

**IT Service Management Practitioner  
Support & Restore (based on ITIL®)  
edition July 2009**

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## **Introduction**

This is the sample exam IT Service Management Practitioner Support & Restore (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.

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Good luck!

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## Sample exam

### 1 of 40

Which one of the following is the principal reason for an organization to invest in a Service Desk?

- A. to provide initial assessment of all Incidents to resolve user requests quickly
- B. to deliver high quality IT support, critical for achieving business goals
- C. to receive and record all calls from users for proper actions without missing a single user request

### 2 of 40

The number of staff employed on the Service Desk depends on the needs of the business and is based on a range of important criteria, including, but not limited to:

- The business budget available/required
- The number of customers to support
- The volume of Incidents
- The period of support coverage required
- Workload pattern of requests (e.g. daily, month end, etc.)
- The type of response required
- The level of training required
- The support technologies available
- The existing skill levels of staff
- The processes and procedures in use

Which of the following should also be included as criteria?

- A. size, relative age, design, and complexity of the IT infrastructure
- B. the numbers of 2nd, 3rd, nth level members supporting the Service Desk
- C. the possibility of outsourcing the Service Desk

### 3 of 40

The process of classification and matching allows Incident Management to be carried out with more speed and minimum support resources.

What should be done after the "Matching Incidents against Known Error- and Problem database" task to provide the greatest efficiency in the Classification and Matching activity?

- A. assessing related configuration details
- B. categorizing Incident if no match
- C. defining Incident priority if no match

#### 4 of 40

The main activities of proactive Problem Management are:

- identifying trends and potential Problem sources (by reviewing Incidents and Problem analyses)
- targeting preventive action

Which of the following is an example of a pro-active responsibility of Problem Management?

- A. participating in Post Implementation Reviews (PIRs)
- B. preventing the replication of Problems across multiple systems
- C. working with development groups to obtain Problem - and Known Error records from the development environment

#### 5 of 40

It is essential that updates to Incident records are tracked in order to provide audit capability. This audit capability becomes especially important when reviewing Service Level Agreement (SLA) breaches. In order to provide audit capability information should be tracked each time the Incident record is modified.

Which of the following is **not** necessary for audit capability?

- A. current assigned support team
- B. name of the person making the modification
- C. reason for modification
- D. what was modified (e.g. priority, status, history)

#### 6 of 40

As the Service Desk manager, you need to put together a presentation for newly hired Service Desk agents. You have decided that you should present the major requirements that Customers will expect the Service Desk to meet. You have constructed the following list:

- to provide a single point of contact
- to inform the user of the assigned priority of the requests
- to appraise the user of the progress of requests
- to engender confidence that requests will not be lost or ignored

Which of the following should you add to your list?

- A. to communicate the level of service that will be provided, and when it will be provided
- B. to determine the root cause of an Incident and determine a Workaround for it
- C. to listen patiently to the user and engage in pleasant conversation

### 7 of 40

A user calls the Service Desk to report an Incident related to the functioning of a PC. Service Desk staff asks the user to reboot the PC to see if the Incident could be quickly resolved. As such, "reboot" can be considered and used as a Workaround for many PC related Incidents. To record this Workaround in the Known Error database, the following is a suggested procedure:

- Service Desk staff records this Workaround in the Incident record
- Incident Management will record the Workaround in the Known Error database and inform the Workaround and the associated Incident records to Problem Management
- Problem Management will further analyze the Incidents and the Workaround to find a permanent solution

What is wrong in this procedure?

- A.** Problem Management will record the Workaround in the Known Error database and not the Incident Manager.
- B.** Service Desk staff should be able to record the Workaround in the Known Error database directly and need not have to wait for the Incident Manager to record it.
- C.** The Workaround is not analyzed by Problem Management before it is recorded in the Known Error database.

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A user calls the Service Desk because she is unable to connect to the corporate LAN from home through VPN. The Service Desk agent discovers that the users' laptop is not configured with the correct version of software although the Configuration Management Database (CMDB) indicates that the correct version is installed on her laptop.

In addition to raising a Request for Change (RFC) to resolve the Incident, who should the Service Desk agent inform?

- A.** the Configuration Manager, since the CMDB shows a different software package than is actually installed
- B.** the Incident Manager, since an RFC had to be raised to resolve the Incident
- C.** the Release Manager, since the version of software installed on the users' laptop is incorrect

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As a Practitioner Support and Restore, you will monitor the effect of a successful Problem Management system on the workloads of staff.

What events will cause a definite increase in the workload of Incident and Problem Management staff?

- A.** more applications and new users
- B.** more Configuration Items (CIs)
- C.** more Incidents

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Your organization has recently begun to implement a Service Desk according to IT Service Management Best Practices. Various Customers have asked that the Service Desk "live up to the promised expectations" and after several discussions, IT management has decided to construct Service Level Agreements (SLAs) for the Service Desk. As the newly appointed Service Desk Manager you have just been asked to participate in developing these SLAs.

Which of the following represents your course of action according to IT Service Management Best Practice?

- A.** Work with the Service Level Manager to develop SLAs that will be somewhat challenging for the Service Desk to achieve, so that SLAs will not need to be adjusted for some time.
- B.** Work with the Service Level Manager to develop the metrics for SLAs and then collect data to establish a baseline that will provide guidance on reasonable SLAs.
- C.** Explain that Best Practice guidance is that no SLAs should be established for a new process or function for a minimum of 6 months.

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Service Desk staff frequently receives reports from the Service Desk manager.

Why should Service Desk staff be informed about major issues, concerns, performance levels and achievements of the Incident Management process?

- A.** Service Desk staff provides business management with this type of information.
- B.** Service Desk staff requires this type of information for balancing Service Desk utilization.
- C.** To provide a common service objective for all Service Desk staff.

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As a Practitioner Support and Restore, you are asked to comment on the following list of potential Key Performance Indicators (KPIs) for the Incident Management process.

1. mean elapsed time to close an Incident, broken down by impact code
2. average number of Incidents per hour, broken down by priority code
3. average speed to answer, average time required for a call to be answered
4. percentage of Incidents closed by the Service Desk, without referral to a support group.

Which of these KPIs should be used?

- A.** 1, 2 and 4
- B.** only 1 and 4
- C.** only 4

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An important aspect of Problem Management is to make Workarounds available to the Service Desk. Typically, an operational procedure is established to ensure the Workaround is provided to the Service Desk in a consistent manner.

What information must also be provided in the procedure besides the Workaround and associated instructions on how to use the Workaround?

- A. the category and impact code of the Problem record related to the Workaround
- B. the search terms for finding this Workaround and linking similar Incidents to this Workaround
- C. the status of the Problem for communication with the user

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The Problem Manager is creating a slide presentation on the Problem Management process. He needs to show it to the groups that contribute to Problem identification. In addition to Problem and Incident Management there are two other processes that are expected to contribute to Problem identification.

Which are the other two processes?

- A. Availability Management and Capacity Management
- B. Capacity Management and Financial Management for IT Services
- C. Configuration Management and Change Management

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You are the Problem Manager in your organization. You are given a quarterly trend analysis report from one of your staff.

