17 of 40

A service provider is spending too much time validating the information in the configuration management database (CMDB). One of the difficult areas is retrieving accurate data of depreciation expense.

Which method would allow depreciation expense information to be available and accurate?

- A.** Allow change management to access the asset management system.
- B.** Allow CMDB access into the asset management system.
- C.** Define the interface between configuration management and financial asset management.
- D.** Define the interface between configuration management and financial cost accounting.

- A. Incorrect. Change management does not require access to the asset management system.
- B. Incorrect. A pure technical interface is not sufficient, there needs to be a planned and designed process interface as well.
- C. Correct. The service provider shall define the interface to financial asset accounting processes.
- D. Incorrect. Cost accounting will not provide information on the depreciation expense.

18 of 40

Emergency changes are risky as there may not be sufficient time to plan the implementation of the change or to properly assess the impact of the change.

When Implementing an emergency change which procedure must be followed?

- A.** Change management staff must actively approve all steps in the emergency change to comply with ISO/IEC 20000.
- B.** Emergency changes can skip portions of the normal change process, like testing.
- C.** Emergency changes must comply with the entire normal change process prior to the implementation of the change.
- D.** When a change deviated from the normal change process, the change should conform as soon as practicable.

- A. Incorrect. The change management staff may be notified of a change after the implementation.
- B. Incorrect. Emergency changes may bypass some of the normal process but will be required to comply as soon as possible.
- C. Incorrect. Emergency changes may bypass some of the normal process but will be required to comply as soon as possible.
- D. Correct. The change can be implemented and then later comply with the change process.

19 of 40

You are defining improvements to the control processes and identify that there are no key performance indicators (KPIs) defined for efficiency.

Which metrics would provide an assessment of efficiency for the control processes?

- A.** Decrease in the percentage of non-compliances to the configuration policy
- B.** Reduced level of resources and time required as a ratio of number of changes
- C.** Service meets service level agreements (SLAs)
- D.** Sign off by the customer that the service meets their needs

- A. Incorrect. This is a compliance metric not an efficiency metric.
- B. Correct. This would measure efficiency.
- C. Incorrect. This is a quality metric.
- D. Incorrect. This is a quality metric.

20 of 40

During the last month your suppliers have not responded quickly to change requests. The business representatives have complained due to the slow response times towards new change requests. The service contract does not specifically define how fast the supplier needs to respond to change requests.

Your IT manager has requested that the supplier complies to the defined service level between IT and the business that states that all change requests must have an initial response within 2 working days.

As change management process owner, how would you go about ensuring that the supplier meets the service levels for initial response to change requests?

- A.** Ask the business whether longer periods for the processing of changes is an option.
- B.** Talk to the supplier manager and ask her to meet with the supplier to agree a target response time and amend the contract accordingly using a request for change.
- C.** Talk to the supplier manager to define the legal measures one can take to make the supplier respond faster.
- D.** Talk to the supplier to tell them that changes need to be processed faster or the supply contract will not be continued.

A. Incorrect. This will not solve the root cause of the issue you have to solve. This will only give the supplier more time until you have the same situation as experienced before.

B. Correct. If there are no times defined in the supplier contract, the supplier manager should try to get an agreement with the supplier. This agreement should then be transferred into the contract using a request for change (RFC). To talk to the supplier first makes sense to see whether there is a chance for such an agreement. If not, alternative measures need to be analyzed.

C. Incorrect. Going straight for legal measures is not a good decision as this can significantly distort the relationship with the supplier.

D. Incorrect. Going straight to threaten the supplier is not advisable, this will most probably lead to a conflict.

21 of 40

The release manager argues with the configuration manager about taking a baseline of the configuration items before a release to the live environment. The configuration manager insists on taking this baseline while the release manager argues that this can be done later and that it will delay the roll out without reason.

Who is right with regards to the baselining and ISO/IEC 20000 alignment?

- A.** Both can be right, it depends on the local policy about baselining within the company.
- B.** Neither of them, baselining is a calendar scheduled event which should always take place in the same period to be able to compare throughout the years.
- C.** The configuration manager, baselining a release before it goes into production is a requirement within the standard.
- D.** The release manager, baselining needs to be done so that there is a reference for following changes, so any time before the next change is good.

- A. Incorrect. It is a requirement within the standard.
- B. Incorrect. Baselining is not a calendar scheduled event.
- C. Correct. It is a requirement within the ISO 20000-1 standard.
- D. Incorrect. Baselining shall be performed before a release goes into production.

