

**IT Service Management Practitioner
Release & Control (based on ITIL®)
edition February 2007**

content

2	introduction
3	sample exam
18	answer key
42	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 IT Service Management Practitioner Release & Control (based on ITIL®).

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 120 minutes.

No rights may be derived from this information.

Good luck!

Copyright © 2007 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 Community Trade Mark of OGC (Office of Government Commerce, London, UK), and is Registered in the U.S. Patent and Trademark Office.

Sample exam

1 of 40

You have just started setting up Configuration Management. Together with an external consultant, you have drawn up a Configuration Management plan. This plan has been approved by the Board of Management.

In the Configuration Management plan, you have indicated the activities you are going to carry out in the coming period.

Activities

- Analyze existing Configuration Management situation
- Analyze existing configuration data
- Draw up functional specifications for Configuration Management Database (CMDB) and Configuration Management tools
- Select, evaluate and purchase CMDB and Configuration Management tools
- Set up coding system, attributes and naming conventions
- Set up and test CMDB and Configuration Management tools
- Set up space for storage of Configuration Items (CIs) and the Definitive Software Library (DSL)
- Convert all existing data to the new CMDB
- Label all existing CIs
- Carry out initial verification of the CMDB
- Work with new CMDB and Configuration Management tools

Which activity must you definitely add to the above if you want your efforts to be successful?

- A.** draw up a Release policy document
- B.** the collection of information using inventory tools
- C.** the development of procedures and work instructions

2 of 40

As a member of the Release and Control team, you are given the task to develop, with specifics, the existing Change Management procedure using work instructions. A work instruction is a guide on how to carry out a procedure.

Work Instruction "Release Changes"

Objective	*****
Target group	Change Manager
Instruction	After testing the Change for production, the test report must be submitted to the Change Manager. The Change Manager will use the test report, the implementation plan, the existing back-out plan and the necessary documentation to determine whether the Change can be released. The Change Manager will release the Change and register the status in the Change registration system.

Which step in the "Release Changes" work instruction is missing?

- A. informing those involved
- B. reviewing the Change
- C. planning the back-out

3 of 40

You are the Change Manager for a large manufacturing organization. The Change Management process has been in place for over a year now and is working smoothly. You have decided to approach the manager of Human Resource Services to incorporate training on the Change Management process into the orientation phase of all new employees. The manager of Human Resource Services agrees with you and wants to know the level of training the new employees will receive.

What will you incorporate into the training on Change Management for all new employees?

- A. how to submit a Change request using the Change Management tool
- B. which employees are involved in implementing Changes
- C. how the Change process works and why they need to understand the process

4 of 40

What is a good policy statement to ensure that modifications to Configuration Item (CI) information in the Configuration Management Database (CMDB) are only performed, after the go-ahead from Change Management?

- A. All modifications to the CMDB by any IT employee must be accompanied by a Change request.
- B. All modifications to CIs by any IT employee must be accompanied by a Change request.
- C. All modifications to CI information in the CMDB must be accompanied by an approved Change request.

5 of 40

Last week two members of the Change Management staff had a discussion with a colleague from Configuration Management staff about responsibility for updating Change logs. They brought up several possibilities.

Which is the proper one?

- A. A Change involves a transformation in the status of a Configuration Item (CI), so only the Change Manager is responsible for updating its status in the Service Management tool.
- B. A Change involves a transformation in the status of a Configuration Item (CI), so only the Configuration Manager is responsible for updating its status in the Service Management tool.
- C. A Change involves a transformation in the Change process, so only the Change Manager is responsible for updating its status in the Service Management tool.

6 of 40

IPRC processes play an active role in supporting Problem Management. The release of any upgraded version of application software must be approved, scheduled, and coordinated by Change Management. Release Management will ensure the proper Release planning, testing, acceptance, and rollout.

To properly support Problem Management, which one of the following must be provided by Release Management to Problem Management at the time of implementation of the upgraded application?

- A. a list of any Known Problems in the upgraded version of the application software to Problem Management
- B. the list of all Changes in the upgraded version of the application software to Problem Management
- C. training to the Problem Management staff on how to use the upgraded version of the application software

7 of 40

Which of the following Key Performance Indicators (KPIs) does **not** reflect an improvement in the effectiveness and efficiency of the Release and Control processes?

- A. a percentage improvement in overall duration of the Change Advisory Board (CAB) meeting
- B. a percentage improvement in the speed and accuracy of configuration audits
- C. a reduction in the 'cost' of failed Changes

8 of 40

Which of the following metrics is useful in assisting you to determine the effectiveness of the Change Management process?

- A. an increase in the number of recorded Request for Changes (RFCs) per period
- B. an increase in the number of rejected Request for Changes (RFCs)
- C. an increase in the number of Request for Changes (RFCs) being built

9 of 40

Your organization has just implemented Configuration Management. At this moment, it is still a manual process to register and record information into the Configuration Management Database (CMDB).

You are the Configuration Librarian for your organization. One of your main tasks is to record the information provided by other processes in the CMDB, and also to generate CMDB related reports. The Configuration Manager has asked you to produce a report on the current, previous and planned states of the Configuration Items (CIs).

What information must Change Management provide in order for you to complete this task?

- A.** current Forward Schedule of Changes (FSC) and Release plans
- B.** current Forward Schedule of Changes (FSC) and associated Request for Changes (RFCs).
- C.** current Forward Schedule of Changes (FSC)

10 of 40

As part of the verification activity, Configuration Management has found that the Configuration Management Database (CMDB) is not accurate. Configuration Changes have been made to many workstations and even network servers without being recorded in the CMDB, such as new compact disk drives installed, software downloaded from the Internet, etc.

How should this be handled from a Configuration Management perspective in order to prevent this?

- A.** initiate a process review on Change Management
- B.** initiate a process review on Release Management
- C.** initiate a process review on Configuration Management

11 of 40

A system development project was recently started. The Project Manager has asked the Release Manager to demonstrate the effectiveness of this process during the implementation stage.

Which Key Performance Indicator (KPI) will be used in the report?

- A.** accurate distribution of Releases
- B.** secure and accurate management of the Definitive Software Library (DSL)
- C.** the planned composition of Releases matching the actual composition

12 of 40

It is important to demonstrate the effectiveness and efficiency of the activities of any process. As the Release Manager for your organization, you want to demonstrate the effectiveness of the Release testing activity.

Which of the following KPIs should be used to demonstrate this?

- A.** all software in the Definitive Software Library (DSL) has passed quality checks
- B.** legal and contractual compliance of all software in the DSL
- C.** very low incidence of Releases backed out

13 of 40

At organization "X" the various business managers usually communicate directly with the developers and programmers when they require new functionalities. You have been tasked to communicate to the business about following the Release and Control processes, and to submit their requests to the Change Management process.

Which of the following best reflects the tone of your communication to the business managers?

- A.** You have to be firm and enforce the process. Business managers must submit their Change Requests to the change process. There will be severe repercussions for not following the process.
- B.** You need to create a communication plan outlining the benefits of the Release and Control processes so that resources can be properly planned and Changes documented, assessed and implemented.
- C.** You need to explain the various categories of Changes to the business managers and allow them to submit standard pre-approved Changes directly to the developers/programmers as most requests for functionalities are minor in nature.