Description	Month 1	Month 2	Month 3	Total
1. Password reset	237	333	285	855
2. Invalid date when posting transactions after 10 pm	96	48	109	253
3. Can not send large attachments in email	67	72	90	229
4. Network slow response	55	49	61	165
5. How to forward email to mobile devices	3	55	99	157
6. How to verify email from home	5	43	54	102
7. How to create a macro in a spreadsheet	22	34	28	84
8. How to use French characters on an English keyboard	32	12	19	63
9. How to print landscape using the accounting application	15	22	18	55
10. The word processor macros don't work any more	3	18	33	54
11. How to fax from desktop	15	10	22	47
12. How to submit a service request	7	23	7	37
13. Desktop monitor for model "A" flickers a lot	7	8	9	24
14. HR printer paper jam	5	6	9	20
15. Corrupted database for the purchasing department	3	4	4	11

Based on the information provided, what is the **best** step to address these issues?

- A. consult with the business to determine which issues are the most pressing
- B. investigate the root cause of the top 5 most frequently reported issues
- C. provide more training to the users as it is evident that lack of training is an issue

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When a temporary Workaround or permanent fix is determined for a Problem that may be causing wide-spread Incidents, who is responsible for providing this information to users?

- A. Incident Management
- B. Service Desk
- C. Service Level Management

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You are the Problem Manager for your organization. You have just completed the resolution of a very major Problem. Before you can close the Problem record, Best Practice calls for a review of actions. You publish an agenda for the meeting and invite the appropriate people to determine:

- What was done right?
- What was done wrong?
- How to prevent the Problem from happening again?

In order to conduct a full major Problem review, what is missing from the agenda?

- A.** Review of the Incident Management process.
- B.** Review of the Problem Management process.
- C.** What could be done better next time?

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As the Service Desk Manager, you have been made aware of a few Incidents in the past month that have been passed repeatedly between specialist groups. Upon investigation you learn that each group thought the Incident should be owned by the other group, and reassigned ownership.

What actions can you take to prevent this type of occurrence from happening again?

- A.** Ensure that the Service Desk is notified whenever an Incident is assigned from one support group to another.
- B.** Remove the capability to reassign Incidents from the Incident Management tool unless approved by the Service Desk.
- C.** Treat these as isolated instances and take no action unless the frequency of these isolated instances increases.

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As part of your duties as the Incident Manager you must organize Incident database backups, archives and housekeeping. The question of when and what to archive is based on several considerations, including:

- the usefulness of the content
- whether the content is still required at the Service Desk or online
- whether it is a type of request that needs to be archived
- whether the data is required because it relates to another Customer Incident still being processed

What other piece of information should you add to your list to make it complete?

- A.** the age of the requests
- B.** the priority of the requests
- C.** the volume of requests

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As a Practitioner Support and Restore, you are asked to provide Best Practice guidance on selecting the most efficient structure for a Service Desk for your organization. Your organization currently has multiple help desks in numerous locations throughout the US and Mexico. Each Service Desk works within one primary language and currently deals with Incidents for a specific group of users only for selected services. A Follow-the-Sun strategy has been deemed unnecessary since the maximum difference between user time zones is limited to three hours. A virtual Service Desk model has been determined to be too costly for the organization, leaving only the options of a local or central Service Desk structure.

Which are the major business benefits that can be expected by using a central Service Desk instead of a local Service Desk?

1. Reduced operational costs
2. Simplified service targets
3. Better staff satisfaction and reduced staff turnover rates
4. Consolidated management overview
5. Improved usage of available resources

- A.** 1, 3 and 5
- B.** 1, 4 and 5
- C.** all of the above

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Your organization has decided to implement a Service Desk according to ITIL® Best Practices. During the last meeting of the Service Desk implementation project team, there was a lot of confusion between the various types of Service Desks. As the newly appointed Service Desk Supervisor, you ask the members of the project team to draft an objective for the current, in-place structure in order to differentiate between the types of desks. The following objective is drafted by them:

Professionally manage, coordinate and resolve all calls and e-mails as quickly as possible and to ensure that no request is lost, forgotten or ignored.

Which of the following structures is the stated objective mostly applicable to?

- A.** Call Centre
- B.** Help Desk
- C.** Service Desk

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As the Service Desk Manager, you have noticed that it has been difficult to support a CRM application adequately which is used in a number of geographically remote sales offices. Although in most cases the actions required to resolve the Incident are not very complex, it is often necessary to dispatch staff in order to resolve the Incident on site. This has led to a number of complaints from users and a low perception of the Service Desk.

How should you address this issue?

- A.** Automatically increase the priority of Incidents from these sales offices in order to reduce the time to resolve the Incident.
- B.** Create a work instruction for the Service Desk to automatically dispatch staff whenever an Incident is reported for this application.
- C.** Identify and train a locally based super or expert user at each remote sales office.

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Every Incident, Service Request and inquiry should be recorded by the Service Desk. Furthermore, according to the Best Practice, the Incident record should be updated by recording every subsequent contact with the user, such as user inquiry of Incident status, request for speedier service, etc.

What business value is realized when the Incident record is updated with every subsequent user contact?

- A.** This assists in better understanding user requirements and enables better follow-up service by Service Desk staff.
- B.** This enables better Incident and Problem investigation and resolution.
- C.** This helps to perform better root cause analysis.

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Recently an update to the companies ERP application has been installed, and a number of Incidents have been traced back to this update. The Service Desk manager has noted that the availability for the ERP service is tending to be so low as a result of these Incidents that a Service Level Agreement (SLA) breach is inevitable. The Problem Management team is working with the ERP application vendor to produce a patch to resolve the Problem.

What additional action must the Service Desk Manager take until the patch is ready for the live environment?

- A.** Develop a standard explanation for this Incident and train all Service Desk staff to deliver this explanation to any user who reports this Incident.
- B.** Inform all Customers of the ERP service of this impending SLA breach in advance and explain why the breach is likely to occur.
- C.** Monitor the progress of the ERP application patch readiness with the vendor on a daily basis.

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As a Service Desk agent, one of your tasks is to keep affected users informed about the progress of outstanding Incidents. When reviewing a particular Incident record from yesterday morning you realize that it has not been updated at all since it was escalated yesterday afternoon. According to the Service Level Agreement (SLA) for this type of Incident you need to provide the end-user with a progress report within 24 hours. However, for this Incident, the SLA requirement has now been breached.

What should be done in this situation?

- A.** Contact the end-user and tell him the Incident is still being investigated.
- B.** Contact the end-user and tell him the truth. Honesty is the best policy and you have nothing to report as the Incident ticket has not been updated since it was escalated to the 2nd level support group.
- C.** Inform the Service Desk manager that the ticket has not been updated within 24 hours.

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During the investigation of a complex Incident which affected a number of users, the third level support group found a Workaround for the Incident.

Following IT Service Management Best Practice, what will the Service Desk do?

- A.** Record the details of the Workaround in the Incident record so that they are available for review should the Incident occur again.
- B.** Send the details of the Workaround to Problem Management for analysis.
- C.** Record the symptoms of the Incident and the details of the Workaround in the Frequently Asked Questions so that users can understand what actions they can take should this Incident affect their work.

## 27 of 40

Your organization has defined the following criteria for determining the impact on the business of an incident.

- High impact:** a vital business function is unavailable to an entire department  
**Medium impact:** a regular business function is unavailable to part of a department  
**Low impact:** a single desktop or non-critical peripheral device is unavailable

Consider the following three Incidents:

- Incident 1: The vice-president of the finance department reports that her laptop keeps rebooting. She has an important report to complete.
- Incident 2: The supervisor of the payroll department reports that he has just received the new tax tables from the government. These tables must be incorporated into the payroll system as soon as possible.
- Incident 3: The supervisor of the distribution center reports that she can not print the shipping manifests which are needed before any products leave the country. All printouts are totally illegible.

Which of these Incidents has a high business impact based on the information available at this time?

