

ITIL Practitioner

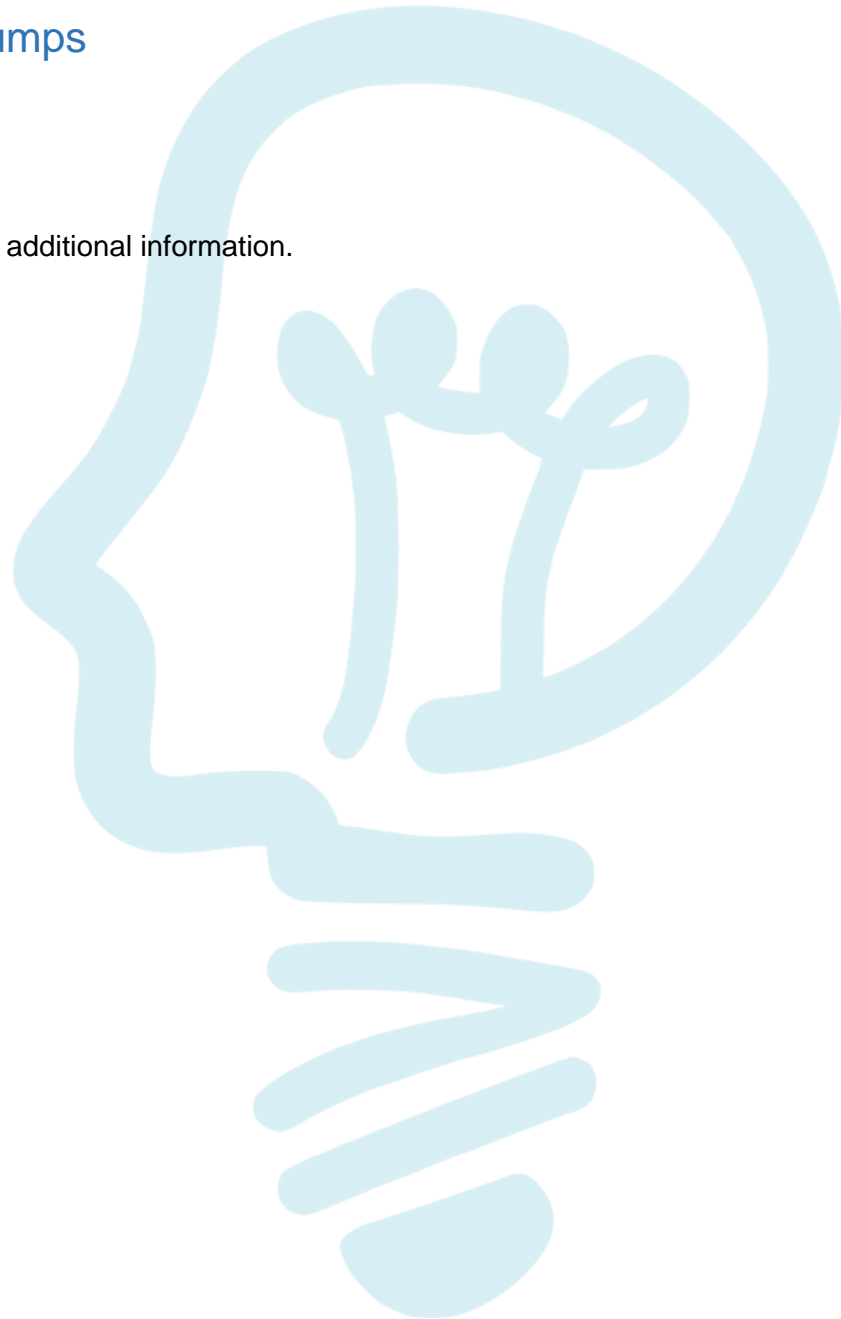
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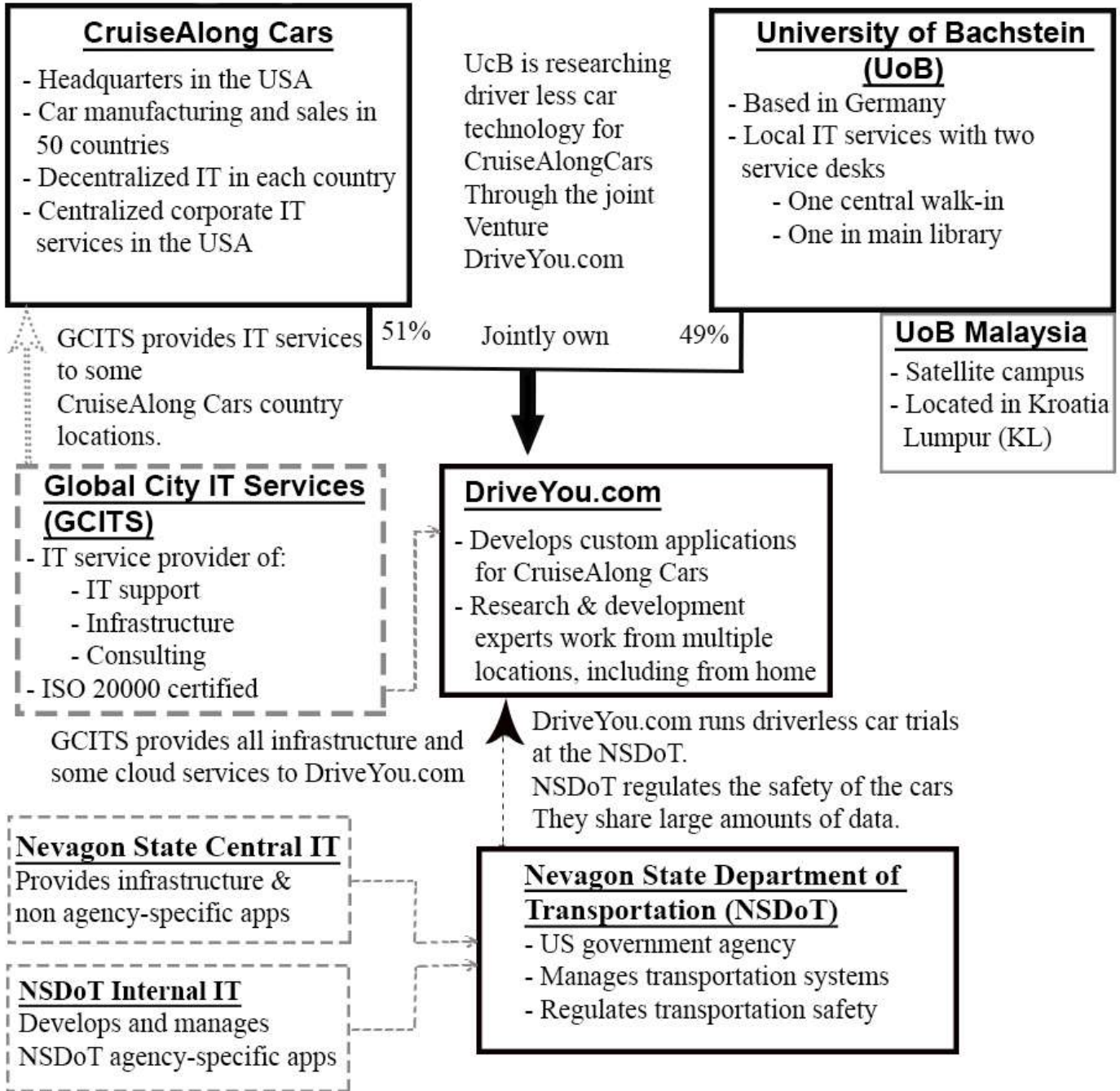
Question 1