14 of 40

Your organization is implementing the Release and Control processes in phases. So far, the Change and Release Management processes have been implemented. Despite the absence of a Configuration Management Database (CMDB) and a Configuration Management process, the Change and Release Management processes are working relatively well. The third phase, implementing ITIL Configuration Management has just started. During the meeting of the steering committee, a manager explains the approach taken at his former company.

"We did not know how many servers we had so we decided to implement an Asset Management tool. Within six weeks we knew exactly how many servers we had, where they were located and when a new server was installed on the network. I suggest we do the same. We can also add workstations, printers, and network devices to the list. By the way, the tool was not that expensive."

You want to reply to the manager in a tactful and professional manner.

What is your response?

- A.** You agree this is a sensible approach but what about the other components of the infrastructure and service delivery, such as software, Service Level Agreements (SLAs), Underpinning Contracts (UCs), and process documentation. Can they be recorded in this Asset Management tool?
- B.** You agree this is a sensible approach but the decision has been made and approved to buy an ITIL compatible Service Management tool. A CMDB will be implemented and not an Asset Management tool.
- C.** You agree this is a sensible approach but you remind everyone that phase three is about the implementation of the ITIL Configuration Management process. The Configuration Management tool will include all this information and more.

15 of 40

Financial Management for IT Services wants to reduce the Total Cost of Ownership for client machines in the organization.

Which information does Financial Management for IT Services need from Configuration Management?

- A.** Asset Management information regarding the desktop PCs, laptops and software
- B.** Configuration Management information regarding all hardware
- C.** Configuration Management information regarding all hardware and software

16 of 40

As a Release and Control practitioner you know that the Projected Service Availability (PSA) contains Projected Service Availability based on the currently planned Forward Schedule of Changes (FSC), Changes covered in the FSC, current Availability achievement to-date, and Availability targets in SLAs.

Why do you only include the Changes covered in the FSC in your PSA report?

- A.** because the FSC contains details of all the Changes approved for implementation and their proposed implementation dates
- B.** because the FSC contains details of all the Changes proposed for implementation and their proposed implementation dates
- C.** because the FSC contains details of all the Changes approved for building and their proposed testing dates

17 of 40

License management is part of the Release and Control processes.

Which process has to verify the software with the accompanying licenses?

- A.** Change Management
- B.** Configuration Management
- C.** Release Management

18 of 40

Each Configuration Item (CI) must be given a unique identification code. This code identifies the CI in the Configuration Management Database (CMDB) and is also the code that is physically affixed to the CI by means of a label. You decide to use the following coding for the PCs: WS-UT1-XXX, where UT1 stands for the Utrecht branch, 1st floor, and XXX is a three-digit serial number.

Is this a correct naming convention?

- A.** No, this code contains too much unnecessary and dynamic information, which can all be found in the CMDB.
- B.** Yes, by including the branch and floor in the code, in the case of failure it can be seen straight away where the problem is located.
- C.** Yes, in view of the limited growth of the branches, a three-digit serial number is more than adequate.

19 of 40

The following is an extract of the procedure to keep track of software licenses.

Procedure	Tracking software licenses
Objective	
Target audience	Release Coordinators
Instruction	The Release Coordinator will
	<ol style="list-style-type: none">1. obtain an inventory list of recorder software and their licences in the Configuration Management Database (CMDB) from the Configuration Librarian;2. obtain a list of software used in the live environment from the Configuration Librarian;3. inventorize the software and their licenses in the Definitive Software Library (DSL);4. conduct a gap analysis between what is recorded in the CMDB, what is on hand in DSL and the software licenses usage via the verification activity;5. report findings to the Release Manager.

The objective for this procedure is missing.

What should be the objective for this procedure?

- A. to identify missing or extra software licenses in the infrastructure
- B. to ensure all software licenses in the infrastructure are accounted for
- C. to identify which employees have illegal or unapproved software on their workstations

20 of 40

You are the Release Manager for your organization. All desktop and laptop equipment is leased. Working in cooperation with the Configuration Manager, you are reviewing the content of the Definitive Hardware Store (DHS) for desktops and laptops. The following is an extract of the DHS.

- Desktop monitors and power cords
- Keyboards
- Mice
- Motherboards
- Network cards
- Hard drives
- Docking stations

What should be added to the list to enable the proper return of leased equipment at the end of the contract?

- A. Nothing, the list is complete as it covers all usual failing components.
- B. Defective parts should be kept in the DHS to be returned to the manufacturer.
- C. Instructions, user manuals and technical manuals for desktops and laptop equipment.

21 of 40

You are the Configuration Manager for your organization. One of your staffworkers has just completed the procedure to update the Baseline.

Procedure	Updating the Baseline
Objective	Establishing a new Baseline, and recording it in the Configuration Management Database (CMDB).
Traget audience	Configuration Librarian
Instruction	After the Release is completed , the Configuration Librarian will
	<ol style="list-style-type: none">1. establish the scope for the new Baseline based on Configuration Item (CI) Type and the scale based on the Change and Release category;2. identify all the CI Types within the scope of the new Baseline;3. document the new Baseline;4. request confirmation on the accuracy of the new baseline from the Technical Managers;5. update the CMDB with the new Baseline;6. delete the previous Baseline;7. communicate the new Baseline to appropriate groups.

Is this procedure correct?

- A. Yes. This procedure contains all the minimum steps required to establish and record the new Baseline.
- B. No. Step 6 is incorrect. The previous Baseline should not be deleted.
- C. No. Step 3 and Step 4 should be reversed. It is important to get confirmation before spending efforts in documentation.

22 of 40

You want to be able to display the entire life cycle of a Configuration Item (CI), from order to deletion, by giving it a status.

Which is a correct way to do this?

- A. ORDERED, STOCK, TEST, LIVE, REPAIR, ARCHIVED, DELETED
- B. ORDERED, STOCK, TEST, PRODUCTION, OUT OF ORDER, ARCHIVED, DELETED
- C. Request for Change (RFC), STOCK, TEST, LIVE, OUT OF ORDER, ARCHIVED, DELETED

23 of 40

Which data should be included in a configuration Baseline as associated configuration documentation?

- A. Capacity records
- B. Change records
- C. Problem records

24 of 40

You are the Configuration Manager and have been tasked to create a procedure to generate a status accounting report. The following is an extract of the procedure.

Procedure	Generating an ad-hoc status accounting report
Objective	Generating an ad-hoc status accounting report from the Configuration Management Database (CMDB).
Target audience	Configuration Librarian
Instruction	
	1. <...> 2. Design Query & Report 3. Query CMDB 4. Generate report 5. Distribute report 6. End Procedure

Step one for this procedure is missing.

What should step "1." be?

- A. update the Service Request records before running the report
- B. submit a request for the status accounting report
- C. identify and confirm requirements from the requestor

25 of 40

What serves as input for the design, build and configuration of a Release?

- A. accepted Releases after successful testing
- B. Release assembly instructions
- C. Release definition and Release plans

26 of 40

New software is implemented in a distributed environment. One of the objectives is to ensure the option of fast back-out from Changes across the network.

What needs to be in place to ensure this fast back-out?

- A. limited software installation on workstations
- B. the possibility to freeze failing applications
- C. single user sign-on to all systems

27 of 40

The Configuration Management Database (CMDB) is updated and referred to throughout the Release Management process.