- A. Incident 1
- B. Incident 2
- C. Incident 3

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A manager calls the Service Desk to complain that the CAD application has been down for some time and that her group of five engineers is unable to perform their normal work. She is concerned that her group will miss some upcoming critical deadlines.

What action should the Service Desk undertake?

- A. Escalation procedures should be reviewed in conjunction with Operational Level Agreements (OLAs) and Service Level Agreements (SLAs) to ensure that the Incident is properly escalated.
- B. No action is required; the manager should be reassured that the Incident is receiving due attention and will eventually be resolved.
- C. The Problem Manager is notified of this major Incident and arranges a formal meeting with all key in-house support staff, vendor staff, and IT services management with the purpose of determining the best course of action and reviewing the progress.

**29 of 40**

It is well known that mature Problem Management relies on an effective and efficient Incident Management process.

Besides an accurate and detailed description of the incident, what other information will Problem Management require from Incident Management?

- A. detailed historical data on Incidents
- B. the associated Service Level Agreement (SLA) of the faulty Configuration Item (CI)
- C. the escalation procedure and contact information

**30 of 40**

An internal software development team is working on the next generation of a custom built application. The rollout is planned in two months. The Service Desk Manager is reluctant to allow this upgrade to proceed since there are several significant known faults or bugs within the application. The project manager is concerned that any delay will cost a substantial amount of money. The Head of IT has called a meeting in order to decide whether or not to allow the renewed application to be released. During the meeting the development manager informs the Head of IT that there are Workarounds for all of the significant application faults.

When the Head of IT asks you, a certified Practitioner Support and Restore, for Best Practice guidance, what is your response?

- A. Recommend against the release of the new version into the live environment, because experience from the past shows that the development department will no longer place a high priority on fixing the faults once the application is in the live environment.
- B. Recommend that the new version can be released into the live environment, since any delay could cause substantial costs and this is the way things have been done in the past.
- C. Recommend that the new version can be released into the live environment since the Problem - and Known Error records can be updated from the development database.

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The categorization of Incidents can produce a first step towards Problem definition. Problem Management therefore should closely relate with Incident Management with regard to establishing common Incident and Problem categories. Appropriate categories should be created both for recording reported Incidents and for recording the finally detected causes.

In which terms should the categories for recording reported Incidents be created?

- A. Customer terms
- B. IT terms
- C. Management terms

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The Problem Manager creates a Problem record for each of the following:

1. Analysis of Incident records shows that several disk drive failures have occurred recently and that the brand, model, and manufacturer of these devices are the same.
2. Several Incidents related to a single application appear to be caused by user errors, indicating a need for better documentation and training.
3. Paper jams occur on the third floor printer frequently and it may need preventative maintenance or replacement.

Which of these Problems is the result of pro-active Problem Management activities?

- A.** 1 and 2
- B.** 2 and 3
- C.** all of the above

**33 of 40**

Critical Success Factors (CSF) and Key Performance Indicators (KPI) can provide very useful information. One of the critical success factors for the Incident Management process is to "resolve Incidents quickly". To support this critical success factor many KPIs can be used.

Which of the following KPIs will be useful to help you demonstrate the good performance of the Incident Management process?

- A.** percentage reduction in average time to respond to a call for assistance from first-line support staff
- B.** percentage reduction of Incidents incorrectly categorized
- C.** reduced mean elapsed time for resolution or circumvention of Incidents, broken down by impact code

**34 of 40**

The Service Desk Manager has noticed that Customer satisfaction has been tending downward. She has been reading through the Customer satisfaction surveys and found several comments indicating there is support for expanding the hours of the Service Desk. Unfortunately due to financial pressure this option is not viable. Other comments indicate many users would like to check on the progress of a Service Request or Incident at their convenience, without waiting in a queue to speak to Service Desk staff.

Which of the following actions could be taken to increase Customer satisfaction?

- A.** Deploy a self service strategy to allow users to obtain support services without direct intervention from a support professional.
- B.** Develop an e-mail message designed to respond to the Customer satisfaction surveys and reassure users their requests have been heard. Insert quotes from satisfied users and key IT management.

- C. Expand the hours covered by the Service Desk by one hour earlier and one hour later. Move the start and end time of some personnel to accommodate the expanded hours without the need for additional personnel or overtime.

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While reviewing Incident and Problem records, it is found support groups have not adhered to the escalation thresholds. These thresholds were established based on the Service Levels agreed with the customers. When questioned, support groups state the escalation thresholds are too short and/or not reasonable timeframes. As a result, the support groups request more time before the event is escalated (e.g., increase the escalation threshold).

Which one of the following is the most effective improvement option to ensure adherence to the escalation thresholds?

- A. improve the escalation process and procedures
- B. renegotiate the Operational Level Agreement (OLA) to tie the performance of OLA to annual bonus pay
- C. renegotiate the Service Level Agreement (SLA) to allow for more relaxed escalation thresholds

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Last month's Incident Management Report showed large numbers of records of solved Incidents remaining unclosed for a long period. In practice, not all Incident records are closed immediately after recovery.

What will be the effect of these unclosed Incident records?

- A. Users are not informed about the resolution.
- B. Incident response time targets will be exceeded.
- C. Service Desk staff is not familiar with Incident closure procedures.

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You are the Service Desk Manager in your organization. The Service Desk has been in place for a while and you believe that it is time to improve the visibility of your support services to users, because you believe the visibility is critical to the success of the Service Desk, even though the Incident Management process is far from full maturity. The Service Desk needs to generate a more positive image among the end user community as well as increasing end-user confidence in the Service Desk's ability to assist them.

Which of the following techniques should you use to accomplish this goal?

- A. Identify and train super users to help reduce the number of calls to the Service Desk.
- B. Invite Customers to visit your training and support facilities.
- C. Provide the end users with access to the Incident Management tool so they can follow-up on the status of their own Incident. You would also provide them with the training on how to use the tool effectively.

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Process control requires periodic audits of all operations and procedures.

For Problem Management, which of the following is **not** useful to check during an audit?

- A.** a representative sample of Known Errors, to verify that Known Errors are cleared by authorized Changes to Configuration Items (CIs) within a prescribed period
- B.** staff training records
- C.** the number of authorized Changes to replace hardware Configuration Items (CIs)

**39 of 40**

You were recently appointed as the new Service Desk Manager. One of the first things you notice is that staff morale is low.

What are three aspects of managerial focus that you could use as a guideline to improve staff morale?

1. Encourage teamwork
2. Reward extra effort
3. Put yourself in their shoes
4. Get your hands dirty

- A.** 1, 2 and 3
- B.** 1, 2 and 4
- C.** 1, 3 and 4

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As Service Desk Manager you would like to start a Customer survey to measure Customer satisfaction and to encounter some potential areas for improvement. Your direct manager however has informed you that he does not see much value in Customer satisfaction surveys since they are based on subjective opinions.

Other than providing a measure of Customer satisfaction, what other value can a Customer survey provide?

- A.** a marketing tool
- B.** a means to measure user education requirements
- C.** to correlate Customers with the services they use

## Answer key

### 1 of 40

Which one of the following is the principal reason for an organization to invest in a Service Desk?

- A.** to provide initial assessment of all Incidents to resolve user requests quickly
- B.** to deliver high quality IT support, critical for achieving business goals
- C.** to receive and record all calls from users for proper actions without missing a single user request

A. Incorrect. This is a task of Incident Management.  
B. Correct. This is one of the principal reasons for an organization to invest in a Service Desk. Section 4.1.1 of the Service Support Book.  
C. Incorrect. This is a task of Incident Management.