See the Scenario for additional information.



Scenario:

(Note: The companies and people within the scenario are fictional)



Legend

Organization



IT service provider



Has ownership of



Provides IT services to



Provides services to



CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States

of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries.

Each country has its own IT organization, with some central corporate IT services provided by the US parent

company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT

supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

- Inefficiencies caused by the current IT structure

- Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop

driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

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(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple

locations, with a significant number working from home. Initial driverless car testing is being conducted in the

US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these

relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

- Better structure and accountability around their work practices

- Compliance with safety and other regulatory requirements.

University of Bachstein (UoB)

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the main campus area.

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- Nevagon State Department of Transportation (NSDoT)

NSDot is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

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desks.

The business case for the improvement has not been made yet. This could include financial contribution from

various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

CruiseAlong Cars' CIO recognizes that they must adopt an approach that focuses on service, and adapt ITIL

best practices to achieve value from the processes that are underpinned by the new toolset.

What is the BEST way for best practice to be adapted to achieve the project goals?

Options:

A. Utilize the process flows already available in the ITSM toolset because this requires least rework and is the

lowest cost option.

B. Use the best of the current processes from each country because costs will be reduced if the same solution

is accepted by all of them.

C. Utilize the ITIL guidance as a framework for the new processes because this will improve support and

achieve cost reduction.

D. Replace all current processes with fully ITIL aligned versions because this will allow easy automation to cut

costs.