22 of 40

A small service provider has consolidated the management of a number of its processes under one person who acts as process owner and process manager. They have included change and configuration management within this group.

Which other process would you recommend that the service provider includes in order to tightly integrate the management of the processes?

- A.** availability management
- B.** planning and implementing service management
- C.** release management
- D.** security management

- A. Incorrect. This is not a very closely related discipline in the way that release is.
- B. Incorrect. This is not a very closely related discipline in the way that release is.
- C. Correct. Release is very closely related to change and configuration management.
- D. Incorrect. This is not a very closely related discipline in the way that release is.

23 of 40

There has been an increasing number of delta releases relating to a critical business application. This has resulted in a significant increase in incidents. The release management team has been struggling to manage the workload. Problem management has identified a solution. It will take 3 months to fix the application which is causing the incidents.

What do you recommend to be done in order to stabilize the situation in the short term?

- A.** In agreement with the business, reduce the release frequency.
- B.** Outsource application testing to ensure better testing of the application.
- C.** Stop all releases from being implemented while the issue is being addressed.
- D.** Suspend the service level agreement (SLA) for the application while the issue is being addressed

- A. Correct. This would enable the business to realize some changes to the application, while reducing the frequency will enable more focus on testing and less workload.
- B. Incorrect. This will not address the issue in the short term and could cause further issues during transition.
- C. Incorrect. This would not allow the business some flexibility with their release requirements.
- D. Incorrect. If the SLA is to be suspended it must be agreed with the business. This would not address the issue of poor service availability though.

24 of 40

You have just completed a capability assessment of the change management process. You identify that change records are not being analyzed.

What recommendation do you give to the service provider?

- A.** The change records must be analyzed as part 2 of the standard requires this.
- B.** The records must be analyzed as part 1 of the standard requires this.
- C.** This can be ignored as it is not required by part 1 of the standard.
- D.** This is a recommendation of part 2 of the standard and is therefore not mandatory.

- A. Incorrect. Part 2 provides recommendations not requirements.
- B. Correct. Analysis could identify emerging trends etc. and is therefore required.
- C. Incorrect. Part 1 does require this.
- D. Incorrect. It is required by part 1.

25 of 40

The business relationship manager has contacted you in your role as change manager. He reports that the business has filed a complaint concerning the number of times it has to comment on potential changes, especially when the comments are disregarded whilst managing the change.

How should you address this complaint as a change management process owner?

- A.** I do not need to do anything; this is an issue that the business relationship manager needs to explain to the business. The business is required to support the change process.
- B.** I do not need to do anything; this is an issue the complaint management process needs to address and solve.
- C.** I need to consult the change records to verify the complaint and talk to the business relationship manager and the business. If necessary, I need to formulate an improvement to the process and work with the business relationship manager to ensure the complaint is closed.
- D.** I need to talk to the business and explain that they are bound to comply with the change management process.

A. Incorrect. Change management needs to check if there is an improvement possible and not leave it to others to solve the issue.

B. Incorrect. Change management needs to check if there is an improvement possible and not leave it to others to solve the issue.

C. Correct. Before improving the situation one needs to understand what is going wrong, undertake an analysis and then propose an improvement.

D. Incorrect. This approach is not taking account of the complaint and is unlikely to resolve the issue.

26 of 40

The new IT director decides that procedures for adding, changing and deleting configuration items in the configuration management database (CMDB) need to be defined.

Who is the best person to do this?

- A.** Changes to the CMDB are part of the change management process, so it is a task for the change manager.
- B.** The IT director shall do it himself because it is important as a new director to gain recognition by defining new procedures.
- C.** The procedures shall be defined by the employees who are actually performing these functions.
- D.** These are all essential parts of the process and shall be defined as procedures by the configuration manager.

- A. Incorrect. All these procedures apply to the configuration management process.
- B. Incorrect. This is nonsense.
- C. Incorrect. This is the wrong level of authority.
- D. Correct. These procedures are crucial for effective configuration management and shall be defined by the process responsible.

27 of 40

The change manager wants to change the authorization procedure as she finds out that the current procedure is not effective at all. She writes a memo to the senior responsible owner for IT services explaining the issue and asks for approval.

What are the best next steps?