### 2 of 40

The number of staff employed on the Service Desk depends on the needs of the business and is based on a range of important criteria, including, but not limited to:

- The business budget available/required
- The number of customers to support
- The volume of Incidents
- The period of support coverage required
- Workload pattern of requests (e.g. daily, month end, etc.)
- The type of response required
- The level of training required
- The support technologies available
- The existing skill levels of staff
- The processes and procedures in use

Which of the following should also be included as criteria?

- A.** size, relative age, design, and complexity of the IT infrastructure
- B.** the numbers of 2nd, 3rd, nth level members supporting the Service Desk
- C.** the possibility of outsourcing the Service Desk

A. Correct. This is one of the criteria to define the Service Desk staffing levels. Ref. 4.4.5.  
B. Incorrect. This is about Support Group staffing levels. Ref. 4.4.5.  
C. Incorrect. This is not about the Service Desk staffing levels. Ref. 4.4.5.

**3 of 40**

The process of classification and matching allows Incident Management to be carried out with more speed and minimum support resources.

What should be done after the "Matching Incidents against Known Error- and Problem database" task to provide the greatest efficiency in the Classification and Matching activity?

- A.** assessing related configuration details
- B.** categorizing Incident if no match
- C.** defining Incident priority if no match

A. Incorrect. This should be done in the Incident detection and recording activity.

B. Incorrect. Matching without firstly categorizing the Incident can take much longer because the entire database needs to be searched. Therefore categorizing should be done before Incident matching.

C. Correct. If matching could be successful, there would be no need in spending any extra efforts and time to define priority. So, matching should be tried as soon as possible, and defining priority should be done after the matching task. Ref. 5.6.2.

**4 of 40**

The main activities of proactive Problem Management are:

- identifying trends and potential Problem sources (by reviewing Incidents and Problem analyses)
- targeting preventive action

Which of the following is an example of a pro-active responsibility of Problem Management?

- A.** participating in Post Implementation Reviews (PIRs)
- B.** preventing the replication of Problems across multiple systems
- C.** working with development groups to obtain Problem - and Known Error records from the development environment

A. Incorrect. Problem management is not required to participate in Post Implementation Reviews.

B. Correct. Preventing Problems from replicating across multiple systems is a pro-active responsibility of Problem Management.

Section 6.8.1 of the Service Support book.

C. Incorrect. This is the responsibility of Release Management.

**5 of 40**

It is essential that updates to Incident records are tracked in order to provide audit capability. This audit capability becomes especially important when reviewing Service Level Agreement (SLA) breaches. In order to provide audit capability information should be tracked each time the Incident record is modified.

Which of the following is **not** necessary for audit capability?

- A.** current assigned support team
- B.** name of the person making the modification
- C.** reason for modification
- D.** what was modified (e.g. priority, status, history)

A. Correct. This is a field in the Incident record which may be modified similar to priority or status. It is not expected to change each time the Incident record is modified and is not required to support audit capability.

Section 5.3.1 of the Service Support book.

B. Incorrect. The name of the person modifying the Incident record is required for auditing purpose.

C. Incorrect. An audit requires information reflecting why the modification was made in the Incident record.

D. Incorrect. An audit requires information reflecting what was modified in the Incident record.

**6 of 40**

As the Service Desk manager, you need to put together a presentation for newly hired Service Desk agents. You have decided that you should present the major requirements that Customers will expect the Service Desk to meet. You have constructed the following list:

- to provide a single point of contact
- to inform the user of the assigned priority of the requests
- to appraise the user of the progress of requests
- to engender confidence that requests will not be lost or ignored

Which of the following should you add to your list?

- A.** to communicate the level of service that will be provided, and when it will be provided
- B.** to determine the root cause of an Incident and determine a Workaround for it
- C.** to listen patiently to the user and engage in pleasant conversation

A. Correct. The Service Desk is expected to communicate the level of service that will be provided and when.

Section 4.5.1 of the Service Support book.

B. Incorrect. This is the responsibility of Problem Management.

C. Incorrect. This is an expectation of users, not a major requirement.

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A user calls the Service Desk to report an Incident related to the functioning of a PC. Service Desk staff asks the user to reboot the PC to see if the Incident could be quickly resolved. As such, "reboot" can be considered and used as a Workaround for many PC related Incidents. To record this Workaround in the Known Error database, the following is a suggested procedure:

- Service Desk staff records this Workaround in the Incident record
- Incident Management will record the Workaround in the Known Error database and inform the Workaround and the associated Incident records to Problem Management
- Problem Management will further analyze the Incidents and the Workaround to find a permanent solution

What is wrong in this procedure?

- A.** Problem Management will record the Workaround in the Known Error database and not the Incident Manager.
- B.** Service Desk staff should be able to record the Workaround in the Known Error database directly and need not have to wait for the Incident Manager to record it.
- C.** The Workaround is not analyzed by Problem Management before it is recorded in the Known Error database.

- A. Incorrect. Problem Management must ascertain the quality of a Workaround before it is recorded in the Known Error database.
- B. Incorrect. Problem Management must ascertain the quality of a Workaround before it is recorded in the Known Error database.
- C. Correct. Any resolution found during Incident Management must be analyzed first by Problem Management before recording into the Known Error database. Ref. 5.3.5.

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A user calls the Service Desk because she is unable to connect to the corporate LAN from home through VPN. The Service Desk agent discovers that the users' laptop is not configured with the correct version of software although the Configuration Management Database (CMDB) indicates that the correct version is installed on her laptop.

In addition to raising a Request for Change (RFC) to resolve the Incident, who should the Service Desk agent inform?

- A.** the Configuration Manager, since the CMDB shows a different software package than is actually installed
- B.** the Incident Manager, since an RFC had to be raised to resolve the Incident
- C.** the Release Manager, since the version of software installed on the users' laptop is incorrect

- A. Correct. Configuration Management should be informed of any deviations between data in the CMDB and infrastructure components.
- B. Incorrect. RFCs are routinely raised by the Service Desk to resolve Incidents.
- C. Incorrect. The deviation between the CMDB record and the infrastructure components should be investigated by Configuration management. Release Management may not be responsible for the deviation.

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As a Practitioner Support and Restore, you will monitor the effect of a successful Problem Management system on the workloads of staff.

What events will cause a definite increase in the workload of Incident and Problem Management staff?

- A.** more applications and new users
- B.** more Configuration Items (CIs)
- C.** more Incidents

A. Correct. New applications and new users will likely increase Problem workloads. Problem Management should, therefore, be informed of any anticipated Changes that may affect these workloads. Appropriate plans can be made to accommodate the increased workloads, not only in relation to staffing levels and facilities for staff, but also with respect to other resources such as databases and IT capacity. Ref. 6.10.3.

B. Incorrect. More CIs do not automatically lead to higher workload of staff. Ref. 6.10.3.

C. Incorrect. More Incidents do not always lead to higher workload of staff. Ref. 6.10.3.

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Your organization has recently begun to implement a Service Desk according to IT Service Management Best Practices. Various Customers have asked that the Service Desk "live up to the promised expectations" and after several discussions, IT management has decided to construct Service Level Agreements (SLAs) for the Service Desk. As the newly appointed Service Desk Manager you have just been asked to participate in developing these SLAs.

Which of the following represents your course of action according to IT Service Management Best Practice?