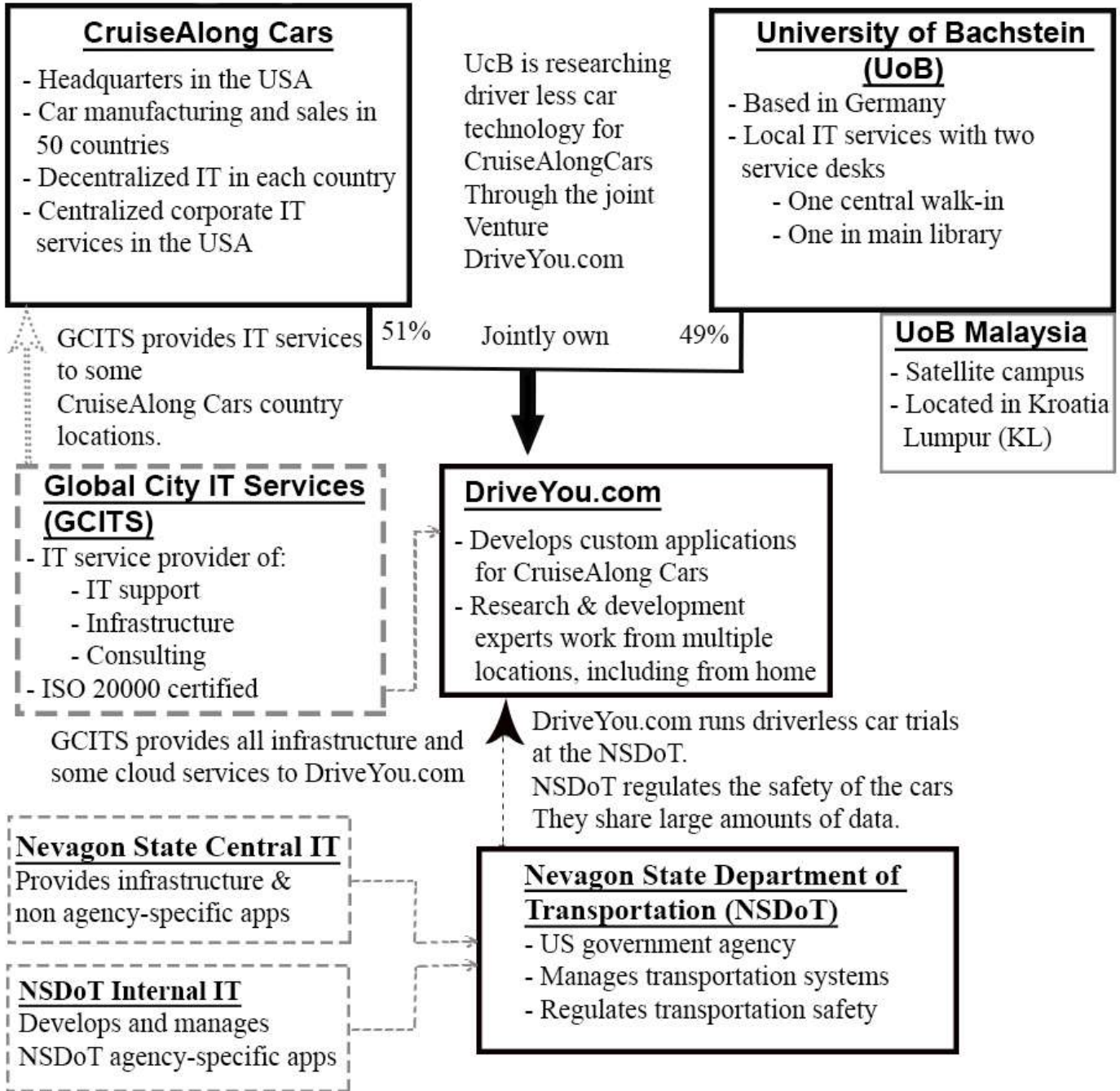
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Which benefit is the MOST important to include in the business case for this improvement and why?

Options:

A. A lower risk of overspending the IT budget, because this is aligned with the goal of the improvement.

B. Fewer breaches of agreed service levels, because this will lead to improved business unit satisfaction.

C. Provision of shared funding from many countries, because this will lead to improved business unit

satisfaction.

D. A reduction in the cost of service desks, because this is aligned with the goal of the improvement.

Answer: D

Question 3

The project manager is writing a business case for the improvement. This business case explains how following the CSI approach will contribute to the improvement work.

Which is a correct description of the purpose of a CSI step in this improvement work?

Options:

A. "Where are we now?" will document process issues that need to be resolved.

B. 'How do we get there?' will specify the objectives and business case for the project.

C. 'What is the vision?' will identify the best ITSM software tool to use.

D. 'Did we get there?' will define measurable steps for the project.

Answer: A

Explanation:

