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**ITIL Foundation Certificate in IT Service
Management (EXIN)**

Edition 1.0

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1. What does **CMDB** stand for & what is it used for ?

- Configuration Maintenance Database, used for recording all maintenance on Configuration Items and their relationships to other items.
- Continuity Management Database, used to record all details pertaining to IT Service Continuity Management
- Configuration Management Database, used to records all information relating to Configuration Items and their relationships to other items.
- Continuity Maintenance Database, used to record all information relating to IT Service Continuity Maintenance, including preventative maintenance.

Answer : C

Explanation : The Configuration Management Database is a data store where all information relating to Configuration Items (CI's) is recorded including their relationship to other CI's.

2. Some of the key benefits of providing a well established Service Desk include:

1. Improved Customer Satisfaction
2. Less likelihood of changes failing
3. The provision of more accurate information for Management
4. A single point of contact for customers
5. More efficient usage of support resources

- 1, 2 & 3
- 1, 3, 4 & 5
- 1, 4 & 5
- All are benefits a Service Desk will provide
- None are benefits that a Service Desk will provide

Answer : B

Explanation : A Service Desk brings many benefits to an organisation. Key to these is increased customer satisfaction & perception. Customers benefit from a single point of contact which prevents the need to chase organisation teams for updates or resolutions etc. A service desk will be able to produce more accurate information for management, and ensure that support resources are more productively used. Successful implementation of changes is not a benefit determined by the Service Desk function.

3. True or False: Infrastructure Monitoring will provide support teams with alerts directly allowing for faster resolution. Such alerts do not need to be recorded in the Incident Management tool as there is little added value in this. Typically the incident will be resolved automatically before the customer recognises it.

- True
- False

Answer : False

Explanation : False, it is good practice to automatically record the alert in the Incident Management tool and assign this directly to the support team concerned. This allows for better KPI reporting and for adherence to escalation procedures if the support team do not respond in the agreed service level required.

4. Of the below statements which is the best definition of **Service Management**

- Managing service & support to ensure customer expectations are managed and met or exceeded.
- Creation of best practice processes that are repeatable and ensure all staff have a common understanding of terms to be used.
- Proper use of People, Process and Technology ensuring that IT Service Delivery fulfils business requirements in an efficient and effective manner.

Answer : C

Explanation : People, Processes & Technology are at the heart of IT Service Management, therefore C is the most appropriate answer.

5. In terms of Geography, what are the 3 classifications of Service Desk type ?

- Localised, Centralised, Outsourced
- Centralised, Outsourced, Expert
- Localised, Centralised, Expert

- Localised, Centralised, Virtual

Answer : D

Explanation : Be sure to read the questions & answers carefully. Outsourced is not a suggested geographic Service Desk model. Expert refers to a technical model, and not geographic.

6. With regard to the relationship between the Incident Management process & the Problem Management process, validate the below statement.

"A Problem can exist without a corresponding Incident"

- True
- False

Answer : True

Explanation : True, a Problem can exist without any corresponding Incident. Proactive Problem Management activities such as Trend Analysis may result in the identification of a Problem.

7. **Error Control** is a responsibility of what Service Management discipline ?

- Incident Management
- Problem Management
- Configuration Management
- Release Management
- Change Management

Answer : B

Explanation : Error Control is a key responsibility of Problem Management. A Problem record may lead to an Known Error & possible work around. An RFC may be raised at some stage to provide a permanent resolution for this Known Error.

8. Security Management evolved from which of the following processes ?

- IT Service Continuity Management

- Availability Management
- Capacity Management
- Configuration Management

Answer : B

Explanation : Only recently has Security Management been defined as its own discipline within the ITIL framework. Availability Management has close identifiable relations with Security Management. The Security key concerns of Confidentiality, Integrity & Availability (CIA) of data indicate this close relationship (i.e.. Availability).

9. True or False: Information about Software in use at your organisation does not need to be stored in the CMDB if you have a DSL set-up. The DSL will serve as the repository for all software details.

- True
- False

Answer : B

Explanation : A DSL is a central logical store for all versions of software and their corresponding license & documentation. The information pertaining to the Software as a Configuration Item will still be stored in the CMDB as well as the relationship between this CI and any other CI's. The 2 stores are complimentary not mutually exclusive.

10. In general a process consists of Inputs, Process Steps (enabled by resources and controlled by some process controls) and Outputs.

- I agree with this statement
- I disagree with this statement

Answer : A

Explanation : Typically any process will require Inputs which will be transformed via some Process Steps (controlled by some means of Control, and enabled by resources). These then facilitate the required Outputs. Using this simplistic model provides a logical reference point to assist in your certification study.

11. An **RFC** is an output of which process ?

- Incident Management
- Problem Management
- Change Management
- Configuration Management

Answer : B

Explanation : A RFC is an output of the Problem Management processes. Error Control activities focus on resolving Known Errors via the Change Management Process.

12. Financial Management for IT Services outlines which of the following **major cost types** ?

- Hardware
- Software
- Accommodation
- People
- External Service

Answer : ABCDE

Explanation : The major cost types outlined under Financial Management for IT Services include Hardware, Software, Transfer, Accommodation, People, External Service.

13. You have just been employed as the Service Desk Manager within a medium sized organisation. One of your first tasks is to implement a formal Service Desk which will act as a single point of contact for the user community. When staffing the Service Desk you should employ only those individuals who demonstrate a very good level of technical expertise. While Customer Service skills (Soft Skills) are good they are not so important because these can be learned on the job.

- I agree with this statement if we are setting up a Expert Level Service Desk
- I agree with this statement if we are setting up a Virtual Service Desk
- I agree with this statement if we are setting up a Centralised Service Desk

- I disagree with this statement

Answer: D

Explanation : When staffing your Service Desk you would employ very technically competent staff if you wanted to create an Expert Level Service Desk. However Soft Skills are very important to any Service Desk. As the single point of contact the Service Desk is the "window to IT" therefore the window of perception. Knowledge can be learned fairly readily, Skill is harder to improve but can be done with some effort, however Attitude is very difficult to change.

14. An **Operational Level Agreement** is best defined as:

- An agreement between internal support groups that ensures the SLA targets between the Customer and the provider can be realised in practice.
- An agreement between the Customer & Operations department documenting the Service Levels requested
- An agreement held between an organisation and an external organisation facilitating the SLA held internally.
- An agreement between the Customer & Provider outlining the Service Levels agreed upon for a particular Service.