Should the definition of planned Releases be recorded in the CMDB?

- A.** No, because the definition of planned Releases is not a Configuration Item (CI).
- B.** No, because the definition of planned Releases is not yet an update of the information in the CMDB.
- C.** Yes, because the definition of planned Releases is the basis for the design, build and configuration of the Release.

28 of 40

What does the Definitive Hardware Store (DHS) contain?

- A.** hardware spare parts for maintaining the systems
- B.** hardware spares to be used for additional systems or for the recovery of major Incidents
- C.** information about hardware to roll-out as part of a Release

29 of 40

The general IT Manager has noticed that staff are spending a lot of time reviewing Changes.

What is a purpose of Change reviews?

- A.** to establish that all Changes have been assessed and prioritized
- B.** to establish that the Change was implemented on time and within the specified cost limitations
- C.** to establish that the Forward Schedule of Changes (FSC) has been produced and distributed on time

30 of 40

You are the Change Manager for your organization. You are creating policy statements to guide and ensure the proper assessment of each Request for Change (RFC).

What should be included in the policy statement ensuring the proper financial assessment of a Change?

- A.** The Change requestor must provide a detailed cost breakdown structure of the Change, covering hardware costs, software costs, accommodation costs and people costs.
- B.** The costs of the Change must be within approved budgetary limits or meet the pre-established cost-benefit criteria.
- C.** The Change requestor must provide a detailed cost breakdown structure of the Change, covering direct, indirect, fixed and variable costs.

31 of 40

You are the Change Manager and you have tasked your Change Coordinator to create an agenda for the upcoming Change Advisory Board (CAB) meeting. You receive back the following agenda:

1. Review Request for Changes (RFCs) to be assessed by CAB members
2. Review RFCs that have been assessed by CAB members
3. Review implemented Changes since the last CAB meeting
4. Review Change Management wins/accomplishments for the period under discussion, i.e. a review of the business benefits accrued by way of the Change Management process

You immediately notice that something is missing from the agenda.

What is missing?

- A.** reviewing the testing results, release plans of the approved Changes pending for implementation
- B.** reviewing failed Changes, backed-out Changes, and/or implemented Urgent Changes
- C.** reviewing Change Management policies, process, procedures and work instructions

32 of 40

You are the Change Manager for your organization. During the assessment of an urgent Change you are informed by the technical team implementing the Change that there is too little time to ensure adequate testing. You bring this to the attention of the Change Advisory Board Emergency Committee (CAB/EC). You remind the CAB/EC that completely untested Changes should not be implemented as experience has shown that when Changes go wrong, the cost is usually greater than that of adequate testing.

Which one of the following recommendations should the CAB/EC make in line with ITIL guidance?

- A.** Delay the implementation of the Change. Allocate more time to enable adequate testing.
- B.** Reassess this Change to make sure this is indeed a very urgent Change. Ensure that the Change can be implemented without testing.
- C.** Proceed with the Change implementation. Ensure the Change is tested afterwards in the live environment.

33 of 40

What is an activity when reviewing a roll-out plan?

- A.** check if the roll-out plan requires any adjustment of the organizations release policy
- B.** check if the roll-out plan fits in with established Service Management and Support procedures
- C.** check if the roll-out plan has been authorized by the Change requester

34 of 40

Consider the following statistics for the first six (6) months of operation of the Change Management process.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Number of minor Changes	34	28	37	35	39	40
Number of significant Changes	57	67	52	42	47	39
Number of major Changes	45	65	75	65	76	81
Rejected Request for Changes (RFCs)	23	34	32	19	13	9
Unauthorized Changes detected	4	9	13	11	11	14
Change requests (business driven need) implemented on time	67	65	55	7	65	45
Changes 'backed out' because of testing failures	0	4	3	5	4	3

The Customers have been complaining that too many Changes have not been implemented on time. In addition, everyone involved in the Changes assessment complains there are simply too many Changes to assess.

What conclusion can be made about the Change Management process based on the above statistical report?

- A.** The Change Management staff is obviously incompetent. The number of rejected Changes is going down instead of going up.
- B.** The criteria to determine the category is flawed. There are too many Major Changes compared to the number of Significant and Minor Changes.
- C.** The procedure for Change approval is flawed. The Change Manager simply passes all Changes to the Change Advisory Board (CAB) and the Executive Management Board for decisions.

35 of 40

You, the Release Manager, have just completed a review of the Release Management process. You discovered that the Known Errors of a new Release identified in the development and testing environment by the members of a particular IT group are not provided to the Problem Manager at implementation time. You need to improve this situation.

Which one of the following actions should you take first to prevent this?

- A.** escalate to the manager of the IT group to demand that the Known Error records must be updated to the live Known Error database in a timely fashion for future Releases
- B.** set up a training plan as it is evident that they do not know why, when, and/or how to update Known Error records to the live Known Error database
- C.** investigate the cause by reviewing the process, procedures and Operational Level Agreements (OLAs) to identify gaps in the Release Management process

36 of 40

The Change Management staff is swamped with mail messages from Change builders, testers and other staff reporting the status or progress of specific Changes.

How can this be prevented?

- A. ask Change builders, testers and other staff to hold back until the Change is ready for implementation
- B. allocate more Change Management staff
- C. authorize Change builders, testers and other staff to add information to Change records

37 of 40

A car manufacturer has a number of branches worldwide. The management wants to use Voice Over IP to reduce costs. The IT Service Organization is asked to provide this new service.

What are the consequences for the Change, Release and Configuration Management procedures?

- A. adjustment of the Change Management plan
- B. an extension of the Configuration Management Database (CMDB)
- C. none, just another service to manage

38 of 40

You are the Change Manager for your organization. The Change Management process has been in place for over a year and is working very well. In order to further improve the efficiency of the Change Management process, you want to delegate the approval authority for Minor Changes to other specific parties, such as the Service Desk.

Which one of the following must you put in place to ensure the success of your initiative?

- A. proper definitions for Minor Changes
- B. proper Change assessment procedures
- C. adequate approval reporting procedures

39 of 40

You are the Configuration Manager for your organization. You and your team are working on creating a procedure for the verification and audit activity. The following is an extract of the procedure.

Procedure	Verification and Audit of the Configuration Management Database (CMDB)
Objective	To compare the Configuration Item (CI) information in the CMDB and the actual CIs in the infrastructure
Target audience	Configuration Management Team
Instruction	
	<ol style="list-style-type: none">1. Define the scope of the verification and audit2. Gather data<ul style="list-style-type: none">• Produce a CI information report of the CMDB• Collect CI information from the live environment3. Process data<ul style="list-style-type: none">• Compile CI information data collected in the live environment• Compare the live CI information data compiled against the corresponding ones in the CMDB report to identify discrepancies, if any4. <...>5. Distribute report6. End Procedure

Step 4 is missing in the above procedure.

What should happen in Step 4?

- A. correct all identified discrepancies in the CMDB immediately
- B. ask appropriate groups to correct the identified discrepancies
- C. investigate the reasons for the identified discrepancies

40 of 40

The Service Manager has issued an audit of the Change Management process for compliance with all Service Support processes next month.

Which item should be included in the examination?