- A.** Work with the Service Level Manager to develop SLAs that will be somewhat challenging for the Service Desk to achieve, so that SLAs will not need to be adjusted for some time.
- B.** Work with the Service Level Manager to develop the metrics for SLAs and then collect data to establish a baseline that will provide guidance on reasonable SLAs.
- C.** Explain that Best Practice guidance is that no SLAs should be established for a new process or function for a minimum of 6 months.

A. Incorrect. This is not Best Practice guidance.

B. Correct. Metrics should be established and then data should be collected for at least two months prior to establishing SLAs.

C. Incorrect. Metrics should be established and then data should be collected for at least two months prior to establishing SLAs.

Section 4.2.2 of the Service Support book.

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Service Desk staff frequently receives reports from the Service Desk manager.

Why should Service Desk staff be informed about major issues, concerns, performance levels and achievements of the Incident Management process?

- A.** Service Desk staff provides business management with this type of information.
- B.** Service Desk staff requires this type of information for balancing Service Desk utilization.
- C.** To provide a common service objective for all Service Desk staff.

A. Incorrect. The Service Desk manager will inform business management. Ref. 4.9.2.  
B. Incorrect. Workload analysis can help determine staffing levels, when staff is needed, and how work patterns vary from day-to-day, or even week-to-week. Ref. 4.9.2.  
C. Correct. To provide a common service objective, it is important that all members of the Service Desk staff are aware of the major issues, concerns, performance levels and achievements of the whole team and not just their specific group. Ref. 4.9.2.

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As a Practitioner Support and Restore, you are asked to comment on the following list of potential Key Performance Indicators (KPIs) for the Incident Management process.

1. mean elapsed time to close an Incident, broken down by impact code
2. average number of Incidents per hour, broken down by priority code
3. average speed to answer, average time required for a call to be answered
4. percentage of Incidents closed by the Service Desk, without referral to a support group.

Which of these KPIs should be used?

- A.** 1, 2 and 4
- B.** only 1 and 4
- C.** only 4

A. Incorrect. The number of Incidents per hour does not indicate anything about how the Incident Management process is performing, regardless of the breakdown.  
B. Correct. Both 1 and 4 are valid KPIs for the Incident Management process. Section 5.9 of the Service Support book.  
C. Incorrect. The mean elapsed time to close an Incident is also a valid KPI.

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An important aspect of Problem Management is to make Workarounds available to the Service Desk. Typically, an operational procedure is established to ensure the Workaround is provided to the Service Desk in a consistent manner.

What information must also be provided in the procedure besides the Workaround and associated instructions on how to use the Workaround?

- A.** the category and impact code of the Problem record related to the Workaround
- B.** the search terms for finding this Workaround and linking similar Incidents to this Workaround
- C.** the status of the Problem for communication with the user

A. Incorrect. Although information on the category may be useful, the impact code of the Problem record has nothing to do with applying the appropriate Workaround to the appropriate Incident.  
B. Correct. To enable efficient Incident matching, search terms are the key attributes of the Workaround.  
C. Incorrect. Status information on a Problem has nothing to do with applying the appropriate Workaround to the appropriate Incident.

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The Problem Manager is creating a slide presentation on the Problem Management process. He needs to show it to the groups that contribute to Problem identification. In addition to Problem and Incident Management there are two other processes that are expected to contribute to Problem identification.

Which are the other two processes?

- A.** Availability Management and Capacity Management
- B.** Capacity Management and Financial Management for IT Services
- C.** Configuration Management and Change Management

A. Correct. Capacity and Availability Management processes are expected to contribute to Problem identification.

Sections 2.5 and 2.8 of the Service Support book.

B. Incorrect. Capacity and Availability Management processes are expected to contribute to Problem identification, Financial Management for IT services is not expected to uncover faults in the IT infrastructure.

C. Incorrect. Capacity and Availability Management processes are expected to contribute to Problem identification, Configuration Management is not expected to identify faults in the IT infrastructure and Change Management is expected to manage the process of rectifying faults in the IT infrastructure once a Request for Change (RFC) is submitted to resolve the fault.

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You are the Problem Manager in your organization. You are given a quarterly trend analysis report from one of your staff.

Description	Month 1	Month 2	Month 3	Total
1. Password reset	237	333	285	855
2. Invalid date when posting transactions after 10 pm	96	48	109	253
3. Can not send large attachments in email	67	72	90	229
4. Network slow response	55	49	61	165
5. How to forward email to mobile devices	3	55	99	157
6. How to verify email from home	5	43	54	102
7. How to create a macro in a spreadsheet	22	34	28	84
8. How to use French characters on an English keyboard	32	12	19	63
9. How to print landscape using the accounting application	15	22	18	55
10. The word processor macros don't work any more	3	18	33	54
11. How to fax from desktop	15	10	22	47
12. How to submit a service request	7	23	7	37
13. Desktop monitor for model "A" flickers a lot	7	8	9	24
14. HR printer paper jam	5	6	9	20
15. Corrupted database for the purchasing department	3	4	4	11

Based on the information provided what is the **best** step to address these issues?

- A. consult with the business to determine which issues are the most pressing
- B. investigate the root cause of the top 5 most frequently reported issues
- C. provide more training to the users as it is evident that lack of training is an issue

A. Correct. See section 6.5.3 'Targeting preventive action' in the Service Support book "Trend analysis can also lead to the identification of general Problem areas needing more support attention. It should be possible to make meaningful comparisons by expressing this in terms of financial cost to the organization". "It may be more profitable to investigate a small number of Incidents that are having a very high impact on the business of the organization".

B. Incorrect. This is common practice but how can the IT department be sure these are the most important issues?

C. Incorrect. Although it is evident more training would resolve many issues, how can the IT department be sure these are the most important issues?

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When a temporary Workaround or permanent fix is determined for a Problem that may be causing wide-spread Incidents, who is responsible for providing this information to users?

- A.** Incident Management
- B.** Service Desk
- C.** Service Level Management

A. Incorrect. Incident Management is not responsible for providing information to users.  
B. Correct. The Service Desk is responsible for providing information on a temporary Workaround or permanent fix for a Problem to users.  
Section 6.9.2 of the Service Support book.  
C. Incorrect. Service Level Management is responsible for providing information on Service Levels to Customers.

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You are the Problem Manager for your organization. You have just completed the resolution of a very major Problem. Before you can close the Problem record, Best Practice calls for a review of actions. You publish an agenda for the meeting and invite the appropriate people to determine:

- What was done right?
- What was done wrong?
- How to prevent the Problem from happening again?

In order to conduct a full major Problem review, what is missing from the agenda?

- A.** Review of the Incident Management process.
- B.** Review of the Problem Management process.
- C.** What could be done better next time?

A. Incorrect. A Review of the Incident Management process is not part of a major Problem review. Ref. 6.8.4.  
B. Incorrect. A Review of the Problem Management process is not part of a major Problem review. Ref. 6.8.4.  
C. Correct. This is part of a major Problem review. Ref. 6.8.4.

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As the Service Desk Manager, you have been made aware of a few Incidents in the past month that have been passed repeatedly between specialist groups. Upon investigation you learn that each group thought the Incident should be owned by the other group, and reassigned ownership.

What actions can you take to prevent this type of occurrence from happening again?

- A.** Ensure that the Service Desk is notified whenever an Incident is assigned from one support group to another.
- B.** Remove the capability to reassign Incidents from the Incident Management tool unless approved by the Service Desk.
- C.** Treat these as isolated instances and take no action unless the frequency of these isolated instances increases.

A. Correct. This allows the Service Desk to step in and coordinate the activities of various support groups during the Incident Management process, when that is necessary.