Answer : A

Explanations : An agreement between internal support groups that ensures the SLA targets between the Customer and the provider can be realised in practice. An OLA most commonly defines the relationship between the Service Desk & Internal Support groups.

15. **Known Error** records are stored where:

- Problem Management System
- Incident Management System
- Configuration Management Database
- Change Management System

Answer : C

Explanation : All Known Error records should be stored in the CMDB and referenced to a CI or multiple CI's. This provides for better reporting and allows for easy review by Support Staff (e.g.. A Service Desk team member may use this information to provide work around details for a particular problem on a certain CI or set of CI's).

16. If the objectives associated with an organisations _____ are not achieved, the organisation will fail.

- strategic vision
- tactical mission
- critical success factors
- asset management

Answer : C

Explanation : An organisations critical success factors (CSF's) are the key factors for its continued survival. If the organisation fails in any of these factors it will fail.

17. Only the Configuration Manager should update the CMDB when any changes are made to CI's.

- True
- False

Answer : B

Explanation : False: The CMDB will be updated by whoever is defined within the Configuration Management process as being able to update it. The Configuration Manager is responsible for ensuring that the CMDB is being maintained correctly.

18. ITIL define 3 different types of Release. These include:

- Complete, Medium, Small
- Package, Medium, Full
- Medium, Package, Complete
- Delta, Full, Package

Answer : D

Explanation : ITIL define 3 different types of Release. These are FULL (all components of the Release are built, tested, distributed & implemented together), DELTA (only the CI's impacted by the release are changed), PACKAGE (Individual Releases, either Full or Delta, are group together to form a package).

19. What is the difference between a **Release Plan** & a **Roll Out plan**? Chose the best answer.

- A Release Plan details the physical distribution and deployment of the Release into the Live Environment where as the Roll Out plan details the resources & responsibilities involved in a Release as well as the scheduling of that Release.
- A Roll Out Plan details the physical distribution and deployment of the Release into the Live Environment where as the Release plan details the resources & responsibilities involved in a Release as well as the scheduling of that Release.

- A Release Plan details the coordinated steps to be followed on the go-live day to implement the release into production, where as the Roll Out Plan details the dates that all releases will be rolled out into production.

Answer : B

Explanation : As the names suggest the Release Plan is a plan for the release/s to be made and identifies the resources & their respective responsibilities. A schedule of Release is include in the Release Plan. A Roll Out Plan is the final plan to define the actual steps require to move the Release into production.

20. As the new Change Manager you are creating a Campaign Awareness presentation for the Change Management process to increase the "buy-in" of the Support Staff. One of the first items to outline is the Goal of Change Management. What is the best statement concerning this ?

- The Goal of Change Management is to reduce the cost of introducing new systems into the organisation.
- The Goal of the Change Management process is to ensure that standardised methods & procedures are used for efficient and prompt handling of all Changes
- The Goal of Change Management is to provide a forum for people to discuss the requested RFC and then implement the Changes.

Answer : B

Explanation ; The Goal of Change Management can be broken down into 2 parts. 1) To provide a standardised process for handling Changes promptly & efficiently. 2) Minimise the impact of Change related incidents upon the Service/s concerned

21. You colleague is a Service Desk Manager in a fairly large organisation. He has asked you to assist him in documenting the goal of the Incident Management Process. Chose the best statement.

- The primary goal of the Incident Management process is to restore normal service as quickly as possible following loss of service.
- The primary goal of the Incident Management process is to minimize the adverse impact of Incidents and Problems on the business that are caused by errors within the IT Infrastructure
- The primary goal of the Incident Management process is to ensure that standardized methods and procedures are used for efficient and prompt handling of all Incidents

Answer : A

Explanation : The primary goal of the Incident Management process is to restore normal service as quickly as possible following loss of service. This will minimize the adverse impact on business operations & therefore provide the best possible service for the Business. You will note that there is a conflict between the Incident Management process & the Problem Management process in that one focuses on restoring service as quickly as possible (Incident Mgt) while the other tries to find a permanent correction for the fault, regardless of immediate impact (Problem Management).

22. With regards to Quality, what are the 4 steps of a **Continuous Improvement Quality Life Cycle**. Hint: This method was devised by Walter Shewhart & his assistant W. Edwards Deming.

- DO, ACT, PLAN, CHECK
- PLAN, CHECK, ACT, DO
- PLAN, DO, MANAGE, CHECK
- CHECK, PLAN, ACT, DO
- PLAN, DO, CHECK, ACT

Answer : E

Explanation : PLAN - DO - CHECK - ACT: This relatively simple stepped approach to Continuous Improvement provides for a never-ending approach toward process improvement.

23. Costs which are apportioned across all or a number of Customer groups are known as:

- Direct Costs
- Variable Costs
- Fixed Costs
- Indirect Costs

Answer : D

Explanation : Indirect Costs are apportioned across partial or all of the Customers as they cannot be directly attributable to a single Customer (Direct Costs)

24. **Budget, Charging & IT Accounting** are all processes associated with which IT Service Management discipline ?

- IT Service Continuity Management
- Service Level Management
- Financial Management for IT Services
- Capacity Management

Answer : C

Explanation : Budgeting, Charging & IT Accounting are all processes within Financial Management for IT Services. Look for Key Words within the question that will indicate which ITSM process is being referenced (e.g.. Charging, Budgeting & IT Accounting are all key words associated with Financial Management for IT Services)

25. Which IT Service Management function is responsible for generating and maintaining the organisations / departments Charging Policies ?

- IT Service Continuity Manager
- Change Manager
- Release Manager
- Service Level Manager
- Financial Manager for IT Services

Answer: E

Explanation ; Charging Policies will be generated and maintained by the Financial Manager for IT Services.

26. Which of the following IT Service disciplines does IT Service Continuity Management (ITSCM) interact with ? (Chose the 3 most appropriate disciplines)

- Release Management
- Capacity Management
- Service Level Management
- Financial Management for IT Services
- Configuration Management

Answer : B,E,C

Explanation : Although a case could be argued for why ITSCM interacts with mostly all IT Service disciplines, the 3 most appropriate options here include Capacity Management (appropriate resources are available for business requirements), Service Level Management (Service Level Requirements) & Configuration Management (identify the core CI's & relationships)

27. Acting as the IT Manager within an SME, you have recognised a need to improve your IT Recovery options. You approach another company you know to have the same technologies as you, and agree on an agreement to host each others services in the event of a disaster. What is the name given to this form of IT Recovery Option ?