- A.** It is up to the senior responsible owner to communicate the procedure in an appropriate way within the organization. So the change manager can wait until she receives further instructions.
- B.** The change manager can decide on these changes herself, so no approval is required, and she can change it immediately.
- C.** The request is escalated the correct way, so can be made effective immediately after approval.
- D.** When the new procedure is authorized, it must be communicated effectively to all stakeholders involved, before it can be made effective.

- A. Incorrect. This depends on the company's authorization scheme but is not very likely. At least the change manager must agree this in advance.
- B. Incorrect. This depends on the company's authorization scheme but is not very likely, and there is no communication about the change.
- C. Incorrect. Communication is required.
- D. Correct. Communicating procedures is essential for its success, so without communication it will not work.

28 of 40

The release management process has the responsibility to update information related to the release.

Which kind of information updating needs to be done prior to the implementation into the live environment?

- A.** Incident management is informed about the implementation and relevant data is updated.
- B.** Input into a service improvement plan (SIP) is delivered.
- C.** The change to all configuration items (CIs) in the configuration management database (CMDB) is recorded.
- D.** The release policy is updated to meet the planned requirements.

- A. Correct. The release management process shall pass suitable information to the incident management process.
- B. Incorrect. Anything that is found during the release should be put into a plan to improve the service, this will be done after the release.
- C. Incorrect. The changes to the CIs will be performed after the change has been applied.
- D. Incorrect. Modification of the release policy is not information.

29 of 40

You have been employed as change manager in your organization. During the last month the organization has been preparing to become ISO/IEC 20000 certified. The present change management reporting has been established for a long time.

At present trends are not analyzed and the figures presented show only what happened in the last month. Data from previous months is not available.

What would be a requirement according to ISO/IEC 20000 that you need to take into account when redesigning the reporting for change management?

- A.** To ensure that all change records are analyzed regularly to detect increasing amounts of changes and recurring types of changes.
- B.** To ensure that the relevant figures are presented as accurately as possible to get good control over the process.
- C.** To ensure that the problems that occur due to changes are represented in the change management reports.
- D.** To ensure that the reports are read by all staff working on the change management process in order to be informed about the success and the failures of changes.

A. Correct. In order to notice trends and recurring changes it is necessary to continually monitor the changes over time.

B. Incorrect. The accuracy of the figures is assumed, if the figures are not accurate they have no value for the report.

C. Incorrect. To report on problems caused by changes is not required. To report on the incidents is required though, to see how well changes are carried out.

D. Incorrect. It is not necessary that all staff read the reports. This might be a good thing, but most important is that the change management process owner reads the reports to manage the process accordingly.

30 of 40

As release manager you are employed in an international organization that has subsidiaries on all continents.

This makes roll outs a difficult activity as there are only short periods available during which new applications can be installed. The last release of a desktop application caused several incidents.

You have been asked to review and improve the situation. Which of the following would be your suggested approach?

- A.** I would suggest analyzing the reason for the incidents and verifying if the release has been prepared, tested and finally rolled-out to the defined quality standard in order to define an appropriate improvement measure.
- B.** I would suggest improving the tool that is used to roll out the application, as this obviously did cause errors during the previous release.
- C.** I would suggest reviewing the change request that has initiated the release to see whether there has been an error in the request for change (RFC).
- D.** I would suggest reviewing the incident matching process because most probably the helpdesk did use the roll-out as an excuse to link new incidents with the new software product.

A. Correct. Before jumping to conclusions it is always advisable to analyze the root cause of an issue.

B. Incorrect. To change the tool is perhaps part of the solution, but the root cause is unknown so this may not have any impact on the errors encountered.

C. Incorrect. The change request might have played a part in the situation encountered, but it is unlikely to be the whole cause that needs to be removed.

D. Incorrect. It might have happened that a change has been used as an easy way to match incidents, but most likely this is not the only reason.

31 of 40

The configuration manager has set up a specific document tracking procedure. This procedure differs from the overall document management procedure within the quality management system.

Is this allowed?

- A.** It depends; if there is a good reason for this specific procedure and it is well documented and generally aligned to the overall procedure then it is not against the requirements of the standard.
- B.** No, ISO-20000-1 states clearly that there is a general document management standard which must be followed in all procedures and processes.
- C.** The standard does not specify any documentation requirements, so any procedure is an improvement.
- D.** Yes, as long as there is a tracking procedure somewhere it is in line with the standard.