- A. Change Advisory Board (CAB) minutes
- B. Change model
- C. Request for Change (RFC) form

Answer key

1 of 40

You have just started setting up Configuration Management. Together with an external consultant, you have drawn up a Configuration Management plan. This plan has been approved by the Board of Management.

In the Configuration Management plan, you have indicated the activities you are going to carry out in the coming period.

Activities

- Analyze existing Configuration Management situation
- Analyze existing configuration data
- Draw up functional specifications for Configuration Management Database (CMDB) and Configuration Management tools
- Select, evaluate and purchase CMDB and Configuration Management tools
- Set up coding system, attributes and naming conventions
- Set up and test CMDB and Configuration Management tools
- Set up space for storage of Configuration Items (CIs) and the Definitive Software Library (DSL)
- Convert all existing data to the new CMDB
- Label all existing CIs
- Carry out initial verification of the CMDB
- Work with new CMDB and Configuration Management tools

Which activity must you definitely add to the above if you want your efforts to be successful?

- A.** draw up a Release policy document
- B.** the collection of information using inventory tools
- C.** the development of procedures and work instructions

A. Incorrect. This is a task of Release Management.

B. Incorrect. The choice has been made to convert and verify existing data.

A. The use of inventory tools is therefore not strictly necessary.

Ref. 7.5.1

C. Correct. If it is not clear what the work method is, for the registration of new CIs, changes to existing CIs, etc. because there are no procedures for this and no one has had any training, the CMDB will be inaccurate within a very short time.

2 of 40

As a member of the Release and Control team, you are given the task to develop, with specifics, the existing Change Management procedure using work instructions. A work instruction is a guide on how to carry out a procedure.

Work Instruction "Release Changes"

Objective	*****
Target group	Change Manager
Instruction	After testing the Change for production, the test report must be submitted to the Change Manager. The Change Manager will use the test report, the implementation plan, the existing back-out plan and the necessary documentation to determine whether the Change can be released. The Change Manager will release the Change and register the status in the Change registration system.

Which step in the "Release Changes" work instruction is missing?

- A. informing those involved
- B. reviewing the Change
- C. planning the back-out

A. Correct. This is done via the Forward Schedule of Changes (FSC). Ref. 8.5
B. Incorrect. The Change is reviewed after its release.
C. Incorrect. A back-out plan is already in the work instruction.

3 of 40

You are the Change Manager for a large manufacturing organization. The Change Management process has been in place for over a year now and is working smoothly. You have decided to approach the manager of Human Resource Services to incorporate training on the Change Management process into the orientation phase of all new employees. The manager of Human Resource Services agrees with you and wants to know the level of training the new employees will receive.

What will you incorporate into the training on Change Management for all new employees?

- A. how to submit a Change request using the Change Management tool
- B. which employees are involved in implementing Changes
- C. how the Change process works and why they need to understand the process

A. Incorrect. Although it is a good thing to know how to submit a Request For Change, this is only one aspect of the Change Management process. It is important for all employees to have a clear overall picture of Change Management.
B. Incorrect. Although it is nice to know who the Change implementers are, most employees don't need to know that. This is not the intent of the training.
C. Correct. All employees need to know what Change Management is, its objectives, key procedures and how it affects their work. This is part of the awareness campaign.

4 of 40

What is a good policy statement to ensure that modifications to Configuration Item (CI) information in the Configuration Management Database (CMDB) are only performed, after the go-ahead from Change Management?

- A.** All modifications to the CMDB by any IT employee must be accompanied by a Change request.
- B.** All modifications to CIs by any IT employee must be accompanied by a Change request.
- C.** All modifications to CI information in the CMDB must be accompanied by an approved Change request.

A. Incorrect. To ensure that the CMDB is accurate and up-to-date, the CMDB can only be modified after the approved Change request has been implemented, not before. It does not make sense to allow any IT employee to modify the CMDB. This policy statement does not emphasize this key point.

B. Incorrect. This policy statement mentions changes to CIs which can be interpreted as changing the actual CI, not changing the information in the CMDB.

C. Correct. This policy statement is more specific. It covers modifications to CI information in the CMDB and refers to approved Changes. This policy statement may not be perfect but is the best of the three. The question mentions a good policy statement, not a perfect one.

5 of 40

Last week two members of the Change Management staff had a discussion with a colleague from Configuration Management staff about responsibility for updating Change logs. They brought up several possibilities.

Which is the proper one?

- A.** A Change involves a transformation in the status of a Configuration Item (CI), so only the Change Manager is responsible for updating its status in the Service Management tool.
- B.** A Change involves a transformation in the status of a Configuration Item (CI), so only the Configuration Manager is responsible for updating its status in the Service Management tool.
- C.** A Change involves a transformation in the Change process, so only the Change Manager is responsible for updating its status in the Service Management tool.

A. Incorrect. The Change Manager doesn't update the Configuration Management Database (CMDB), this is the responsibility of Configuration Management.

B. Correct. A Change involves the transformation in the status of a Configuration Item (CI), registered in the Configuration Management Database (CMDB), and Configuration Management is responsible for updating the CMDB.

Ref. 8.3

C. Incorrect. A Change involves a transformation in the status of a Configuration Item (CI), not the Change process.

6 of 40

IPRC processes play an active role in supporting Problem Management. The release of any upgraded version of application software must be approved, scheduled, and coordinated by Change Management. Release Management will ensure the proper Release planning, testing, acceptance, and rollout.

To properly support Problem Management, which one of the following must be provided by Release Management to Problem Management at the time of implementation of the upgraded application?

- A.** a list of any Known Problems in the upgraded version of the application software to Problem Management
- B.** the list of all Changes in the upgraded version of the application software to Problem Management
- C.** training to the Problem Management staff on how to use the upgraded version of the application software

A. Correct. See section 9.8.4 in the Service Support book. Known Problems are very important to the efficiency and effectiveness of Problem Management. As such, it is necessary for Problem Management to be aware of all Known Problems associated with a new Release of software.

B. Incorrect. For Problem Management staff to be aware of the Changes in the upgraded version of software is not as important as knowing the Known Problems.

C. Incorrect. Problem Management staff needs to know the Known Problems more than how to use the upgraded version of software.

7 of 40

Which of the following Key Performance Indicators (KPIs) does **not** reflect an improvement in the effectiveness and efficiency of the Release and Control processes?

- A.** a percentage improvement in overall duration of the Change Advisory Board (CAB) meeting
- B.** a percentage improvement in the speed and accuracy of configuration audits
- C.** a reduction in the 'cost' of failed Changes

A. Correct. A reduction in the duration of the CAB meeting has nothing to do with its effectiveness and efficiency in regard to ensuring its quality.

B. Incorrect. This can be used as a KPI.

C. Incorrect. This can be used as a KPI.

8 of 40

Which of the following metrics is useful in assisting you to determine the effectiveness of the Change Management process?

- A.** an increase in the number of recorded Request for Changes (RFCs) per period
- B.** an increase in the number of rejected Request for Changes (RFCs)
- C.** an increase in the number of Request for Changes (RFCs) being built

A. Incorrect. This number shows the productivity of the Change Management process.
B. Correct. To measure the effectiveness of the Change process it is advisable to look at the workload at various key points throughout the process. An increase in the number of rejected RFCs indicates that the instructions to submit RFC are not being followed, are misunderstood, are too complicated or the rules to accept a change are too rigid. This indicates that the communication has failed and that the education and training is lacking.
C. Incorrect. This number shows the productivity of the Change Management process.