- Gradual Recovery
- Manual Work-a-rounds
- Intermediate Recovery
- Reciprocal Arrangements

Answer : D

Explanation ; Reciprocal Arrangements are agreements between organisations, who employ similar technologies, to host each others IT Services in the event of a Disaster. This option was particularly attractive in previous years when mainframes were commonly in use. Other Recovery Options specified by ITIL under IT Service Continuity Management include Manual Work-a-rounds, Gradual Recovery, Intermediate Recovery, Immediate Recovery.

28. The name given to the document which outlines the responsibilities between internal functional areas with respect to assisting in the provision of an IT Service to the Customer/s is ?

- Service Level Agreement
- Operational Level Agreement
- Service Level Requirements
- Underpinning Contract

Answer : B

Explanation : An Operational Level agreement outlines the responsibilities between different functional areas with respect to the provision of an IT Service for the Customer/s. Service Level Agreements are held between the Customer & IT while Underpinning Contracts are those made between the organisation & an external supplier for the assistance in the provision of the IT Service.

29. Which of the following is not an activity of Capacity Management ?

- Modelling
- Component Failure Impact Analysis
- Demand Management
- Application Sizing

Answer : B

Explanation : Component Failure Impact Analysis is a technique employed by Availability Management.

30. A colleague from the HR Department calls you to ask the Service Hours & Maintenance Slots for your ERP Solution. In which document would you most likely find this information ?

- Service Level Requirements
- Release Policy
- Service Level Agreement
- Weekly Incident Reports

Answer : C

Explanation : You will most likely reference the Service Level Agreement document to find this information. Amongst other information the SLA will contain information about the agreed Service Hours and maintenance slots for any particular Service.

31. Service Desk staff should demonstrate which of the following characteristics:

- Good Telephone manner
- Complaint Management
- Active Listener & Quick Learner
- Good enquiry skills
- Good Communication skills

Answer : ABCDE

Explanation : All the characteristics listed are important Service Desk skills. It is in fact a very demanding position in most cases. As the single point of contact, the Service Desk staff are "the Face of IT" for many of the user community. They naturally encounter all manner of communication throughout the day and they must be able to deal with this in an efficient and friendly manner.

32. True or False: Availability Management is responsible for the resumption of business processing after a major disaster.

- True

- False

Answer : False

Explanation : False, Availability Management is not responsible for the resumption of business process following a major disaster. This is the responsibility of IT Service Continuity Management. When you see the key word "disaster" points you in the direction of ITSCM.

33. Your company has implemented IT Service Management exactly how ITIL best practice guidelines advise. Are your IT Service Management processes now **ITIL Compliant** ?

- Yes the IT Service Management Processes are now ITIL Compliant
- No the IT Service Management Processes are not ITIL Compliant
- We could assume that the Service Management Processes are ITIL Compliant provided they are adopted by all.

Answer : B

Explanation : This is a bit of a trick question. In fact ITIL provides a set of Industry best practice guidelines for IT Service Management. It is not a standard so your SM Processes can never be "ITIL Compliant". BS15000 is the IT Service Management standard to which your organisation & processes can comply.

34. Match the following ITIL modules with the relevant description.

MODULES:

- i) Service Delivery
- ii) Service Support
- iii) The Business Perspective
- iv) ICT Infrastructure Management
- v) Security Management

DESCRIPTIONS:

- a) Covers all aspects of Infrastructure Management from identification of the business requirements through to ongoing operation of IT services
- b) Outlines the processes associated with the day to day support & maintenance activities for the provision of IT Services
- c) Outlines the processes required for the planning & delivery of quality IT Services
- d) Outlines the processes of planning & managing a defined level of security for IT Services
- e) Provides guidance to help IT personnel to understand how they can contribute to the business objectives

- 1a,2b,3e,4d,5c
- 1b,2c,3e,4d,5a
- 1c,2b,3e,4d,5a
- 1c,2b,3e,4a,5d

Answer : 1c,2b,3e,4a,5d

Explanation : ICT Infrastructure Management covers all aspects of Infrastructure Management from identification of the business requirements through to ongoing operation of IT services. Service Support outlines the processes associated with the day to day support & maintenance activities for the provision of IT Services. Service Delivery outlines the processes required for the planning & delivery of quality IT Services. Security Management outlines the processes of planning & managing a defined level of security for IT Services. The Business Perspective provides guidance to help IT personnel to understand how they can contribute to the business objectives.

35. Calculate the Total Infrastructure Availability on the parallel configuration (Please refer to am.pdf) model depicted in the linked page. (Rounded to the nearest 1 decimal place)

- 99.5%
- 95%
- 96.3%
- 97.9%

Answer : C

Expnaction : In a Parallel Configuration, first calculate the availability of the components where failover is possible (ie. the firewall). This is done by multiplying the unavailability together. Firewall Availability Calculation = $1 - ((1 - 0.95) * (1 - 0.95)) = 99.75\%$. This value is then multiplied by each availability figure for the other components. Total Infrastructure Availability therefore = $0.985 * 0.9975 * 0.985 * 0.995 = 96.3\%$

36. Which of the following are **Outputs** of the Capacity Management processes ? (Select 3)

- CDB
- Proactive Changes
- Capacity Plan
- Business Plans & strategy
- Operational Schedules

Answer : C , B , A

Explanation : Outputs of the Capacity Management process include CDB (Capacity Database), Proactive Changes (raised from output of proactive activity), Capacity Plan, Revised operational schedule, & SLA / SLR recommendations. Business plans & operational schedules are inputs to the Capacity Management process.

37. With regard to Configuration Management, what is a **variant** ?

- A CI that has the same basic functionality as another CI but is slightly different in some small manner (e.g.. Additional CPU)
- A CI that specifically refers to a software version.
- A CI that specifically refers to a hardware specification.
- A CI that has the same name as another CI but shares no technical relationship.

Answer : A

Explanation : A **variant** is a CI that has the same basic functionality as another CI but differs in some small way.

38. A Service Request is best defined as ?

- Every Incident not being a failure in the IT Infrastructure.
- Every Incident that results in a failure in the IT Infrastructure.
- Every Request for Infrastructure moves (e.g.. Office move)
- Every Request for Information not pertaining to the IT Infrastructure.

Answer : A

Explanatyion : A Service Request is defined by ITIL as "every Incident not being a failure in the IT Infrastructure".