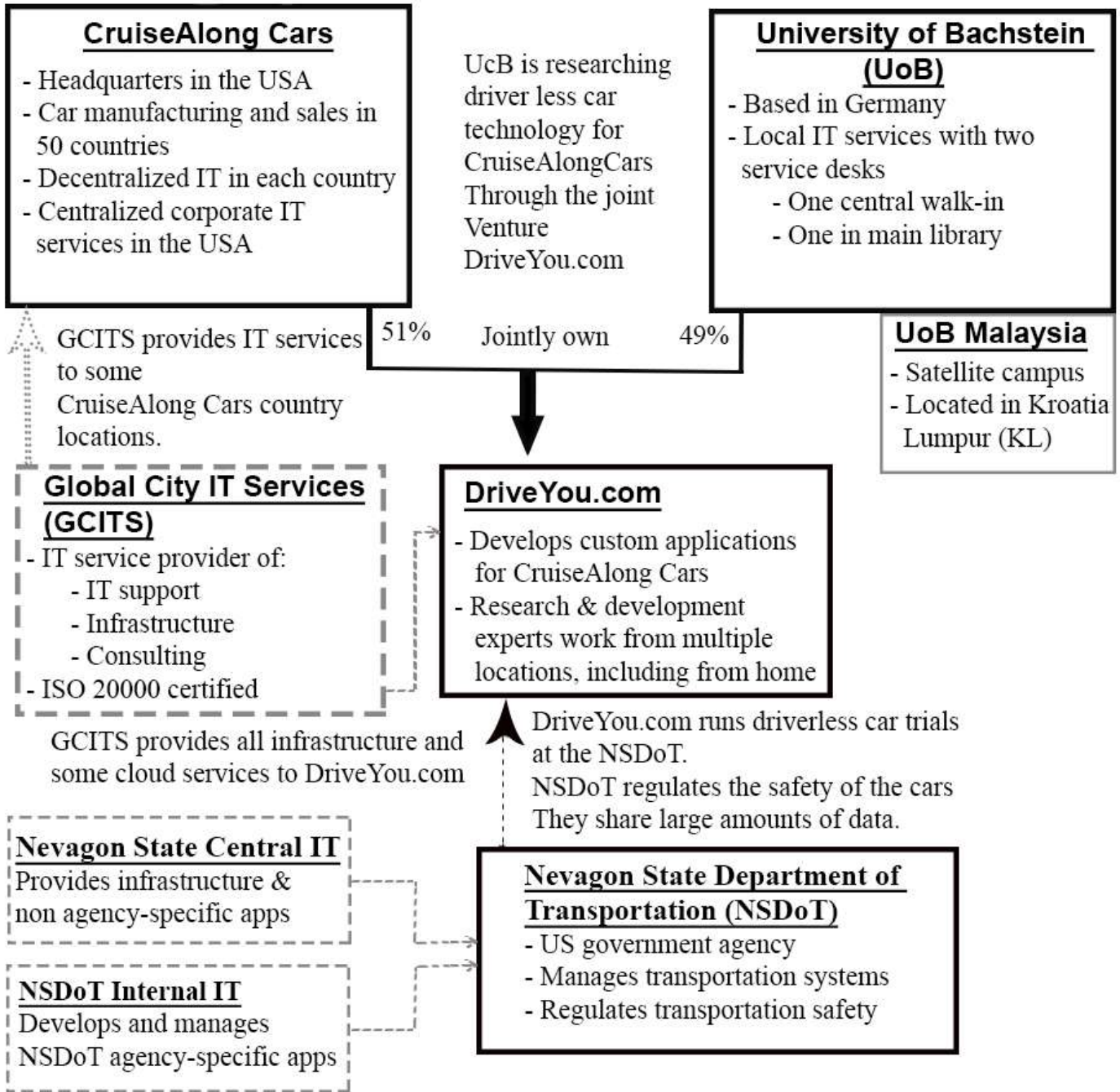
Reference: https://wiki.en.it-processmaps.com/index.php/ITIL_CSI_-_Continual_Service_Improvements

Question 4

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As part of building business case, the benefits realization templates has been partially filled in to help with the

next steps of the CSI approach.

Which row of information BEST supports the business case?

Options:

A. Key stakeholders: Central IT CIO Selected country CIOs

Baseline value: Time taken to produce weekly reports = 1 day

Expected result: Time taken to produce weekly reports = 0.5 day

B. Key stakeholders: Central IT CIO All country CIOs

Baseline value: Number of incorrectly categorized incidents per month = 50

Expected result: Number of incorrectly categorized incidents per month = 30

C. Key stakeholders: Central IT CIO Selected country CIOs

Baseline value: Total IT headcount = 470

Expected result: Total IT headcount = 500

D. Key stakeholders: Central IT CIO All country CIOs

Baseline value: Average cost per incident = \$12.50

Expected result: Average cost per incident = \$9.00

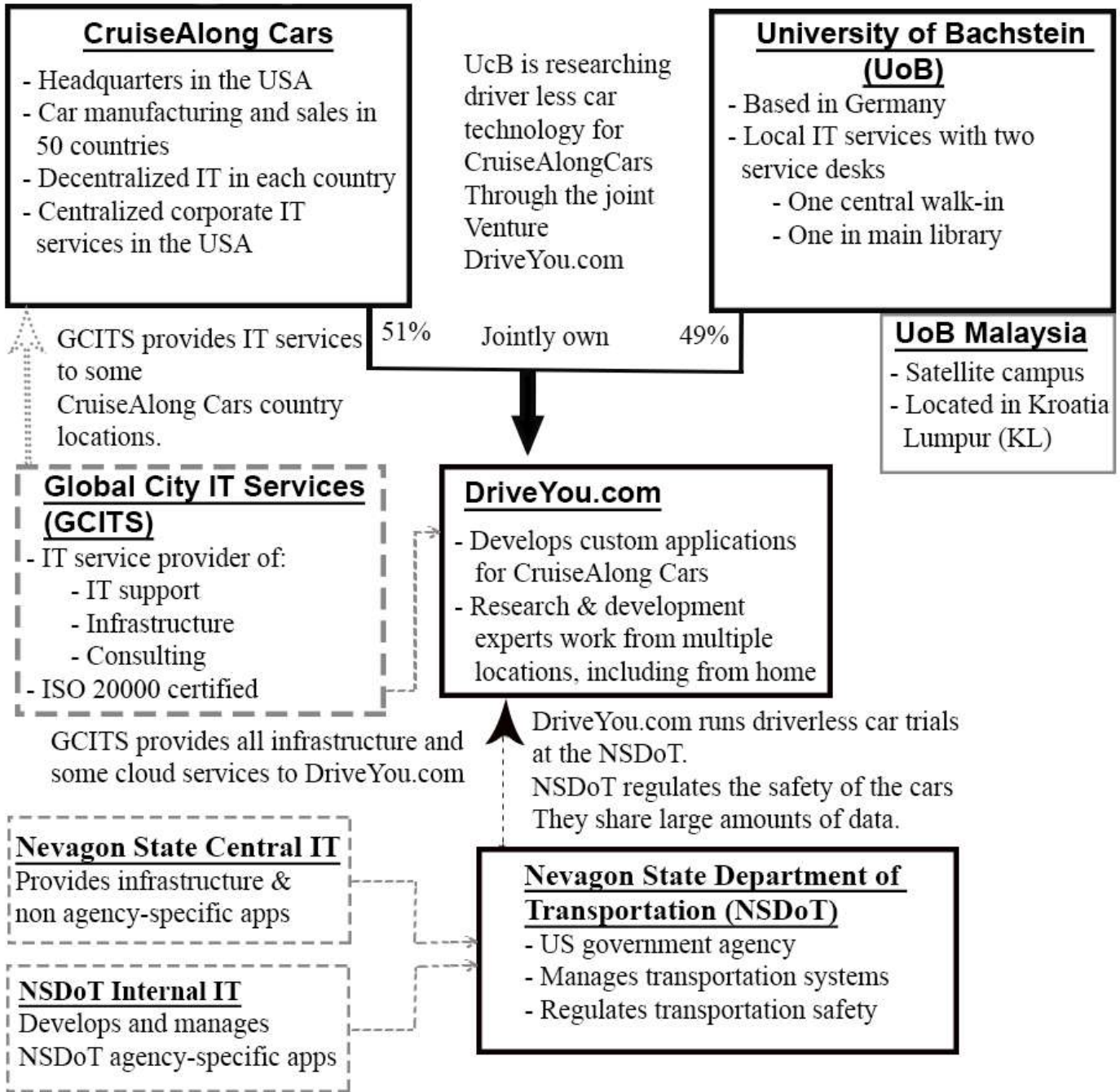
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various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

The business case for a new ITSM toolset has been approved. The project manager will soon start the detailed planning.

What is the BEST way to communicate with key stakeholders, and at which step of the CSI approach?

Options:

A. During 'where are we now?' send an email to all IT country organizations describing the benefits of the

project and inviting them to contribute.

B. During 'where are we now?' send an email to a selection of IT country organizations, requesting their

involvement in the project.

C. During 'where do we want to be?' send an email to all IT country organizations describing the benefits of the

project and inviting them to contribute.

D. During 'where do we want to be?' send an email selection of IT country organizations, requesting their

involvement in the project.