9 of 40

Your organization has just implemented Configuration Management. At this moment, it is still a manual process to register and record information into the Configuration Management Database (CMDB).

You are the Configuration Librarian for your organization. One of your main tasks is to record the information provided by other processes in the CMDB, and also to generate CMDB related reports. The Configuration Manager has asked you to produce a report on the current, previous and planned states of the Configuration Items (CIs).

What information must Change Management provide in order for you to complete this task?

- A.** current Forward Schedule of Changes (FSC) and Release plans
- B.** current Forward Schedule of Changes (FSC) and associated Request for Changes (RFCs).
- C.** current Forward Schedule of Changes (FSC)

A. Incorrect. Although FSC is provided by Change Management, Release plans are provided by Release Management.
B. Correct. This information is indeed provided by Change Management. Both FSC and associated RFCs are required to determine the "planned states" of the CIs.
C. Incorrect. FSC is provided by Change Management. However, FSC alone will not be sufficient to provide the planned states of CIs.

10 of 40

As part of the verification activity, Configuration Management has found that the Configuration Management Database (CMDB) is not accurate. Configuration Changes have been made to many workstations and even network servers without being recorded in the CMDB, such as new compact disk drives installed, software downloaded from the Internet, etc.

How should this be handled from a Configuration Management perspective in order to prevent this?

- A.** initiate a process review on Change Management
- B.** initiate a process review on Release Management
- C.** initiate a process review on Configuration Management

A. Incorrect. One can not assume that the problem is in the Change Management process. Besides, it is not the responsibility of Configuration Management to initiate a process review on Change Management.

B. Incorrect. One can not assume that the problem is in Release Management process. It is not the responsibility of Configuration Management to initiate a process review on Release Management.

C. Correct. Configuration Management must review its own process to identify where the problems are. It may be a procedural error in recording the Changes, or other procedural errors.

11 of 40

A system development project was recently started. The Project Manager has asked the Release Manager to demonstrate the effectiveness of this process during the implementation stage.

Which Key Performance Indicator (KPI) will be used in the report?

- A.** accurate distribution of Releases
- B.** secure and accurate management of the Definitive Software Library (DSL)
- C.** the planned composition of Releases matching the actual composition

A. Correct. In this case Release Management assists Project Management in implementing a Release but does not take control.

Ref. 9.7.1, 9.8.5

B. Incorrect. This KPI monitors effectiveness of activities under control of Release Management.

C. Incorrect. This KPI monitors effectiveness of activities under control of Release Management.

12 of 40

It is important to demonstrate the effectiveness and efficiency of the activities of any process. As the Release Manager for your organization, you want to demonstrate the effectiveness of the Release testing activity.

Which of the following KPIs should be used to demonstrate this?

- A.** all software in the Definitive Software Library (DSL) has passed quality checks
- B.** legal and contractual compliance of all software in the DSL
- C.** very low incidence of Releases backed out

A. Incorrect. Effectiveness of Release testing needs to cover both hardware and software, not software alone.
B. Incorrect. Legal and contractual compliance is not a KPI for effectiveness on Release testing.
C. Correct. This is a good KPI to measure the effectiveness of the Release testing activity. The majority of causes for Releases backed out are Incidents or errors during or after the Release implementation. Effective testing will result in very few Releases being backed out. Ideally, it is best to have no Releases backed out. However, in reality, this may not be possible from the cost and efficiency point of view. Section 9.7.1 of the Service Support book.

13 of 40

At organization "X" the various business managers usually communicate directly with the developers and programmers when they require new functionalities. You have been tasked to communicate to the business about following the Release and Control processes, and to submit their requests to the Change Management process.

Which of the following best reflects the tone of your communication to the business managers?

- A.** You have to be firm and enforce the process. Business managers must submit their Change Requests to the change process. There will be severe repercussions for not following the process.
- B.** You need to create a communication plan outlining the benefits of the Release and Control processes so that resources can be properly planned and Changes documented, assessed and implemented.
- C.** You need to explain the various categories of Changes to the business managers and allow them to submit standard pre-approved Changes directly to the developers/programmers as most requests for functionalities are minor in nature.

A. Incorrect. You need their cooperation in this transition.
B. Correct. You need to sell the benefits of the process.
C. Incorrect. You need to implement the process consequently.

Your organization is implementing the Release and Control processes in phases. So far, the Change and Release Management processes have been implemented. Despite the absence of a Configuration Management Database (CMDB) and a Configuration Management process, the Change and Release Management processes are working relatively well. The third phase, implementing ITIL Configuration Management has just started. During the meeting of the steering committee, a manager explains the approach taken at his former company.

"We did not know how many servers we had so we decided to implement an Asset Management tool. Within six weeks we knew exactly how many servers we had, where they were located and when a new server was installed on the network. I suggest we do the same. We can also add workstations, printers, and network devices to the list. By the way, the tool was not that expensive."

You want to reply to the manager in a tactful and professional manner.

What is your response?

- A.** You agree this is a sensible approach but what about the other components of the infrastructure and service delivery, such as software, Service Level Agreements (SLAs), Underpinning Contracts (UCs), and process documentation. Can they be recorded in this Asset Management tool?
- B.** You agree this is a sensible approach but the decision has been made and approved to buy an ITIL compatible Service Management tool. A CMDB will be implemented and not an Asset Management tool.
- C.** You agree this is a sensible approach but you remind everyone that phase three is about the implementation of the ITIL Configuration Management process. The Configuration Management tool will include all this information and more.

A. Incorrect. Phase three is about the implementation of the ITIL Configuration Management process, not a tool. Furthermore, an Asset Management tool does not have all the functionalities of an integrated ITIL compatible Service Management tool.

B. Incorrect. Phase three is about the implementation of the ITIL Configuration Management process, not a tool. The organization will not realize all the benefits of Configuration Management by simply implementing a CMDB.

C. Correct. Phase three is about the implementation of the ITIL Configuration Management process and implementing a CMDB is only part of the whole picture. Additional information consists of relationships between CIs.

15 of 40

Financial Management for IT Services wants to reduce the Total Cost of Ownership for client machines in the organization.

Which information does Financial Management for IT Services need from Configuration Management?

- A.** Asset Management information regarding the desktop PCs, laptops and software
- B.** Configuration Management information regarding all hardware
- C.** Configuration Management information regarding all hardware and software

A. Incorrect. This only informs about the purchase prices of hardware and software, but does not give information on costs for operating, support and maintenance.

B. Incorrect. This does not include the software information.

C. Correct. This gives information about the assets and the use of these assets (relationships) in an operational environment.

Ref. 7.6.2

16 of 40

As a Release and Control practitioner you know that the Projected Service Availability (PSA) contains Projected Service Availability based on the currently planned Forward Schedule of Changes (FSC), Changes covered in the FSC, current Availability achievement to-date, and Availability targets in SLAs.

Why do you only include the Changes covered in the FSC in your PSA report?

- A.** because the FSC contains details of all the Changes approved for implementation and their proposed implementation dates
- B.** because the FSC contains details of all the Changes proposed for implementation and their proposed implementation dates
- C.** because the FSC contains details of all the Changes approved for building and their proposed testing dates

A. Correct. The FSC does contain details of all the Changes approved for implementation and their proposed implementation dates. See section 8.3.4 in the Service Support book.