39. Error Control is carried out by which ITIL discipline ?

- Incident Management
- Change Management
- Problem Management
- Configuration Management
- Capacity Management

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Answer : C

Explanation : Error Control is carried out by the Problem Management discipline & covers the processes involved in the successful correction of Known Errors.

40. You are a Change Manager for a large company. On Friday evening Problem Management submit an urgent RFC. There's been a failure within the infrastructure of the production CRM System and a Change is required urgently to resume the Service. As time is very limited which of the following Change activities might you for go.

- Build
- Authorisation
- Testing
- Review

Answer : C

Explanation : In the case of an urgent Change, there may not be time to carry out all the Change activities as thoroughly as usual. In such instances **Testing** may be short tracked but as much testing as possible should be carried out. Remember Testing does not have to stop because a Change has gone live.

41. Service Support & Service Delivery are 2 of the 5 core books within ITIL. Which 3 of the following titles complete the core group ?

- The Business Perspective
- Application Management
- Planning to Implement Security Management
- Service Management
- ICT Infrastructure Management

Answer : A , B , E

42. True or False: All Changes should by entered into the CMDB ?

- True
- False

Answer : A

Explanation : True, all changes made to CI's need to be recorded into the CMDB. Without this discipline, the CMDB will very soon become inaccurate & obsolete.

43. Some well known methods of Service Desk charging include: (Select 3)

- Service Entitlement
- CPU Usage
- Cost per Call
- File store Usage
- Time & Materials

Answer : A , C , E

Explanation : Service Entitlement refers to the purchase of a predefined support & maintenance contract which stipulates the amount of support to be given. Time & Materials & Cost per call are also common methods of service charging. Cost per call will usually be a variable cost depending on the type of incident reported. CPU Usage & File store charging are inputs for a charge back method but alone do not constitute a charging method.

44. True or False: EXIN & ISEB are the two organisations that provide exams in IT Service Management.

- True
- False

Answer A

45. Which of the following Incident Management responsibilities is the Service Desk responsible for ?

- Incident Closure
- Tracking & Communication
- Incident Assignment
- Incident Recording

Answer : a , b , c ,d

Explanation : All the listed Incident Management responsibilities fall with the Service Desk.

46. Of the following classifications, what are the 3 types of Technical models that should be considered when implementing a Service Desk ?

- Expert
- Outsourced
- Competent
- Skilled
- Unskilled

Answer : A , D ,E

Explanation : When implementing a Service Desk a decision needs to be taken concerning the technical level of the Service Desk. The models explicitly mentioned within Service Support include Expert, Skilled & Unskilled. It is very important to be weary of where bottlenecks may arise from each model. Typically an Expert Service Desk will spend a great amount of time on calls, therefore in large volumes this may cause a backlog bottleneck. Conversely, an unskilled Service Desk will forward all Incidents through to 2nd Line generating a bottleneck at this level.

47. With regard to the relationship between the Incident Management process & the Problem Management process, validate the below statement.

"A single Incident can be tied to multiple Problems"

- True
- False

Answer : B

Explanation : False, an Incident cannot be tied to multiple Problems. An Incident will only ever reference 1 Problem Record. However please note that multiple Incidents can reference 1 Problem.

48. Within the realm of Security what do the letters **C.I.A** stand for.

- Confidentiality, Intention, Analysis
- Confidentiality, Integrity, Analysis
- Confidentiality, Integrity, Availability
- Confidentiality, Intention, Availability

Answer : C

Explanation : C.I.A. stand for Confidentiality (the protection of data from unauthorised access), Integrity (completeness & soundness) , Availability (the ability of an IT service or component to perform its required function at a stated instant or over a period of time).

49. Complete the Phrase. The _____ is a strategic concept that stipulates the future direction of the company.

- Goal
- Vision
- Objectives
- Mission

Answer : B

Explanation : The Vision statement describes how the organisation wants to be in the future. The Mission statement outlines the "reason for being" while the Objectives indicate how the mission is to be achieved.

10. ITIL refer to the implementation of a permanent fix (i.e. to a Known Error etc) as a _____.

- Service Resolution
- Structural Resolution
- Known Error Closure
- Work Around

Answer : B

Explnaation : Structural Resolution is a term used by ITIL to refer to the implementation of a permanent fix.

50. With respect to cost types outlined under Financial Management for IT, **Transfer Costs** refer to:

- The Costs of transferring one CI from one physical location to another (e.g.. In the case of a Data Centre Migration).
- The cost of goods or services sold from one Department to another.
- The cost incurred in the transfer of one employee from one Department to another.
- The costs associated with all facilities management functions (e.g.. Office Moves etc)

Answer : B

Explanation : Transfer Costs refer to the cost of goods or services sold from one Department to another. This would normally be seen in large Multinational companies.

51. While engaged in a conversation about ITIL, your friend, who works for a large organisation, advises you that Change Management and Configuration Management are the most important processes and should be implemented first at every organisation.

- I agree with this comment
- I disagree with this comment

Answer : B

Explanation : Although this statement may be true for some organisations and in some instances, it is not true for all organisations. Read the entire question and be wary of such all encompassing statements. You'll know from your studies that in most cases the answer actually is "It Depends,..."

52. Who is responsible for preparing Management Reports concerning Incident Management data ?

- The Problem Manager
- The Service Desk manager
- The Service Level Manager
- The Availability Manager

Answer : B

Explanation : The Service Desk Manager has the responsibility to produce Management Reports concerning Incident Management data.

53. A Process can be measured in such a way so as to find its **effectiveness** & its **efficiency**.

- I agree with the statement
- I disagree with the statement
- There is no difference between the 2 words.

Answer : A

Explanation : Many Metrics measure the Effectiveness of a certain process (e.g.. How many Changes have been unsuccessful in the last month). Effectiveness concerns itself with cost, quality of the Output of the process. Efficiency is far more difficult to measure and typically measures the ratio of inputs to outputs.

54 As the Service Level Manager for a medium sized company you are responsible for documenting the required level of service between your company and an external supplier from whom certain support services are required. Such a document is referred to as an

- Service Level Agreement
- Operational Level Agreement
- Underpinning Contract
- Service Catalogue

Answer : C

Explanation An Underpinning contract is a contract maintained between the organisation and an external supplier. This contract ensures all relevant targets contained in the SLA's & OLA's that require these external services, are underpinned by an agreed contract between the 2 company's.