Section 5.6.3 of the Service Support book.

B. Incorrect. In some cases it is necessary to reassign an Incident to another support group and mandatory approval by the Service Desk would slow down this activity.

C. Incorrect. These actions are likely to re-occur and ignoring them will not make them go away.

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As part of your duties as the Incident Manager you must organize Incident database backups, archives and housekeeping. The question of when and what to archive is based on several considerations, including:

- the usefulness of the content
- whether the content is still required at the Service Desk or online
- whether it is a type of request that needs to be archived
- whether the data is required because it relates to another Customer Incident still being processed

What other piece of information should you add to your list to make it complete?

- A.** the age of the requests
- B.** the priority of the requests
- C.** the volume of requests

A. Incorrect. Older requests may still meet one or more of the considerations found in section 4.9.3.

B. Incorrect. Priority is about the order to deal with Incidents. It is not related to archiving records.

C. Correct. See section 4.9.3 Archiving Service Desk records. As time progresses, the total number of Service Desk Incident records logged will increase. The question of when and what to archive is based on several considerations, including: - the volume of requests - the usefulness of the content - whether it is still required at the Service Desk or online - whether it is a type of request that needs to be archived - whether the data is required as part of a relationship with another Customer Incident still being processed - whether the requests pertain to monthly, quarterly or annual functions.

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As a Practitioner Support and Restore, you are asked to provide Best Practice guidance on selecting the most efficient structure for a Service Desk for your organization. Your organization currently has multiple help desks in numerous locations throughout the US and Mexico. Each Service Desk works within one primary language and currently deals with Incidents for a specific group of users only for selected services. A Follow-the-Sun strategy has been deemed unnecessary since the maximum difference between user time zones is limited to three hours. A virtual Service Desk model has been determined to be too costly for the organization, leaving only the options of a local or central Service Desk structure.

Which are the major business benefits that can be expected by using a central Service Desk instead of a local Service Desk?

1. Reduced operational costs
2. Simplified service targets
3. Better staff satisfaction and reduced staff turnover rates
4. Consolidated management overview
5. Improved usage of available resources

**A.** 1, 3 and 5

**B.** 1, 4 and 5

**C.** all of the above

A. Incorrect. Better staff satisfaction and reduced turnover rates are not expected to be benefits derived from a central Service Desk as compared with a local Service Desk.

B. Correct. Reduced operational costs, a consolidated management overview, and improved usage of available resources are all expected benefits from using a central Service Desk instead of a local Service Desk.

Section 4.2.7 of the Service Support book.

C. Incorrect. Better staff satisfaction, reduced turnover rates and simplified service targets are not expected to be benefits derived from a central Service Desk as compared with a local Service Desk.

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Your organization has decided to implement a Service Desk according to ITIL® Best Practices. During the last meeting of the Service Desk implementation project team, there was a lot of confusion between the various types of Service Desks. As the newly appointed Service Desk Supervisor, you ask the members of the project team to draft an objective for the current, in-place structure in order to differentiate between the types of desks. The following objective is drafted by them:

Professionally manage, coordinate and resolve all calls and e-mails as quickly as possible and to ensure that no request is lost, forgotten or ignored.

Which of the following structures is the stated objective mostly applicable to?

- A.** Call Centre
- B.** Help Desk
- C.** Service Desk

A. Incorrect. The objective of a Call Centre is to professionally handle large call volumes of telephone-based transactions for commodity telesales services (e.g., banking, insurance). Ref. 4.1.3.

B. Correct. This is the objective of the Help Desk. Ref. 4.1.4.

C. Incorrect. The objective of a Service Desk is to provide not only Incident Management support, but also extend the range of services to include business functionality.

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As the Service Desk Manager, you have noticed that it has been difficult to support a CRM application adequately which is used in a number of geographically remote sales offices. Although in most cases the actions required to resolve the Incident are not very complex, it is often necessary to dispatch staff in order to resolve the Incident on site. This has led to a number of complaints from users and a low perception of the Service Desk.

How should you address this issue?

- A.** Automatically increase the priority of Incidents from these sales offices in order to reduce the time to resolve the Incident.
- B.** Create a work instruction for the Service Desk to automatically dispatch staff whenever an Incident is reported for this application.
- C.** Identify and train a locally based super or expert user at each remote sales office.

A. Incorrect. Increasing the priority of Incidents will not necessarily reduce the time to resolve the Incident.

B. Incorrect. While this may reduce the time for staff to be called, this may be such a small percentage of the overall time to close this type of Incident that it may not be noticeable. In addition, it could increase operational costs if staff is called out when it is not necessary.

C. Correct. A locally based, well trained super user can perform first line support, thus eliminating the need to dispatch staff, reducing the time to resolve the Incident.

Section 4.4.6 of the Service Support book.

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Every Incident, Service Request and inquiry should be recorded by the Service Desk. Furthermore, according to the Best Practice, the Incident record should be updated by recording every subsequent contact with the user, such as user inquiry of Incident status, request for speedier service, etc.

What business value is realized when the Incident record is updated with every subsequent user contact?

- A.** This assists in better understanding user requirements and enables better follow-up service by Service Desk staff.
- B.** This enables better Incident and Problem investigation and resolution.
- C.** This helps to perform better root cause analysis.

A. Correct. Updating the Incident Record with information from each additional call will enable different Service Desk staff to handle inquiries from the user and to follow up on the progress of the Incident. The caller will receive excellent service from the Service Desk as a whole entity. Ref 4.4.2.

B. Incorrect. Recording subsequent inquiries as to status, speed of service, etc., is vital to the Incident Management process but does not assist in the investigation and resolution activities. Key value is that this will help with the credibility of the Service Desk by enabling different Service Desk staff to handle enquiries from the user and to follow up on the progress of the Incident. Ref 4.4.2.

C. Incorrect. Recording subsequent inquiries as to status, speed of service, etc., is vital to the Incident Management process but does not assist in better root cause analysis activities. Ref 4.4.2.

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Recently an update to the companies ERP application has been installed, and a number of Incidents have been traced back to this update. The Service Desk manager has noted that the availability for the ERP service is tending to be so low as a result of these Incidents that a Service Level Agreement (SLA) breach is inevitable. The Problem Management team is working with the ERP application vendor to produce a patch to resolve the Problem.

What additional action must the Service Desk Manager take until the patch is ready for the live environment?

- A.** Develop a standard explanation for this Incident and train all Service Desk staff to deliver this explanation to any user who reports this Incident.
- B.** Inform all Customers of the ERP service of this impending SLA breach in advance and explain why the breach is likely to occur.
- C.** Monitor the progress of the ERP application patch readiness with the vendor on a daily basis.

A. Incorrect. This approach does not inform the Customers of the service but the users of the service only.

B. Correct. To manage a service breach the Customers of the service should be informed of the impending breach and the reason for it.

Section 4.4.4 of the Service Support book.

C. Incorrect. Problem management has the responsibility for working with third party vendors to produce a fix.

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As a Service Desk agent, one of your tasks is to keep affected users informed about the progress of outstanding Incidents. When reviewing a particular Incident record from yesterday morning you realize that it has not been updated at all since it was escalated yesterday afternoon. According to the Service Level Agreement (SLA) for this type of Incident you need to provide the end-user with a progress report within 24 hours. However, for this Incident, the SLA requirement has now been breached.

What should be done in this situation?

- A. Contact the end-user and tell him the Incident is still being investigated.
- B. Contact the end-user and tell him the truth. Honesty is the best policy and you have nothing to report as the Incident ticket has not been updated since it was escalated to the 2nd level support group.
- C. Inform the Service Desk manager that the ticket has not been updated within 24 hours.