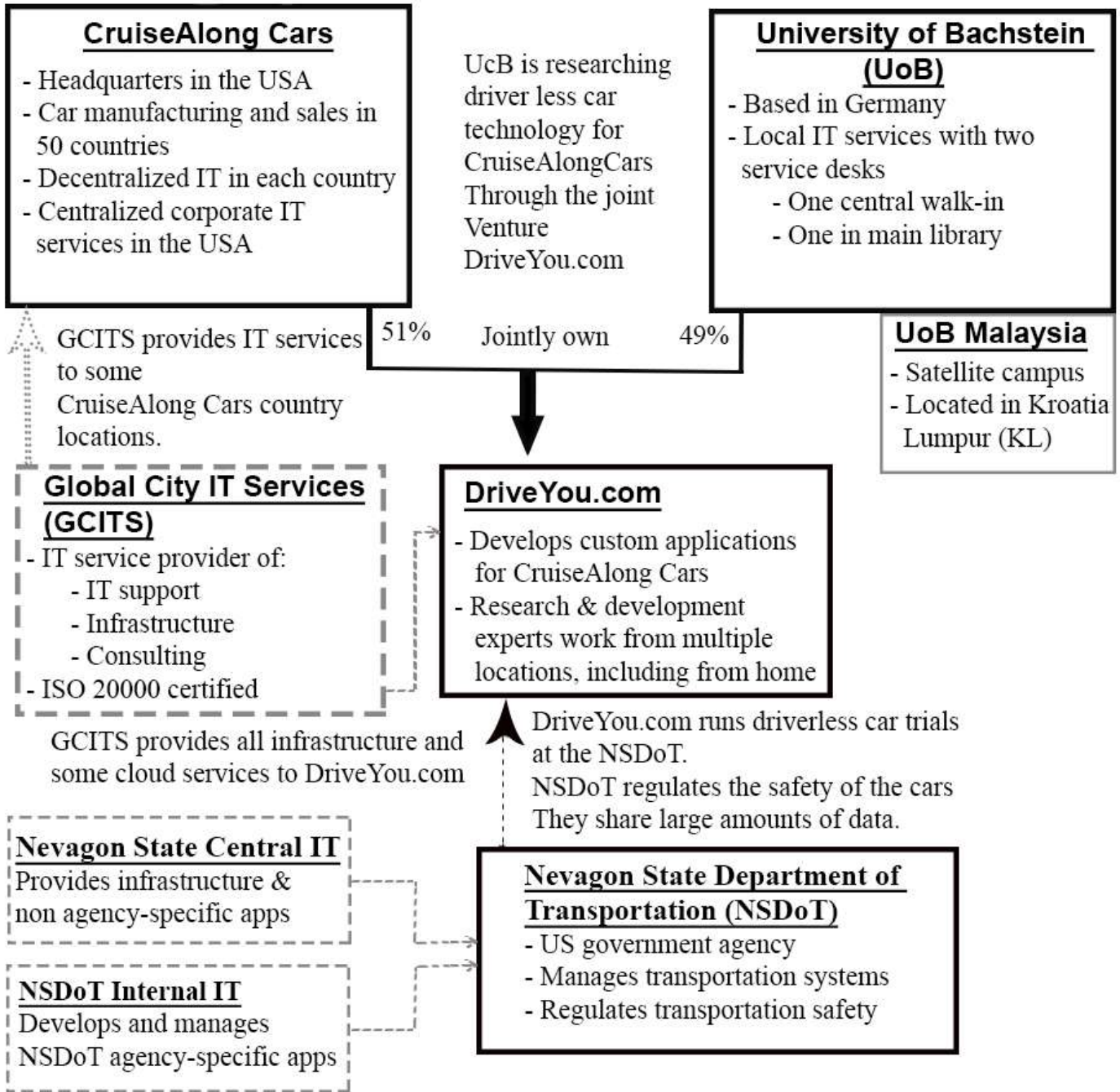
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What is the BEST way to follow the guiding principle 'observe directly' when defining the requirements for the

new consolidated ITSM toolset?

Options:

- A. Hold a workshop with IT support staff and business process owners in all countries.
- B. Hold a workshop with a representative group of IT support staff and business management.
- C. Visit a representative group of IT management and IT support staff.
- D. Visit senior IT management and business management in all countries.

Answer: C

Question 7

What is organizational change management (OCM) MOST likely to contribute to in an organization?

Options:

- A. The knowledge required to support the adoption of new technology platforms.
- B. Cultural changes required as a result of adopting new business processes.
- C. Standard changes that are made to IT service assets and configuration items.
- D. The development of underpinning processes for a change management standard.

Answer: B

Explanation:

Reference: <https://searchcio.techtarget.com/definition/organizational-change-management-OCM>

Question 8

A number of service desk staff do not like the planned improvements and have offered alternative solutions. The project manager has decided to involve them in the design and review process. This is an example of using which tactic?

Options:

- A. Prioritize the change against other changes.
- B. Be open and honest.
- C. Create and communicate quick wins.
- D. Resistance is not always necessarily negative.