55. The IT Infrastructure encompasses everything that you require to deliver an IT Service.

- I agree with this Statement
- I disagree with this statement

Answer : A

Explanation : The IT Infrastructure encompasses everything that you require to deliver an IT Service. For some people "IT Infrastructure" means the physical hardware used to support/provide a service. However ITIL refer to the IT Infrastructure as encompassing Hardware, Software & all other components (e.g.. Documentation, People etc)

56 Which of the following are examples of an **IT Service** (Select 2)

- Email
- Oracle Database
- Billing System
- Local Area Network

Answer : A , C

Explanation : ITIL define an IT Service as "A set of related components provided in support of one or more business processes". A Billing System is provided by a combination of related CI's (e.g.. An Oracle database and LAN)

57. You are putting together an Awareness Campaign for the new Problem Management process. The following are Goals that you have jotted down already. Select the best Goal in terms of Problem Management.

EXO-100

- To minimise the impact of incidents & problems on the business that stem from faults in the IT Infrastructure, and to prevent the reoccurrence of incidents related to these faults.
- To minimise the impact of incidents & problems on the business by ensuring the identification of a work around as quick as possible and storing the information of this work around for future reference.
- To facilitate proactive analysis of the IT Infrastructure and identify & correct potential faults before they impact the user community.
- To minimise the impact of incidents & problems on the business by implementing changes to correct IT Infrastructure problems.

Answer : A

Explanation : The Goal of Problem Management is to minimise the impact of incidents & problems on the business that stem from faults in the IT Infrastructure, and to prevent the reoccurrence of incidents related to these faults.

58. You are the Application Support Manager at a large organisation. Your CRM system has 4 revision each year, and included in these revisions are both technical & functional updates. Where would this be documented ?

- Release Processes
- Release Procedures
- Release Schedule
- Release Policy

Answer : D

Explanation ; Scheduling & Frequency of Releases & their normal Content are documented in the Release Policy along with the roles & responsibilities& Release Units.

59. Which of the following are examples of **Capital Costs**? (Select 2)

- Annual maintenance cost for Middleware Software
- Training costs for Employees
- Purchase of a new Sun Server
- Time spent by employees on the maintaining the existing CRM system
- Service Provider cost for developing a new ERP System

Answer : C , E

Explanation : Capital Costs are defined by ITIL as "the outright purchase of fixed assets". It is important to note that a fixed assets are not limited to hardware. Other chose to describer Capital Costs as costs which increase the book value of a Company (where as Operational Costs do not).

60. The aim of _____ is to match the actual costs with the predicted costs.

- Charging
- Costing
- Pricing
- Budgeting
- Accounting

Answer : Budgeting

Explanation : Budgeting is concerned with matching the actual costs with the budgeted (predicted) costs.

61. True or False: **Straight Line, Reducing Balance & By Usage** are all common methods of accessing Charging for IT Services.

- True
- False

Answer : B

Explanation : "Straight Line", "Reducing Balance" & "By Usage" are all common methods of accessing Depreciation.

62. You and you team members are discussing IT Service Continuity Management & Business Continuity Management at your monthly strategy meeting. One of your colleagues suggests that the risks covered by ITSCM are not limited to those that could bring serious disruption to the business but include also those that bring minor disruptions. What are your feelings about this statement ?

- I agree with this statement
- I disagree with this statement

Answer : B

Explanation : Typically minor risks are covered by the Incident Management process & Service Desk function, or by proactive Change Management etc. They are not covered by ITSCM, which is more concerned with mitigating those risks that could bring serious disruptions.

63. You have been requested to set-up a Crisis Management Team within your organisation. With what ITIL discipline would you normally associate Crisis Management with?

- Problem Management
- Availability Management

- Capacity Management
- IT Service Continuity Management
- Service Level Management

Answer : D

Explanation : A Crisis Management Team is associated to the IT Service Continuity Management discipline. It is this team that will manage the impacts of a Disaster including invoking the Business Continuity Plan.

64. Consider the following adhoc terms & evaluate the most appropriate ITIL discipline to match each.

- 1) Underpinning Contract = _____
- 2) CRAMM = _____
- 3) Total Cost of Ownership = _____
- 4) Application Sizing = _____

- Service Level Management , Capacity Management , FM for IT Services, Release Management
- Capacity Management, Service Level Management, Availability Management, Problem Management
- Service Level Management, Availability Management, IT Service Continuity Management, Release Management
- Service Level Management, Availability Management, FM for IT Service, Capacity Management

Answer : D

Explanation : The 4th option is correct. This type of question is fairly typical in the Foundation exam as it tests your overall conceptual knowledge of each discipline.

65. A **Baseline** is used in which ITIL discipline ?

- Capacity Management
- Configuration Management
- Availability Management
- Change Management

Answer : B

Explanation : A Baseline is used to provide a snapshot of a Configuration Item (CI) or group of items. This is often taken before and after a significant Change.

66. Which of the following is not associated with Availability Management ? (Select 2)

- Kepner-Tregoe Analysis
- Fault Tree Analysis
- CRAMM
- CFIA
- Ishikawa Cause & Effect (Fishbone)

Answer : A , E

Explanation : Kepner-Tregoe Analysis & Ishikawa Cause & Effect diagram are not associated with Availability Management but instead with Problem Management.

67. Which of the following is the most likely transition of events ?

- Incident, Known Error, Problem, RFC
- Known Error, Incident, Problem, RFC
- RFC, Incident, Problem, Known Error
- Incident, Problem, Known Error, RFC

Answer : D

Explanation : The Service Desk raise Incident records. Any single Incident or matched Incidents can lead to a Problem record being raised by Problem Management. Root Cause analysis on that Problem record may possibly identify a Known Error which will be stored in the CMDB. A RFC may be raised to correct the Known Error permanently (known in ITIL speak as a Structural Resolution)

68. You are putting together the **Service Catalogue** for your organisation. Which of the following will you include ? (Select 3)

- List of Services & Service Characteristics being provided
- The Financial Cost of each Service
- The Configuration Items involved in the Service Provision
- The Customers of the Service
- The Maintainers of the Service

Answer : A, D , E

Explanation : A Service Catalogue would normally document the Services being provided and their characteristics. The Customers of each Service and the individuals/groups that maintain those Services.