B. Incorrect. The FSC does not contain all proposed Changes, because some of them have not been approved. FSC only deals with the schedule of all approved Changes.

C. Incorrect. The FSC does not go into that level of detail. The Release plan contains this information.

17 of 40

License management is part of the Release and Control processes.

Which process has to verify the software with the accompanying licenses?

- A.** Change Management
- B.** Configuration Management
- C.** Release Management

A. Incorrect. License management is not an activity of Change Management.

B. Correct. Configuration Management should verify that secure master copies of software, documentation, data, licenses and agreements for supply, warranty and maintenance are lodged within the Configuration Management Database (CMDB) or Definitive Software Library (DSL).

Ref. 7.6.3

C. Incorrect. License management is not an activity of Release Management.

18 of 40

Each Configuration Item (CI) must be given a unique identification code. This code identifies the CI in the Configuration Management Database (CMDB) and is also the code that is physically affixed to the CI by means of a label. You decide to use the following coding for the PCs: WS-UT1-XXX, where UT1 stands for the Utrecht branch, 1st floor, and XXX is a three-digit serial number.

Is this a correct naming convention?

- A.** No, this code contains too much unnecessary and dynamic information, which can all be found in the CMDB.
- B.** Yes, by including the branch and floor in the code, in the case of failure it can be seen straight away where the problem is located.
- C.** Yes, in view of the limited growth of the branches, a three-digit serial number is more than adequate.

A. Correct. An identification code must contain as little implicit information as possible. This code is full of it (type, branch, floor). The best thing is to simply give a serial number (e.g. a barcode).

All the relevant information can be looked up in the CMDB. It is not likely that the CI type will change (e.g. WSXXXX) and such a code is therefore acceptable.

Ref. 7.6.2

B. Incorrect. Information that can change quickly, like the location of the CI, is not allowed.

C. Incorrect. It is not certain that the growth stays limited.

The following is an extract of the procedure to keep track of software licenses.

Procedure	Tracking software licenses
Objective	
Target audience	Release Coordinators
Instruction	The Release Coordinator will
	<ol style="list-style-type: none"> 1. obtain an inventory list of recorder software and their licences in the Configuration Management Database (CMDB) from the Configuration Librarian; 2. obtain a list of software used in the live environment from the Configuration Librarian; 3. inventorize the software and their licenses in the Definitive Software Library (DSL); 4. conduct a gap analysis between what is recorded in the CMDB, what is on hand in DSL and the software licenses usage via the verification activity; 5. report findings to the Release Manager.

The objective for this procedure is missing.

What should be the objective for this procedure?

- A. to identify missing or extra software licenses in the infrastructure
- B. to ensure all software licenses in the infrastructure are accounted for
- C. to identify which employees have illegal or unapproved software on their workstations

A. Correct. Based on the steps provided, this is a simple inventorying, verifying, and auditing activity. Identify what is recorded, what is available and used, and provide a discrepancy report.
 B. Incorrect. This objective is partially correct. It only looks for known software licenses and does not take extra licenses into account.
 C. Incorrect. Although this is the next logical step, this is not the objective of this procedure. Besides, this is the responsibility of Configuration Management, not a Release Coordinator.

20 of 40

You are the Release Manager for your organization. All desktop and laptop equipment is leased. Working in cooperation with the Configuration Manager, you are reviewing the content of the Definitive Hardware Store (DHS) for desktops and laptops. The following is an extract of the DHS.

- Desktop monitors and power cords
- Keyboards
- Mice
- Motherboards
- Network cards
- Hard drives
- Docking stations

What should be added to the list to enable the proper return of leased equipment at the end of the contract?

- A.** Nothing, the list is complete as it covers all usual failing components.
- B.** Defective parts should be kept in the DHS to be returned to the manufacturer.
- C.** Instructions, user manuals and technical manuals for desktops and laptop equipment.

A. Incorrect. The DHS should contain spare components and assemblies that are maintained at the same level as the comparative systems within the live environment. Complete workstations including manuals should be kept in the DHS.

B. Incorrect. Defective parts are either trashed or returned to the vendor/supplier on a more regular basis and should not be kept in the DHS in the first place.

C. Correct. In order to be able to return leased equipment without incurring penalties, vendors demand that everything be returned at the end of the lease and this includes all manuals. Section 9.3.7 of the Service Support book.

You are the Configuration Manager for your organization. One of your staff workers has just completed the procedure to update the Baseline.

Procedure	Updating the Baseline
Objective	Establishing a new Baseline, and recording it in the Configuration Management Database (CMDB).
Traget audience	Configuration Librarian
Instruction	After the Release is completed , the Configuration Librarian will
	<ol style="list-style-type: none"> 1. establish the scope for the new Baseline based on Configuration Item (CI) Type and the scale based on the Change and Release category; 2. identify all the CI Types within the scope of the new Baseline; 3. document the new Baseline; 4. request confirmation on the accuracy of the new baseline from the Technical Managers; 5. update the CMDB with the new Baseline; 6. delete the previous Baseline; 7. communicate the new Baseline to appropriate groups.

Is this procedure correct?

- A.** Yes. This procedure contains all the minimum steps required to establish and record the new Baseline.
- B.** No. Step 6 is incorrect. The previous Baseline should not be deleted.
- C.** No. Step 3 and Step 4 should be reversed. It is important to get confirmation before spending efforts in documentation.

A. Incorrect. Although this procedure does contain all the minimum steps required to establish and record the new Baseline, the question is asking if the procedure is correct, not complete.
 B. Correct. The previous Baseline should not be deleted but kept for a predetermined period of time. At the very least it should be archived. See page 142 of the Service Support book on the "Identification of configuration Baselines".
 C. Incorrect. Confirmation of a Baseline should only be given when it is documented. The CMDB should only be updated after receiving the confirmation.

22 of 40

You want to be able to display the entire life cycle of a Configuration Item (CI), from order to deletion, by giving it a status.

Which is a correct way to do this?

- A.** ORDERED, STOCK, TEST, LIVE, REPAIR, ARCHIVED, DELETED
- B.** ORDERED, STOCK, TEST, PRODUCTION, OUT OF ORDER, ARCHIVED, DELETED
- C.** Request for Change (RFC), STOCK, TEST, LIVE, OUT OF ORDER, ARCHIVED, DELETED

A. Correct. With the statuses mentioned, the life cycle of a CI can be followed perfectly well. For software developed in-house, sometimes the statuses BUILD, TEST and/or ACCEPTANCE are added. You could consider whether such phases of a project are desirable as a status.

Ref. 7.6.4

B. Incorrect. Production is not part of the life cycle within the service organization.

C. Incorrect. RFC is not part of the life cycle of a CI.

23 of 40

Which data should be included in a configuration Baseline as associated configuration documentation?

- A.** Capacity records
- B.** Change records
- C.** Problem records

A. Incorrect. Capacity information can be derived from the configuration Baseline, it is not input for the configuration Baseline.

B. Correct. A configuration Baseline includes information about Changes to Configuration Items (CIs).

C. Incorrect. Problem records don't inform about Changes to the state of the system.

24 of 40

You are the Configuration Manager and have been tasked to create a procedure to generate a status accounting report. The following is an extract of the procedure.