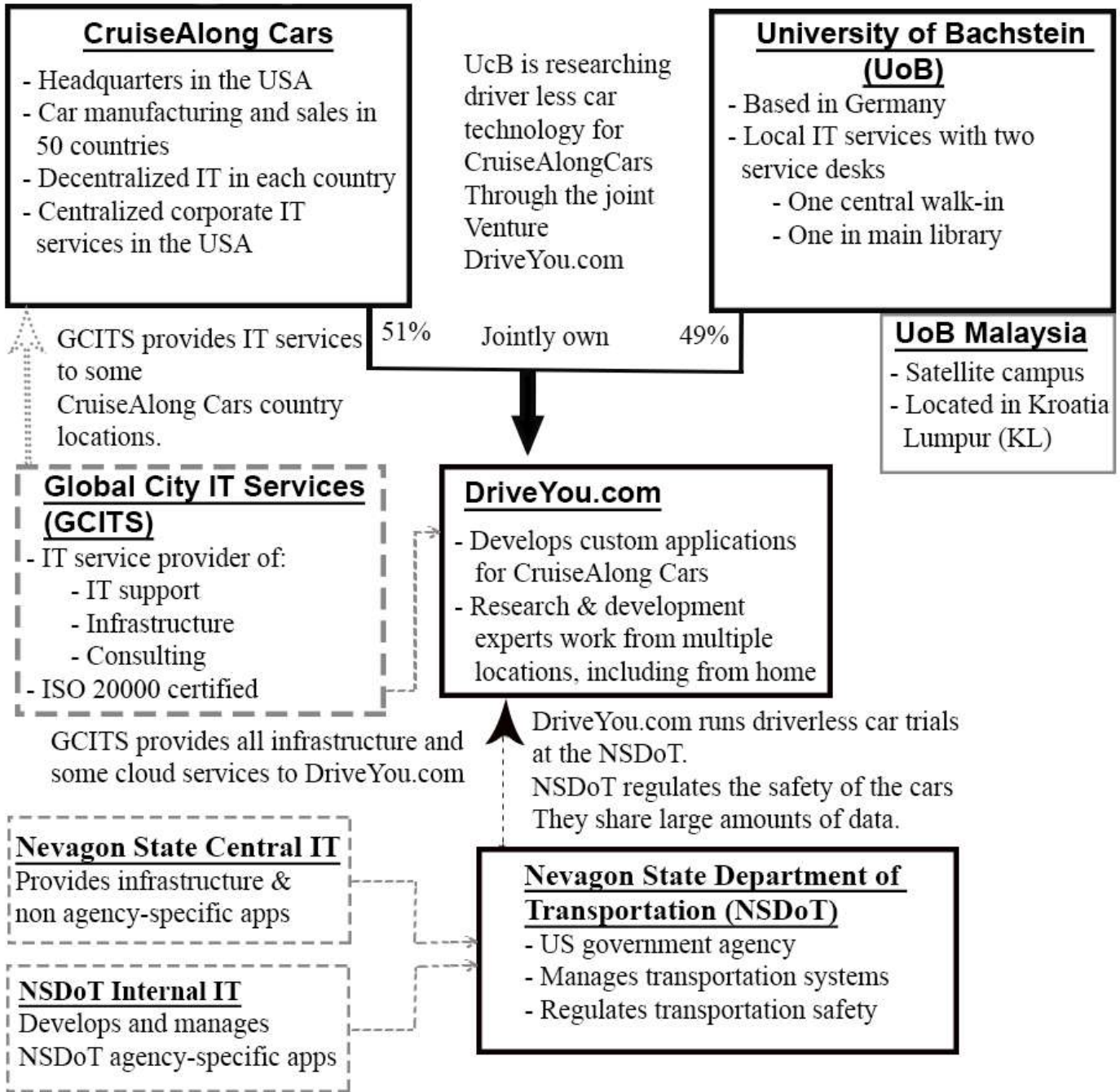
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other applications and infrastructure are provided by the Nevagon State central IT department.

GCITS will create a new 'global mobile VIP service' for CruiseAlong Cars senior executives, which will give them access to corporate IT services from mobile devices, from any location. The new service will be delivered

by the existing GCITS centralized service desk. It will include 24/7 support, and reported incidents and requests

will be treated as a high priority.

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider.

Effective and efficient escalation of incidents will be crucial to the success of the global mobile VIP service.

Staff in GCITS, CruiseAlong Cars and Mobilwork could be involved in escalation.

Which is the BEST tool to use, and to whom will it be provided?

Options:

- A. A RACI model authority matrix, provided to the project manager when approving the design costs.
- B. A stakeholder map, provided to the project manager when approving the design costs.
- C. A RACI model authority matrix, provided to the service desk during deployment.
- D. A stakeholder map, provided to the service desk during deployment.