69. Match the appropriate owner (ITIL discipline) with the following acronyms

- i) CDB
- ii) DSL
- iii) SIP
- iv) FSC
- v) MTBF

- i) Capacity Management ii) Availability Management iii) Service Level Management iv) Configuration Management v) Incident Management
- i) Configuration Management ii) Capacity Management iii) Service Level Management iv) Change Management v) Availability Management
- i) Capacity Management ii) Configuration Management iii) Service Level Management iv) Configuration Management v) Incident Management
- i) Capacity Management ii) Configuration Management iii) Service Level Management iv) Change Management v) Availability Management

Answer :) Capacity Management ii) Configuration Management iii) Service Level Management iv) Change Management v) Availability Management

Explanation : CDB = Capacity Management Database, DSL = Definitive Software Library (Configuration Management), SIP = Service Improvement Program (Service Level Management), FSC = Forward Schedule of Changes (Change Management), MTBF = Mean Time Between Failures (Availability Management)

70. Which of the following is not a responsibility of Change Management ? (Select 2)

- Raising & Recording RFC's
- Assessing the impact of proposed Changes
- Implementation of Changes
- Reporting on Changes Implementation
- Coordinating Change Implementation

Answer : C , A

Explanation : Both Option 1 & 3 are not responsibilities of Change Management. Request for Change (RFC's) are not raised by Change Management but are raised to Change management by other processes such as Problem Management or Capacity Management etc. Implementation of Changes is not carried out by Change Management but by the relevant Support Teams.

71 True or False: One of the objectives of Capacity Management is to ensure that IT Services are designed to deliver the levels of availability required by the business.

- True
- False

Answer : B

Explanation : False, design for availability is not a key activity driven by Capacity Management but by Availability Management. Design for Availability ensures that the required level of Availability for an IT Service can be met. This is done by ensuring that design Activity adopts 2 distinct perspectives: i) Design for Availability & ii) Design for Recovery

72. Which of the following statements are incorrect ? (Select 3)

- ITIL provides a standard to which organisations can assess their Service Management processes.
- ITIL is flexible enough to fit any organisation.
- ITIL guidelines should be followed regimentally. Once an organisation starts to adapt the guidelines to fit their environment the benefits that the best practices can bring are lost.
- Although ITIL does consider the Business Perspective, the satisfaction of Business requirements is not a core principal of ITIL.

Answer : D , A , C

Explanation : ITIL provides a set of Industry "best practices", it does not provide a standard for organisations to be assessed against. These "best practice" guidelines provided by ITIL should be adopted & adapted by the organisation to fit their environment (one size does fit all). Business requirements and their satisfaction are core to ITIL (ie. Customer Service).

73. True or False: The availability measurements provided to the IT Support organisation will be the same reports provided to the Users & Business.

- True
- False

Answer : B

Explanation : False, in order to satisfy the differing perspectives of each group, Availability Management needs to consider the spectrum of measures needed to report the 'same' level of Availability in different ways.

74. Within Capacity Management 4 activities are carried out iteratively and form a natural cycle. These activities are Implementation, Analysis, Monitoring & Tuning. In what order should these activities be carried out ?

- Monitoring, Analysis, Tuning, Implementation
- Analysis, Implementation, Tuning, Monitoring
- Monitoring, Implementation, Tuning , Analysis
- Implementation, Analysis, Tuning, Monitoring

Answer : A

*Explanation : **Monitoring** should be implemented on all components & data collected. This data should be **analysed** by experts and **tuning** recommendations should be reported. RFC's should result from the tuning recommendations for **implementation**.*

75. A **Package** Release is best described as a Release where:

- All components of the Release are built, tested, distributed & implemented altogether.
- Only those CI's that have actually changed since the last Release are included.
- Individual Releases, are grouped to form a single Release
- A Release which implies the installation of an "out of the box" solution.

Answer : C

*Explanation : A **Package Release** is where individual Releases are grouped together both Full & Delta to form a single Release.*

76. True or False: A **Virtual Service Desk** is implemented at a central physical location but accessed by all sites through the utilisation of advanced telephony technology (eg. ACD Advanced Call Distribution)

- True
- False

Answer : B

Explanation : False, a Virtual Service Desk is not implemented at a central physical location but can be set-up over multiple sites. Access is however through a central point of contact and technology such as ACD's are utilised to balance and route inbound calls.

77. Which of the following statements concerning Change Management are correct ? (Select 2)

- Only the Change Manager is a permanent member of the CAB/EC.

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- All Changes must be reviewed by the CAB.
- A FSC is a schedule that contains all the details of Changes Approved and their proposed implementation date.
- Members of the CAB are always members of the CAB/EC

Answer : A , C

Explanation : Only the Change Manager is a permanent member of the CAB/EC.

Not all Changes should reviewed by the CAB as this will certainly cause a bottleneck. Various Change Models will be employed to ensure efficient handling of Changes.

A Forward Schedule of Changes (FSC) is a schedule that contains the details of approved Changes and the proposed implementation date.

CAB/EC members will vary depending on the requirements.

78. Which function carries out most of the Incident Management process.

- Problem Manager
- Problem Coordinator
- Service Desk
- Service Level Manager

Answer : C

Explanation : The Service Desk carries out most of the Incident Management Process. This includes Incident detection and recording, initial classification & support, resolution & recovery (where possible) & Incident Closure.

79. You have been engaged for the past months on the staged identification and population of the CMDB. You are now ready to identify & populate the Desktop CI's. Which of the following is not a CI ?

- Monitor
- Modem
- Serial Number
- Hard Drive

Answer : C

Explanation : Serial Number's will not be recorded as Configuration Items. They are **attributes** of the Desktop CI's.

80. What does the IT Infrastructure Library (ITIL) refer to ?

- A library in the United Kingdom where IT Books are found

EXO-100

- A series of books that document industry best practice for support & delivery of IT services
- A storage location for IT Software also know as the Definitive Software Library (DSL)
- A Library which houses detailed specifications on Industry standard Infrastructure

Answer : B

Explanation : The IT Infrastructure Library is a series of books that document industry best practice for support and delivery of IT Services. ITIL was developed in the 1980's and started out its life as a guide for the UK Government

81. The processes that fall under the umbrella of **Service Support** include: (Select 3)

- Service Desk
- Change Management
- Release Management
- IT Service Continuity Management
- Configuration Management

Answer : B , E , C

Explanation : Change Management, Release Management & Configuration Management are all process identified in Service Support. The Service Desk is a support function not a process. IT Service Continuity Management falls under the processes defined in Service Delivery.

82. A Service Desk manager should request all users to log incidents to the service desk by phone to ensure accurate details are recorded at the shortest delay.