A. Incorrect. This is actually a lie. Although this may seem like a good idea it is not the best thing to do at this point. It is preferable to investigate why the Incident record was not updated and to identify and document the steps taken to resolve this Incident.

B. Incorrect. Although this may seem like a good idea it is not the best thing to do at this point. It is preferable to investigate why the Incident record was not updated and to identify and document the steps taken to resolve this Incident.

C. Correct. This is Hierarchical escalation and it is what should be done according to Best Practices. See section 5.3.3 "defining Functional versus Hierarchical escalation" for more details. "Hierarchical escalation" can take place at any moment during the resolution process when it is likely that resolution of an Incident will not be in time or satisfactory.

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During the investigation of a complex Incident which affected a number of users, the third level support group found a Workaround for the Incident.

Following IT Service Management Best Practice, what will the Service Desk do?

- A. Record the details of the Workaround in the Incident record so that they are available for review should the Incident occur again.
- B. Send the details of the Workaround to Problem Management for analysis.
- C. Record the symptoms of the Incident and the details of the Workaround in the Frequently Asked Questions so that users can understand what actions they can take should this Incident affect their work.

A. Incorrect. The Workaround should be sent to Problem Management for analysis. Problem records are used for matching against Incidents and the Workaround should be recorded in a Problem record for re-use.

B. Correct. The Workaround should be sent to Problem Management for analysis. Problem Management may need to create a Problem record.  
Section 5.3.5 of the Service Support book.

C. Incorrect. It may be undesirable in some cases for users to take action to resolve an Incident and they may not properly match their Incident against the FAQ. It is not Best Practice to insert all Incidents with a Workaround into an FAQ.

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Your organization has defined the following criteria for determining the impact on the business of an incident.

- High impact:** a vital business function is unavailable to an entire department  
**Medium impact:** a regular business function is unavailable to part of a department  
**Low impact:** a single desktop or non-critical peripheral device is unavailable

Consider the following three Incidents:

- Incident 1: The vice-president of the finance department reports that her laptop keeps rebooting. She has an important report to complete.
- Incident 2: The supervisor of the payroll department reports that he has just received the new tax tables from the government. These tables must be incorporated into the payroll system as soon as possible.
- Incident 3: The supervisor of the distribution center reports that she can not print the shipping manifests which are needed before any products leave the country. All printouts are totally illegible.

Which of these Incidents has a high business impact based on the information available at this time?

- A. Incident 1
- B. Incident 2
- C. Incident 3

- A. Incorrect. This is a single device failure. The impact is low because the nature of the report is unknown at this time and how urgent the report is needed.  
B. Incorrect. This is actually a change request.  
C. Correct. Printing shipping manifests is a vital business function.

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A manager calls the Service Desk to complain that the CAD application has been down for some time and that her group of five engineers is unable to perform their normal work. She is concerned that her group will miss some upcoming critical deadlines.

What action should the Service Desk undertake?

- A.** Escalation procedures should be reviewed in conjunction with Operational Level Agreements (OLAs) and Service Level Agreements (SLAs) to ensure that the Incident is properly escalated.
- B.** No action is required; the manager should be reassured that the Incident is receiving due attention and will eventually be resolved.
- C.** The Problem Manager is notified of this major Incident and arranges a formal meeting with all key in-house support staff, vendor staff, and IT services management with the purpose of determining the best course of action and reviewing the progress.

- A. Incorrect. Although escalation might help resolve the Incident more quickly, the Incident may have already been escalated. Again this is a major Incident since its impact is extreme.
- B. Incorrect. Although this is a small group affected by this Incident, the impact is extreme and the timescale is indeterminate. This is a major Incident and should be treated accordingly.
- C. Correct. The impact of this Incident is extreme and even though it is limited to a small group, it is a major Incident.

Section 5.7 of the Service Support book.

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It is well known that mature Problem Management relies on an effective and efficient Incident Management process.

Besides an accurate and detailed description of the incident, what other information will Problem Management require from Incident Management?

- A.** detailed historical data on Incidents
- B.** the associated Service Level Agreement (SLA) of the faulty Configuration Item (CI)
- C.** the escalation procedure and contact information

- A. Correct. Detailed historical data on Incidents will help proactive Problem Management with trend analysis for the correct identification of Problems. Ref. 6.5.3.
- B. Incorrect. The associated SLA of the faulty CI is provided by the Configuration Management Database (CMDB), and is not provided by Incident Management.
- C. Incorrect. The escalation procedure and contact information are not required in order to develop a mature Problem Management process. Detailed historical data on Incidents is required to allow for trend analysis.

An internal software development team is working on the next generation of a custom built application. The rollout is planned in two months. The Service Desk Manager is reluctant to allow this upgrade to proceed since there are several significant known faults or bugs within the application. The project manager is concerned that any delay will cost a substantial amount of money. The Head of IT has called a meeting in order to decide whether or not to allow the renewed application to be released. During the meeting the development manager informs the Head of IT that there are Workarounds for all of the significant application faults.

When the Head of IT asks you, a certified Practitioner Support and Restore, for Best Practice guidance, what is your response?

- A.** Recommend against the release of the new version into the live environment, because experience from the past shows that the development department will no longer place a high priority on fixing the faults once the application is in the live environment.
- B.** Recommend that the new version can be released into the live environment, since any delay could cause substantial costs and this is the way things have been done in the past.
- C.** Recommend that the new version can be released into the live environment since the Problem - and Known Error records can be updated from the development database.

A. Incorrect. This does not take into account that there are significant costs for not proceeding with the installation of the next generation product, especially since there are Workarounds for significant faults.

B. Incorrect. "We've always done it that way" is not necessarily Best Practice. The Problems and Known Errors of the renewed application must be recorded in the live Problem - and Known Error database.

C. Correct. This approach takes the cost of delays into account and follows Best Practice by proper transfer of Problems and Known Errors from development environment to the live environment. Section 6.7.1 of the Service Support book.

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The categorization of Incidents can produce a first step towards Problem definition. Problem Management therefore should closely relate with Incident Management with regard to establishing common Incident and Problem categories. Appropriate categories should be created both for recording reported Incidents and for recording the finally detected causes.

In which terms should the categories for recording reported Incidents be created?

- A.** Customer terms
- B.** IT terms
- C.** Management terms

A. Correct. See below. See section 6.6.4 Tips on Problem control. The following are points worth remembering in relation to Problem definition. Problem Management therefore should closely relate with Incident Management with regard to establishing common Incident and Problem categories. Appropriate categories should be created both for recording reported Incidents, which should be in 'Customer terms', and for recording the finally detected causes, more likely to be expressed in 'IT terms'.

B. Incorrect. This should be reserved for recording the finally detected causes.

C. Incorrect. This is valid for reporting purposes.

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The Problem Manager creates a Problem record for each of the following:

1. Analysis of Incident records shows that several disk drive failures have occurred recently and that the brand, model, and manufacturer of these devices are the same.
2. Several Incidents related to a single application appear to be caused by user errors, indicating a need for better documentation and training.
3. Paper jams occur on the third floor printer frequently and it may need preventative maintenance or replacement.

Which of these Problems is the result of pro-active Problem Management activities?

- A.** 1 and 2
- B.** 2 and 3
- C.** all of the above

A. Incorrect. Identifying fragile IT infrastructure components (such as the third floor printer) is a pro-active Problem Management activity.