- A. Correct. The standard requires document management procedures, but does not define how.
- B. Incorrect. This is not a requirement in the standard.
- C. Incorrect. In chapter 3.2 document requirements are set.
- D. Incorrect. Procedures must be easily accessible and available, not just being available “somewhere”.

32 of 40

A small service provider has consolidated the management of a number of its processes under one person who acts as process owner and process manager. They have included change and configuration management within this group.

Which other process would you recommend that the service provider includes in order to tightly integrate the management of the processes?

- A.** Budgeting and accounting for IT services
- B.** Business relationship management
- C.** Capacity management
- D.** Planning and implementing new or changed services

- A. Incorrect. This is not a very closely related discipline in the way planning & implementing new or changed services is.
- B. Incorrect. This is not a very closely related discipline in the way planning & implementing new or changed services is.
- C. Incorrect. This is not a very closely related discipline in the way planning & implementing new or changed services is.
- D. Correct. This process shares some very similar concepts with the other control processes and is reliant on using the control processes.

33 of 40

At the final meeting to approve or accept the new service, the service provider has identified the following to be part of the acceptance of the new service:

- Resources to make the changes
- Impact assessment by relevant parties
- Service end of life criteria

Which of the following must also be considered during the acceptance of a new or changed service?

- A.** Assignment of a service manager
- B.** Assignment of a service owner
- C.** Funding necessary
- D.** Post implementation review (PIR)

- A. Incorrect. This is not relevant to accepting a new service.
- B. Incorrect. The assignment of the service owner is performed during the implementation.
- C. Correct. Funding is necessary to accept a new service. The planning and implementation shall include adequate funding and resources to make the changes needed for service delivery and management.
- D. Incorrect. A PIR is performed after the implementation.

34 of 40

You have recently completed a capability assessment for a small service provider's release management team. You see that major releases are being released on a quarterly basis.

What would you use to check compliance in this area?

- A.** Use the forward schedule of changes (FSC) to see what releases are planned.
- B.** Use the project plans to check what releases are planned in the future.
- C.** Use the release management policy to check the intentions of the service provider.
- D.** Use the release management process to check the activities required.

- A. Incorrect. The FSC does not define the intended release frequency.
- B. Incorrect. The project plans do not define the intended release frequency.
- C. Correct. The intended release frequency for major releases will be defined in the policy.
- D. Incorrect. The process will define the activities, not the release frequency.

35 of 40

The supplier manager has reported that one of your suppliers has had difficulties raising requests for change. Due to this, several changes required by the business could not take place in time, leading to several legal requirements not being met during the last few months.

Up to now the business has been able to work round this situation. But this is becoming more and more difficult every week, because the manual rework required to produce the official reports is increasing.

What should you do in this situation as a change management process owner?

- A.** I contact the supplier to define a special change management process that applies to legally required changes from that supplier only.
- B.** I do not do anything; if the supplier cannot raise the change, then the business can do this as it is the business that requires the new legally required functionality.
- C.** I need to understand the difficulties the supplier experienced in order to make a proposal to improve the process.
- D.** I send the change request process documentation to supplier management and ask them to suggest changes to the process.

A. Incorrect. It is not advisable to have a change management procedure for each supplier or for each type of change request, as this makes things complicated and if you have several suppliers you will not be in the position to manage all these different processes efficiently.

B. Incorrect. As change management process owner you should ensure that the process for raising change requests is working well and not delaying critical business requests.

C. Correct. Before jumping to any conclusion one needs to understand the reason why something did not work as expected and then one can deduce adequate improvement measures.

D. Incorrect. As change management process owner you should try to understand the reasons behind change related difficulties and try to propose improvement measures. Other process managers like the supplier manager should not do your job.

36 of 40

As the process owner for change management you decide that you want to use the same procedure for emergency changes as for normal changes. The only difference is that all decisions are discussed by telephone and agreed by e-mail.

Is this acceptable according to the standard?

- A.** Emergency changes are normal changes that require a quick implementation, as they are not classified differently than other changes; the normal process may be followed.
- B.** No, there must be a separate procedure for emergency changes due to the nature of this type of changes.
- C.** This depends upon the type of emergency changes, for standard emergency changes this is allowed.
- D.** Yes, it is not a requirement that there is a separate procedure.

- A. Incorrect. Emergency changes shall be classified as such.
- B. Incorrect. This is not required according to the standard.
- C. Incorrect. Standard emergency changes do not exist.
- D. Correct. A separate procedure is not required.