- True
- False

Answer : B

Explanation : False, it usually more efficient to have the customers report less critical incidents or requests by email etc.

83. In terms of Incident Management which of the following sequence of steps are correct.

- Incident - Known Error - Problem - RFC
- Incident - Problem - Known Error - RFC
- Known Error - Incident - Problem - RFC
- Incident - Known Error - RFC - Problem

Answer : B

Explanation : Incidents may result in a Problem which may eventuate in a Known Error. To correct the Known Error we raise a Request for Change.

84. True or False: It is important to implement Configuration Management with Change & Release Management.

- True
- False

Answer : A

Explanation : Configuration Management, Change Management & Release Management are so closely related that it is imperative that they are implemented together.

85. ACD, CTI & IVR are all technologies that assist the _____ .

- ICT Management
- Desktop Services
- Service Desk
- Availability Management activities

Answer : C

Explanation : ACD (Advanced Call Display), CTI (Computer Telephony Integration, IVR (Intelligent Voice XXX) are typically all technologies that assist the Service Desk function.

86 Which of the following is an **Input** to the Problem Management process ?

- Major Incidents
- Trend Analysis
- CMDB
- Known Errors
- None of the above

Answer : E

Explanation : Inputs to the Problem Management process include the following Major Incidents, CMDB, Known Errors, Trend Analysis & multiple matched incidents. HINT: Some people find it very helpful to graphically draw the "Inputs -> Process Steps -> Outputs" relationships when answering the exam questions. This provides a very useful means for remembering the key points for each Service Support &

Service Delivery process.

87. Having implemented the ITIL Service Management Processes at your organisation, you do not need to concern yourself about any process related issues. The ITIL processes will ensure successful operations.

- I agree with this statement
- I disagree with this statement

Answer : B

Explanation : Even though you have implemented the ITIL processes at your organisation, this will not in itself guarantee successful operations.

88. True or False: **SIP** stands for Service Improvement Program.

- True
- False

Answer : A

Explanation : True, SIP stands for Service Improvement Program. Service Level Management will initiate such a program if the Service Levels provided is less than that specified in the Service Level Requirements.

89. True or False: Mean Time Between Failures (MTBF) refers to the mean elapsed time between the occurrence of an incident to the restoration of the service.

- True
- False

Answer : B

Explanation : MTBF refers to the mean time between the restoration of a service to the subsequent next failure of that service.

90. **TCO** is an acronym for

- Technical Change Ownership
- Total Cost of Ownership
- Total Cost of Operations
- Technical Cost of Operations

Answer : B

Explanation : TCO stands for Total Cost of Ownership. This is defined as the complete costs of owning an asset, which encompasses much more than the initial purchase cost of that asset.

90. Problem Management should be implemented with or after Change Management.

- True
- False

Answer : B

Explanation : Problem Management should be implemented with or after Incident Management. Effective Problem Management relies heavily on effective Incident Management.

91. Which of the following is not likely to be an **input** for the Change Management process ?

- RFC's
- CMDB Information
- Incident Information
- Forward Schedule of Changes (FSC)

Answer : C

Explanation : Incident Information is not an input into the Change Management Process. FSC, RFC and CMDB information will serve as inputs. It is important to know the Inputs - Process Steps & Outputs of each process.

92. **Service Level Requirements** are drawn up by _____, and serves as the basis for negotiations concerning the formulation of the _____.

- Business ; OLA

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- Service Level Manager ; OLA
- Business ; SLA
- Service Level Manager ; SLA

Answer : D

Explanation : The Service Level Manager is responsible for documenting the Service Level Requirements with the Business representatives. This document forms the basis for SLA or SLO negotiations.

93. Planning, Implementation, Control, Status Accounting & Verification are all activities of which discipline:

- Financial Management for IT Services
- Capacity Management
- Configuration Management
- Change Management

Answer : C

Explanation : Planning, Implementation, Control, Status Accounting & Verification are all activities of Configuration Management.

94. The Release Management process shares very close relations with which of the following processes ? (Select 2)

- Change Management
- Configuration Management
- Capacity Management
- Problem Management
- Service Level Management

Answer : A B

Explanation : Release, Change & Configuration Management share very close relations. Without adequate Change Control your Configuration Information would soon be obsolete, inaccurate Configuration Data means that Changes cannot be properly assessed for impact. Without Change & Configuration Management, Releases will be uncontrolled.

95. What would **not** be a task for the Service Desk ?

- Managing the Changes for a certain IT Service
- Providing Incident Management Reports
- Establishing User Accounts
- Granting low level access rights

Answer : A

Explanation : Changes are managed by the Change Management process not by the Incident Management process. The Service Desk carries out most of the Incident Management process steps.

96. True or False: You subscribe to the latest ITSM Publication issued monthly at a cost of \$50 p/a. This is an example of an Operational Cost ?

- True
- False

Answer : A

Explanation : Operational costs are the daily costs of running a business and include such costs as staff costs, subscriptions, consumables etc.

97. Although Financial Management for IT Services interacts with most IT service processes it is most closely linked with which of the following (Select 3).

- Capacity Management
- Configuration Management
- IT Service Continuity Management
- Service Level Management
- Availability Management
- Change Management

Answer : D , B , A

Explanation : Financial Management for IT Services is most closely linked with Capacity Management, Configuration Management & Service Level Management.

98. True or False: With Notional Charging an invoice is produced and payment is required where as with Real Charging an invoice is produced but no payment is required ?

- True
- False

Answer : B

Explanation : False, Notional Charging as the name suggests is symbolic charging where an invoice is produced but no payment is required. With Real Charging payment is required.

99. At a job interview for an IT Service Continuity Manager position, the CTO asks you to run through the 4 stages of the **Business Continuity Lifecycle**. What is the correct sequence of phases ?

- 1. Requirements & Strategy 2. Initiation 3. Implementation 4. Operational Management
- 1. Operational Management 2. Initiation 3. Requirements & Strategy 4. Implementation
- 1. Implementation 2. Initiation 3. Operational Management 4. Requirements & Strategy
- 1. Initiation 2. Requirements & Strategy 3. Implementation 4. Operational Management

Answer : D

100. Consider the following statements:

- 1) IT Service Continuity forms part of the overall Business Continuity Process
- 2) Business Continuity Management is concerned with ensuring the continuation of the Critical Business Processes in the event of a disaster.
- 3) Testing is a critical part of the overall ITSCM process.