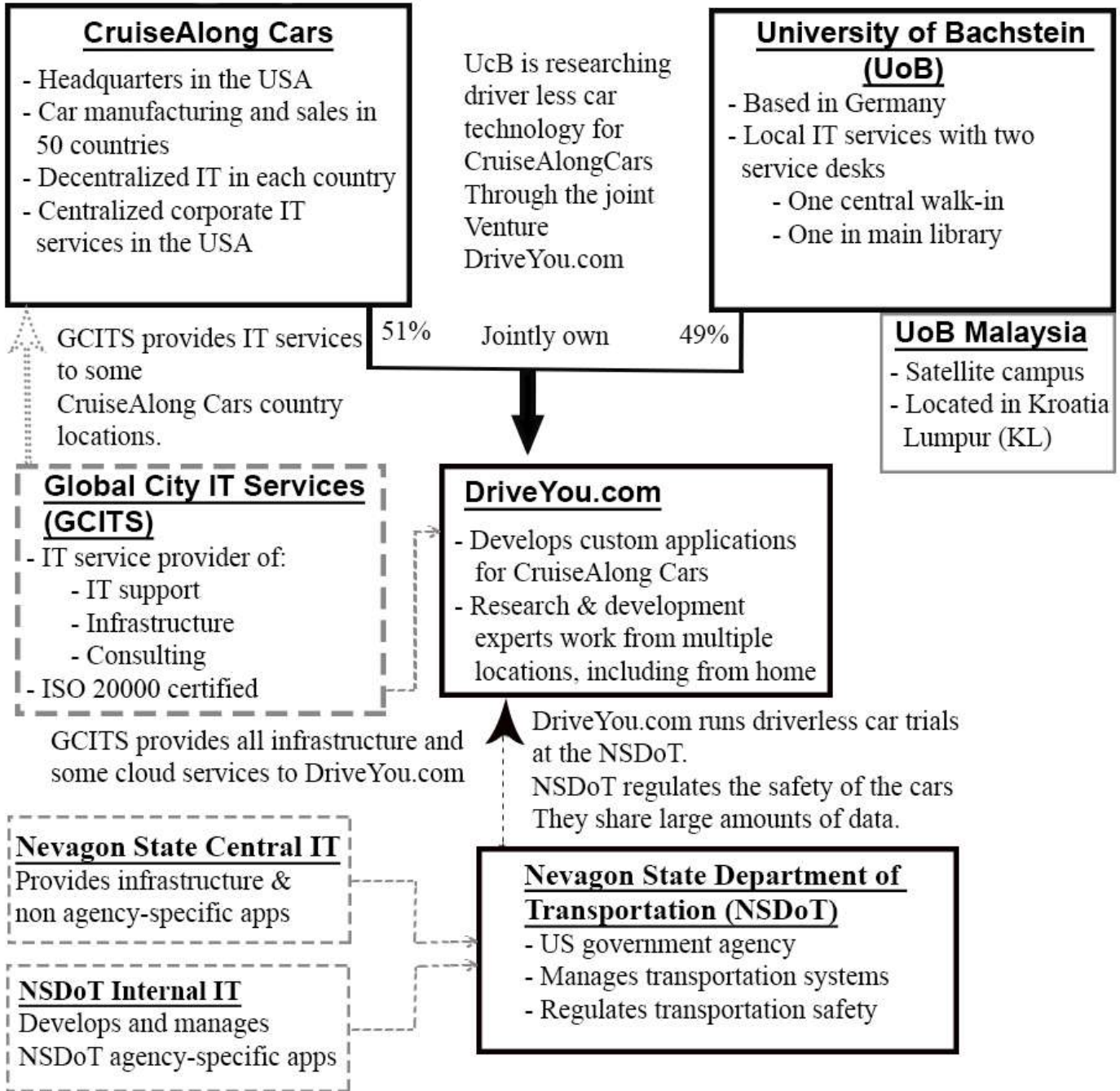
Answer: C

Question 10

See the Scenario for additional information.

Scenario:

(Note: The companies and people within the scenario are fictional)



Legend

Organization



IT service provider



Has ownership of



Provides IT services to



Provides services to



CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States

of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries.

Each country has its own IT organization, with some central corporate IT services provided by the US parent

company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT

supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

- Inefficiencies caused by the current IT structure

- Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop

driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein

(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple

locations, with a significant number working from home. Initial driverless car testing is being conducted in the

US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these

relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

- Better structure and accountability around their work practices

- Compliance with safety and other regulatory requirements.

University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the

past,

some IT services were funded and run centrally, and some were funded and run independently by each faculty.

Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run

by library staff. Library services and IT are both part of the university's administrative services division.

Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers

and academics. It also runs some high performance computing systems and high bandwidth networks across

the main campus area.

Some of the issues that the UoB needs to address include:

- Complete the centralization and consolidation of IT
- Manage growth and increasing IT demand
- Demonstrate value through competitive, responsive and transparent services

Global City Services (GCITS)

GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars.

Some of the issues that GCITS needs to address include:

- Succeed in establishing a strategic partnership with CruiseAlong Cars
- Nevagon State Department of Transportation (NSDoT)

NSDot is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most

other applications and infrastructure are provided by the Nevagon State central IT department.

GCITS will create a new 'global mobile VIP service' for CruiseAlong Cars senior executives, which will give them access to corporate IT services from mobile devices, from any location. The new service will be

delivered

by the existing GCITS centralized service desk. It will include 24/7 support, and reported incidents and requests

will be treated as a high priority.

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider.

Which two rows show the CORRECT use of OCM techniques in the global mobile VIP project?

	CSI step	OCM Technique	Key Stakeholder
1	<i>What is the vision?</i>	Sponsor management	GCITS Senior executives
2	<i>Where are we now?</i>	Training needs analysis	Mobilwork staff
3	<i>Where do we want to be?</i>	Identity resistance	GCITS staff
4	<i>How do we keep the momentum going?</i>	Reinforcement	GCITS Service desk staff

Options:

- A. 1 and 2.
- B. 2 and 3.
- C. 3 and 4.
- D. 1 and 4.

Answer: D

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