Procedure	Generating an ad-hoc status accounting report
Objective	Generating an ad-hoc status accounting report from the Configuration Management Database (CMDB).
Target audience	Configuration Librarian
Instruction	
	1. <...> 2. Design Query & Report 3. Query CMDB 4. Generate report 5. Distribute report 6. End Procedure

Step one for this procedure is missing.

What should step "1." be?

- A.** update the Service Request records before running the report
- B.** submit a request for the status accounting report
- C.** identify and confirm requirements from the requestor

A. Incorrect. There is no need to update any Service Request.
B. Incorrect. The procedure is about generating the report, not submitting a request for a report.
C. Correct. Once the request has been received, it is important to understand and confirm the requirements for the report.

25 of 40

What serves as input for the design, build and configuration of a Release?

- A.** accepted Releases after successful testing
- B.** Release assembly instructions
- C.** Release definition and Release plans

A. Incorrect. Testing and acceptance take place after designing, building and configuring a Release.
B. Incorrect. These are output products of design, build and configuration.
C. Correct. Release definition and Release plans serve as input for the design, build and configuration of a Release.
Ref. 9.6.2

26 of 40

New software is implemented in a distributed environment. One of the objectives is to ensure the option of fast back-out from Changes across the network.

What needs to be in place to ensure this fast back-out?

- A.** limited software installation on workstations
- B.** the possibility to freeze failing applications
- C.** single user sign-on to all systems

A. Incorrect. Workstations should have access to all systems but the purpose is not to ensure a fast back-out.

B. Correct. When freezing failing applications, distribution and implementation can be interrupted and the original situation can be restored as soon as possible.

Ref. Annex 9B

C. Incorrect. Users should have a single sign-on but the purpose is not to ensure a fast back-out.

27 of 40

The Configuration Management Database (CMDB) is updated and referred to throughout the Release Management process.

Should the definition of planned Releases be recorded in the CMDB?

- A.** No, because the definition of planned Releases is not a Configuration Item (CI).
- B.** No, because the definition of planned Releases is not yet an update of the information in the CMDB.
- C.** Yes, because the definition of planned Releases is the basis for the design, build and configuration of the Release.

A. Incorrect. The definition of planned Releases should be recorded in the CMDB (see C).

B. Incorrect. The definition is not an update but it will affect CIs.

C. Correct. The definition of planned Releases is input for the design, build and configure and it is therefore part of the documentation of the Release.

Ref. 9.3.8

28 of 40

What does the Definitive Hardware Store (DHS) contain?

- A.** hardware spare parts for maintaining the systems
- B.** hardware spares to be used for additional systems or for the recovery of major Incidents
- C.** information about hardware to roll-out as part of a Release

A. Incorrect. In the DHS there are no parts, there are assemblies.

B. Correct. Hardware spares are spare components and assemblies that are maintained at the same level as the comparative systems within the live environment.

Ref. 9.3.7

C. Incorrect. Information about hardware is kept in the Configuration Management Database (CMDB).

29 of 40

The general IT Manager has noticed that staff are spending a lot of time reviewing Changes.

What is a purpose of Change reviews?

- A.** to establish that all Changes have been assessed and prioritized
- B.** to establish that the Change was implemented on time and within the specified cost limitations
- C.** to establish that the Forward Schedule of Changes (FSC) has been produced and distributed on time

A. Incorrect. This is done before the implementation of the Change.

B. Correct. The purpose of a review is to see that the Change was implemented on time and to cost.

Ref. 8.5.12

C. Incorrect. This is done before the implementation of the Change.

30 of 40

You are the Change Manager for your organization. You are creating policy statements to guide and ensure the proper assessment of each Request for Change (RFC).

What should be included in the policy statement ensuring the proper financial assessment of a Change?

- A.** The Change requestor must provide a detailed cost breakdown structure of the Change, covering hardware costs, software costs, accommodation costs and people costs.
- B.** The costs of the Change must be within approved budgetary limits or meet the pre-established cost-benefit criteria.
- C.** The Change requestor must provide a detailed cost breakdown structure of the Change, covering direct, indirect, fixed and variable costs.

A. Incorrect. This information would be valuable to the assessors to perform the assessment. The question is about ensuring the proper financial assessment of a Change.

B. Correct. In section 8.5.7 of the Service Support book we find: In order to obtain financial approval, the cost of a Change must be assessed and that it is either within approved budgetary limits or meets cost - benefit criteria that may have been set for Change approval.

C. Incorrect. This information would be valuable to the assessors to perform the assessment.

31 of 40

You are the Change Manager and you have tasked your Change Coordinator to create an agenda for the upcoming Change Advisory Board (CAB) meeting. You receive back the following agenda:

1. Review Request for Changes (RFCs) to be assessed by CAB members
2. Review RFCs that have been assessed by CAB members
3. Review implemented Changes since the last CAB meeting
4. Review Change Management wins/accomplishments for the period under discussion, i.e. a review of the business benefits accrued by way of the Change Management process

You immediately notice that something is missing from the agenda.

What is missing?

- A.** reviewing the testing results, release plans of the approved Changes pending for implementation
- B.** reviewing failed Changes, backed-out Changes, and/or implemented Urgent Changes
- C.** reviewing Change Management policies, process, procedures and work instructions

A. Incorrect. It is not an activity of the CAB to oversee the activities of Release Management.

B. Correct. See section 8.5.5 in the Service Support book. It is important to identify and bring forward all Changes with exceptions or causing undesirable results.

C. Incorrect. This is not an activity of the CAB. This is a continuous process improvement activity.

32 of 40

You are the Change Manager for your organization. During the assessment of an urgent Change you are informed by the technical team implementing the Change that there is too little time to ensure adequate testing. You bring this to the attention of the Change Advisory Board Emergency Committee (CAB/EC). You remind the CAB/EC that completely untested Changes should not be implemented as experience has shown that when Changes go wrong, the cost is usually greater than that of adequate testing.

Which one of the following recommendations should the CAB/EC make in line with ITIL guidance?

- A.** Delay the implementation of the Change. Allocate more time to enable adequate testing.
- B.** Reassess this Change to make sure this is indeed a very urgent Change. Ensure that the Change can be implemented without testing.
- C.** Proceed with the Change implementation. Ensure the Change is tested afterwards in the live environment.

A. Incorrect. There is not enough information to support this option. Testing could take too much time. This is after all an urgent Change.
B. Incorrect. Reassessing an already classified urgent Change is simply a non-confidence vote on the competence of the Change Management staff. It is ineffective and inefficient.
C. Correct. See section 8.5.11 in the Service Support book. "As much testing of the urgent Change as is possible should be carried out. Completely untested Changes should not be implemented if at all avoidable. Experience has shown that when Changes go wrong, the cost is usually greater than that of adequate testing. Again, remember that there is still merit in testing even after a Change has gone live."

33 of 40

What is an activity when reviewing a roll-out plan?

- A.** check if the roll-out plan requires any adjustment of the organizations release policy
- B.** check if the roll-out plan fits in with established Service Management and Support procedures
- C.** check if the roll-out plan has been authorized by the Change requester

A. Incorrect.
B. Correct. In A, the organization's release policy determines the roll-out planning possibilities, not the other way around.
Option C. The Change requester is involved in the Change Advisory Board (CAB) meeting when assessing the Request for Change (RFC), in testing the change and in acceptance of the implemented change. Authorization for implementing the release to the live environment is granted in the CAB meeting when scheduling changes.
Ref. Annex 9A, 9.6.3, 9.6.4
C. Incorrect.