B. Incorrect. Identifying fragile IT infrastructure components (such as a bad group of disk drives) is a pro-active Problem Management activity.

C. Correct. These are all Problems identified through pro-active Problem Management activities. Section 6.8.1 of the Service Support book.

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Critical Success Factors (CSF) and Key Performance Indicators (KPI) can provide very useful information. One of the critical success factors for the Incident Management process is to "resolve Incidents quickly". To support this critical success factor many KPIs can be used.

Which of the following KPIs will be useful to help you demonstrate the good performance of the Incident Management process?

- A.** percentage reduction in average time to respond to a call for assistance from first-line support staff
- B.** percentage reduction of Incidents incorrectly categorized
- C.** reduced mean elapsed time for resolution or circumvention of Incidents, broken down by impact code

A. Incorrect. This KPI indicates performance of the Service Desk, not the performance of Incident Management.

B. Incorrect. This KPI indicates quality - done correctly.

C. Correct. This KPI indicates the performance (efficiency and effectiveness) of Incident Management. See section 5.9 in the Service Support book.

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The Service Desk Manager has noticed that Customer satisfaction has been tending downward. She has been reading through the Customer satisfaction surveys and found several comments indicating there is support for expanding the hours of the Service Desk. Unfortunately due to financial pressure this option is not viable. Other comments indicate many users would like to check on the progress of a Service Request or Incident at their convenience, without waiting in a queue to speak to Service Desk staff.

Which of the following actions could be taken to increase Customer satisfaction?

- A.** Deploy a self service strategy to allow users to obtain support services without direct intervention from a support professional.
- B.** Develop an e-mail message designed to respond to the Customer satisfaction surveys and reassure users their requests have been heard. Insert quotes from satisfied users and key IT management.
- C.** Expand the hours covered by the Service Desk by one hour earlier and one hour later. Move the start and end time of some personnel to accommodate the expanded hours without the need for additional personnel or overtime.

A. Correct. This action will likely reduce operating costs and increase Customer satisfaction. Section 4.3.7 of the Service Support book.

B. Incorrect. This may aggravate the poor Customer perception since there is no action taken to address their concerns.

C. Incorrect. This action may actually result in Service Desk agents being less available, when needed, than before, and it does not address all the Customer requests.

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While reviewing Incident and Problem records, it is found support groups have not adhered to the escalation thresholds. These thresholds were established based on the Service Levels agreed with the customers. When questioned, support groups state the escalation thresholds are too short and/or not reasonable timeframes. As a result, the support groups request more time before the event is escalated (e.g., increase the escalation threshold).

Which one of the following is the most effective improvement option to ensure adherence to the escalation thresholds?

- A.** improve the escalation process and procedures
- B.** renegotiate the Operational Level Agreement (OLA) to tie the performance of OLA to annual bonus pay
- C.** renegotiate the Service Level Agreement (SLA) to allow for more relaxed escalation thresholds

A. Correct. Thresholds for escalation are often based on the Service Levels agreed with the customers. Improving the escalation process and procedures is often the most effective means to ensure adherence.

B. Incorrect. To link the performance of OLA to annual bonus pay may be a good motivator for the support staff. However, it can not "ensure" the adherence to the escalation thresholds.

C. Incorrect. To allow for more relaxed escalation thresholds can still not ensure the adherence to the thresholds.

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Last month's Incident Management Report showed large numbers of records of solved Incidents remaining unclosed for a long period. In practice, not all Incident records are closed immediately after recovery.

What will be the effect of these unclosed Incident records?

- A.** Users are not informed about the resolution.
- B.** Incident response time targets will be exceeded.
- C.** Service Desk staff is not familiar with Incident closure procedures.

A. Incorrect. A user will be informed after recovery. An Incident record will be closed after communication.

B. Correct. The percentage of Incidents handled within agreed response time is often specified in the Service Level Agreement (SLA). (Incident repair time targets as specified in SLA's, for example, by impact code).

C. Incorrect. This might be a cause, not a result.

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You are the Service Desk Manager in your organization. The Service Desk has been in place for a while and you believe that it is time to improve the visibility of your support services to users, because you believe the visibility is critical to the success of the Service Desk, even though the Incident Management process is far from full maturity. The Service Desk needs to generate a more positive image among the end user community as well as increasing end-user confidence in the Service Desk's ability to assist them.

Which of the following techniques should you use to accomplish this goal?

- A.** Identify and train super users to help reduce the number of calls to the Service Desk.
- B.** Invite Customers to visit your training and support facilities.
- C.** Provide the end users with access to the Incident Management tool so they can follow up on the status of their own Incident. You would also provide them with the training on how to use the tool effectively.

A. Incorrect. Although it is a good idea to identify and train super users, this actually defeats the purpose of further promoting the Service Desk.  
B. Correct. This is Best Practice guidance. See section 4.8.5 'Marketing the Service Desk amongst Customers' of the Service Support book.  
C. Incorrect. Although the actions may help with the increased level of service, they may not raise the profile of the Service Desk and instill confidence and strengthen the Customer relationship. The only way this can work is to have a very mature Incident Management process where all involved parties update the tickets with accurate, meaningful and timely information.

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Process control requires periodic audits of all operations and procedures.

For Problem Management, which of the following is **not** useful to check during an audit?

- A.** a representative sample of Known Errors, to verify that Known Errors are cleared by authorized Changes to Configuration Items (CIs) within a prescribed period
- B.** staff training records
- C.** the number of authorized Changes to replace hardware Configuration Items (CIs)

A. Incorrect. This demonstrates that Requests for Change (RFCs) are generated from the Error Control process and that progress of these RFCs is monitored.  
B. Incorrect. These records are useful. Staff needs to be trained on Problem Management procedures and methods.  
C. Correct. These Changes do not always relate to a Problem or a Known Error record, in most cases these Changes will be implemented to resolve Incidents. Section 6.10.2 of the Service Support book.

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You were recently appointed as the new Service Desk Manager. One of the first things you notice is that staff morale is low.

What are three aspects of managerial focus that you could use as a guideline to improve staff morale?

1. Encourage teamwork
2. Reward extra effort
3. Put yourself in their shoes
4. Get your hands dirty

**A.** 1, 2 and 3

**B.** 1, 2 and 4

**C.** 1, 3 and 4

A. Incorrect. It is unlikely that team members will be making extra effort when morale is low and waiting to reward extra effort may be a long wait.

B. Incorrect. It is unlikely that team members will be making extra effort when morale is low and waiting to reward extra effort may be a long wait.

C. Correct. These aspects can be used to guide actions to improve the Service Desk morale. Section 4.7.2 of the Service Support book.

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As Service Desk Manager you would like to start a Customer survey to measure Customer satisfaction and to encounter some potential areas for improvement. Your direct manager however has informed you that he does not see much value in Customer satisfaction surveys since they are based on subjective opinions.

Other than providing a measure of Customer satisfaction, what other value can a Customer survey provide?

**A.** a marketing tool

**B.** a means to measure user education requirements

**C.** to correlate Customers with the services they use

A. Correct. Customer satisfaction surveys are also useful as a marketing tool. Section 4.4.8 in the Service Support book.

B. Incorrect. Customer satisfaction surveys are not designed to measure user education requirements, but to measure satisfaction with the Service Desk and the Incident Management process, and can be used as a marketing tool.

C. Incorrect. Customer satisfaction surveys are not designed to correlate Customers with the services they consume, but to measure satisfaction with the Service Desk and the Incident Management process, and can be used as a marketing tool.

## The evaluation

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

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

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