37 of 40

A service provider wants to reduce the impact to the IT staff caused by requests for software installation.

The service provider is concerned that information will not be captured and the service provider may lose management control of the software releases.

Which method will allow the service provider to maintain management control of software releases whilst easing the burden on the IT staff?

- A.** Allow users to install software from a network share.
- B.** Allow users to select preauthorized release packages to have these distributed onto their desktop automatically.
- C.** Automate a standard software image for desktops and push out this image quarterly.
- D.** Set aside one day per month (release frequency) to perform desktop software installations.

- A. Incorrect. There is no control in this method.
- B. Correct. Preauthorized software installation is sufficient when information is collected automatically at the same time.
- C. Incorrect. This method does not take into account the business needs.
- D. Incorrect. This method does not take into account the business needs.

38 of 40

Configuration management must maintain control of the data within the configuration management database (CMDB). During configuration control configuration management must: Protect configuration item (CI) information from unauthorized access, and permit controlled retrieval of a copy, e.g. software.

What should configuration management also perform to maintain integrity of the CMDB?

- A.** Have a clearly defined scope.
- B.** Identify unique CIs.
- C.** Monitor data access passively.
- D.** Provide for disaster recovery.

- A. Incorrect. Defining the scope will limit what is under control, not aid in the integrity.
- B. Incorrect. CI identification will not aid in the integrity of the CMDB.
- C. Incorrect. Passive monitoring will not aid in the integrity of the CMDB.
- D. Correct. To protect the integrity of the CMDB there should be a plan to restore it in case of a disaster.

39 of 40

You have recently taken over the responsibility for the change management process in your organization. One of the first things you notice is that change requests submitted from some parts of the organization are very poor in quality. The change scope and content is not clearly described. Changes from departments that hand in poor change requests frequently fail and cause incidents. Other changes within the organization normally do not fail in such a drastic fashion.

As the new change manager responsible for the process, what measures will you propose to improve the situation and why?

- A.** Propose to increase the staff in the incident management process to handle the incidents following changes.
- B.** Propose to more strictly review all incoming change requests and return those that are not clearly defined, because this is a requirement in the standard and is likely to lead to more successful change implementation.
- C.** Propose to produce a flyer that describes the need for good changes, because this will increase the awareness for good change requests.
- D.** Propose to release a strict guide on how change requests have to be written because this will ensure all change requests are defined well.

- A. Incorrect. To have incident management handle the deficiencies of change management is not acceptable.
- B. Correct. You need to ensure that all changes are documented to the required level of detail and by reviewing all, you will help to educate the requestors.
- C. Incorrect. Such an awareness campaign may be useful but will not ensure improvement.
- D. Incorrect. To release a guide is helpful, but will not necessarily change the situation much as the people filling in the change request may ignore the guide, as they have before.

IT service outages have been the norm during the last month in your IT organization that delivers IT spare parts; this caused several difficulties in the business and even led to IT service continuity being invoked in one instance. Several times deliveries could not leave the warehouse on time. The customers did complain and selected other suppliers for their IT components. Analysis shows that changes have been carried out without adequate knowledge about the impact an individual change will have on the infrastructure.

As change manager you have been asked to improve the situation. What would be your suggestion and why?

- A.** As one has to accept the fact that impact analysis is often not adequate, I would suggest improving the problem management process to fix problems faster.
- B.** As the impact of the changes were not fully known, I would investigate how to improve the impact analysis and I would also suggest improving the testing required and more stringently controlling the roll-back procedures for all changes.
- C.** As the service outage could mean that IT service continuity has to be invoked, I would suggest improving the IT service continuity plans.
- D.** As these service outages caused incidents, the incident manager needs to figure out how to get these situations under control.

A. Incorrect. Improving problem management does not represent an improvement to the change management process using the result of the analysis. It is necessary to prevent incidents and problems as much as possible.

B. Correct. Improving the measures taken to control (moving forward but as well backing out) changes that can endanger the organization is the best measure one can take to prevent this situation.

C. Incorrect. Improving the IT service continuity planning does not represent an improvement to the change management process using the result of the analysis.

D. Incorrect. Doing this is just ignoring the fact that the change management process is responsible for ensuring that changes are carried out in a controlled manner. To have incident management “fix” the situation means that there is no control over the change.

Evaluation

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

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

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