34 of 40

Consider the following statistics for the first six (6) months of operation of the Change Management process.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Number of minor Changes	34	28	37	35	39	40
Number of significant Changes	57	67	52	42	47	39
Number of major Changes	45	65	75	65	76	81
Rejected Request for Changes (RFCs)	23	34	32	19	13	9
Unauthorized Changes detected	4	9	13	11	11	14
Change requests (business driven need) implemented on time	67	65	55	7	65	45
Changes 'backed out' because of testing failures	0	4	3	5	4	3

The Customers have been complaining that too many Changes have not been implemented on time. In addition, everyone involved in the Changes assessment complains there are simply too many Changes to assess.

What conclusion can be made about the Change Management process based on the above statistical report?

- A.** The Change Management staff is obviously incompetent. The number of rejected Changes is going down instead of going up.
- B.** The criteria to determine the category is flawed. There are too many Major Changes compared to the number of Significant and Minor Changes.
- C.** The procedure for Change approval is flawed. The Change Manager simply passes all Changes to the Change Advisory Board (CAB) and the Executive Management Board for decisions.

A. Incorrect. There is insufficient information to conclude the staff is incompetent. Actually the number of rejected Changes is probably due to the fact that people are better at filling out the RFC form.

B. Correct. See section 8.5.4 of the Service Support book "It is expected that the majority of RFCs will fall into the first two categories [Minor and Significant]." Looking at the numbers this is obviously not the case.

C. Incorrect. There is insufficient information to make this claim. It is more likely the Change categorization scheme is flawed by categorizing too many Changes as Major. As a result, these Major Changes must be approved by the Executive Management Board.

35 of 40

You, the Release Manager, have just completed a review of the Release Management process. You discovered that the Known Errors of a new Release identified in the development and testing environment by the members of a particular IT group are not provided to the Problem Manager at implementation time. You need to improve this situation.

Which one of the following actions should you take first to prevent this?

- A.** escalate to the manager of the IT group to demand that the Known Error records must be updated to the live Known Error database in a timely fashion for future Releases
- B.** set up a training plan as it is evident that they do not know why, when, and/or how to update Known Error records to the live Known Error database
- C.** investigate the cause by reviewing the process, procedures and Operational Level Agreements (OLAs) to identify gaps in the Release Management process

A. Incorrect. Although escalation seems like a good idea at this time, investigation into the cause for this issue must be conducted first.

B. Incorrect. Although training can be a cause for this issue, investigation into the cause for this issue must be conducted first. Jumping to conclusion is not best practice.

C. Correct. Review all aspects of the process to identify the cause, is the best approach in this case. This follows Deming's cycle of continuous process improvement.

36 of 40

The Change Management staff is swamped with mail messages from Change builders, testers and other staff reporting the status or progress of specific Changes.

How can this be prevented?

- A.** ask Change builders, testers and other staff to hold back until the Change is ready for implementation
- B.** allocate more Change Management staff
- C.** authorize Change builders, testers and other staff to add information to Change records

A. Incorrect. The updates must be recorded.

B. Incorrect. This is expensive and unnecessary.

C. Correct. The tool should enable Change Management staff, change builders, testers and other staff to add information to Change records.

Ref. 8.8

37 of 40

A car manufacturer has a number of branches worldwide. The management wants to use Voice Over IP to reduce costs. The IT Service Organization is asked to provide this new service.

What are the consequences for the Change, Release and Configuration Management procedures?

- A.** adjustment of the Change Management plan
- B.** an extension of the Configuration Management Database (CMDB)
- C.** none, just another service to manage

A. Correct. The Release policy (as part of the Change Management plan) has to be extended when an organization adopts a new technical infrastructure. New procedures for Release Management are expected. Ref. 8.1

B. Incorrect. This is not a procedure but the execution of a procedure.

C. Incorrect. A new service will affect existing procedures.

38 of 40

You are the Change Manager for your organization. The Change Management process has been in place for over a year and is working very well. In order to further improve the efficiency of the Change Management process, you want to delegate the approval authority for Minor Changes to other specific parties, such as the Service Desk.

Which one of the following must you put in place to ensure the success of your initiative?

- A.** proper definitions for Minor Changes
- B.** proper Change assessment procedures
- C.** adequate approval reporting procedures

A. Incorrect. Change Management has been in place for over a year and is working very well. This means that Change categories are already properly defined.

B. Incorrect. Change Management has been in place for over a year and is working very well. This means that assessment procedures are already properly defined.

C. Correct. See section 8.5.4 in the Service Support book. Where Minor Changes are involved, Change Management can delegate the authority to approved specific parties, such as the Service Desk. However, adequate reporting structures should be put in place. While authority can be delegated, accountability cannot.

39 of 40

You are the Configuration Manager for your organization. You and your team are working on creating a procedure for the verification and audit activity. The following is an extract of the procedure.

Procedure	Verification and Audit of the Configuration Management Database (CMDB)
Objective	To compare the Configuration Item (CI) information in the CMDB and the actual CIs in the infrastructure
Target audience	Configuration Management Team
Instruction	
	<ol style="list-style-type: none">1. Define the scope of the verification and audit2. Gather data<ul style="list-style-type: none">• Produce a CI information report of the CMDB• Collect CI information from the live environment3. Process data<ul style="list-style-type: none">• Compile CI information data collected in the live environment• Compare the live CI information data compiled against the corresponding ones in the CMDB report to identify discrepancies, if any4. <...>5. Distribute report6. End Procedure

Step 4 is missing in the above procedure.

What should happen in Step 4?

- A. correct all identified discrepancies in the CMDB immediately
- B. ask appropriate groups to correct the identified discrepancies
- C. investigate the reasons for the identified discrepancies

A. Correct. Accuracy of CMDB data is absolutely important as they are heavily relied on by other ITSM functions and processes, such as impact assessment by the Service Desk, Incident -, Problem -, and Change Management. This is the goal of Configuration Management. It is more important to correct the discrepancies first to ensure accuracy of the CMDB, then to find the root causes of these discrepancies.

B. Incorrect. Informing the appropriate groups is important. But it is more important to correct these discrepancies immediately based on the information gathered from the verification and auditing procedures. The appropriate groups can be asked to assist in quality assurance, by further verifying and ensuring the corrections indeed correct the discrepancies.

C. Incorrect. To investigate the underlying reasons is absolutely important to prevent future discrepancies. However, it is even more important to ensure the CMDB is accurate and up-to-date, to reflect the actual picture of the live environment.

40 of 40

The Service Manager has issued an audit of the Change Management process for compliance with all Service Support processes next month.

Which item should be included in the examination?

- A.** Change Advisory Board (CAB) minutes
- B.** Change model
- C.** Request for Change (RFC) form

A. Correct. The audit should include an examination of the following items: randomly selected RFCs, change records, CAB minutes, Forward Schedule of Changes (FSC) and records of implemented Changes. Ref. 8.7.1

B. Incorrect. This can be audited by Change Management internally.

C. Incorrect. This can be audited by Change Management internally.

The evaluation

Sample examination

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

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

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