- Only statement 1 is true
- Both 1 & 3 are true
- All statements are correct
- Only statement 2 is correct

Answer : C

Explanation : All the statements mentioned are correct. 1) ITSCM forms part of the overall BCM process. ITSCM will not be effective by itself. 2) BCM is concerned with ensuring the continuation of the business critical processes in the event of a disaster (or service interruption). These business critical processes are core to the service/products provided by the company. 3) Testing is an integral part of the ITSCM processes. Testing should be carried out regularly and following any major changes.

101. Which ITIL discipline aims to maintain & improve IT Service quality through a regular cycle of agreeing, monitoring & reporting.

- Capacity Management

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- Configuration Management
- Service Level Management
- Release Management
- Availability Management

Answer : C

Explanation : Service Level Management is the ITIL discipline concerned with maintaining & improving the IT Services provided through a constant cycle of agreeing, monitoring & reporting on those IT Services. Service Improvement Programs are initiated by Service Level Management to systematically improve performance of any IT Service falling short of the Service Level Requirements expected by the business.

102 Which of the following is not a benefit of SLM ? (Select 2)

- Accurate cost information to support IT Investment
- Improved Service quality through Remedial action identified through continued Service Monitoring.
- Improved IT Service Design to meet SLR's
- Reduced business impact caused by Incidents through timely resolution.

Answer : A , D

Explanation : Cost Information to support IT Investment is a benefit of Financial Service for IT, while the reduction of impact from timely resolution of Incidents is a benefit of the Incident Management process.

103. Which of the following are responsibilities of the Service Desk ? (Select 3)

- Incident Matching
- Incident cause analysis
- Provider Users with progress updates
- Updating the Known Error Database
- Functional Escalation

Answer : A . E , C

Explanation : Incident Matching, Progress Updates & Functional Escalation are all responsibilities of the Service Desk. Incident cause analysis will be made by the Support teams and Problem management will update the Known Error DB.

104. Match the following Recovery periods with the relevant Recovery Option.

- i) > 72 hours
- ii) 24 - 72 hours
- iii) < 24 hours

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- Immediate Recovery = i Intermediate Recovery = ii Gradual Recovery = iii
- Immediate Recovery = ii Intermediate Recovery = i Gradual Recovery = iii
- Immediate Recovery = iii Intermediate Recovery = ii Gradual Recovery = i
- Immediate Recovery = i Intermediate Recovery = iii Gradual Recovery = ii

Answer : C

Explanation : Depending on the impact on the Business Critical Processes an organisation may employ varying Recovery Options. Immediate Recovery for critical Services which need to be recovered within 24 hours. Intermediate Recovery for priority services that should be recovered within 24 - 72 hours. Gradual Recovery can be used for Services where the Business Critical Processes can continue without the service for 72 hours or more.

105. Which process is responsible for ensuring the CMDB is updated following a new Operating System Patch of some Unix Servers ?

- Change Management
- ICT Management
- Incident Management
- Configuration Management
- Release Management

Answer : D

Explanation : Configuration Management whole the sole responsibility for the CMDB (population & maintenance). **NB: This does not mandate that CM will carry out the updates, which depending on the process applied may be done automatically or delegated out **

106. The **Ishikawa Diagram or Cause & Effect Analysis (Fishbone)** is a technique employed by which ITIL Discipline ?

- Incident Management
- Availability Management
- Problem Management
- Capacity Management
- Service Level Management

Answer : C

Explanation : Problem Management utilises such techniques as Ishikawa Cause & Effect analysis (sometime referred to as Fishbone Analysis), & Kepner Tregoe Analysis to establish the Root Cause of Problems.

107. The Service Management processes put forth by ITIL are suited to implementation in:

- Large Organisations (>1000 Employees)
- Mid sized organisation (200 > 1000 Employees)
- Small organisation (<200 Employees)
- Organisations of any size

Answer : D

Explanation : The Service Management processes put forth by ITIL are flexible & completely scalable therefore are suited to any sized organisation.

108. The Service Support Processes & the Service Delivery Processes have no overlap with each other.

- I agree with this statement.
- I disagree with this statement.

Answer : B

Explanation : Clearly this statement is incorrect. There are very many overlaps between the Service Support & Service Delivery processes, just as there are overlaps with the other elements of ITIL including the Business Perspective, ICT Infrastructure Management & Applications Management.

109. It is the Configuration Manager that grants permission for changes to be made to CI's

- True
- False

Answer : B

Explanation : False, It is Change Management that authorise Changes to take place to CI's. The Configuration Management process will ensure that the CMDB is updated with all relevant information prior to and following the change.

110. Which of the following are not objectives of Availability Management ? (Select 2)

- Create & maintain a forward looking Availability Plan
- Ensure shortfalls in IT Capacity & recognised & appropriate corrective actions taken.
- Achieve over a period of time a reduction in the frequency & duration of Incidents that impact IT Availability
- Develop & maintain meaningful records relating to Incidents

- All of the above

Answer : A , C

Explanation : Objectives of Availability Management include,....Shortfalls in Capacity are identified and corrected by the Capacity Management discipline and Incident Management maintains records relating to Incidents.

111. What does **BS15000** refer to ?

- This is the code given to a company when they are "ITIL Compliant"
- British Standard for Service Management
- A method of Quality Management used within the Availability Management processes.
- An ISO standard for Service Management

Answer : B

Explanation : BS15000 is the British Standard for Service Management. The BS15000 Certification scheme was designed by the itSMF and was introduced in July 2003. BS15000 does not refer to ITIL Compliancy because ITIL is not a standard. BS15000, as the name suggests) is not an ISO standard (ie. International Standard) although continued efforts are being made to make it one.

112. An **AMDB** is associated with what ITIL discipline ?

- Capacity Management
- Availability Management
- Service Level Management
- Change Management
- Configuration Management

Answer : B

Explanation : AMDB stands for Availability Management Database and is used to store the IT Availability metrics based on the ITAMM model.

113. True or False: **Service Outage Analysis (SOA)** is a technique used within Availability Management to help identify opportunities for Availability improvement.

- True
- False

Answer :A

Explanation : True, SOA is a technique designed to provide a structured approach to identify end-to-end Availability improvement opportunities.

114. With reference to the Component Failure Impact Analysis (Please refer to cfa.pdf) for the Java Coffee Co CRM Systems, which of the following statements are incorrect (Select 3)

- If the Weblogic v7 instance crashes, Service C & D will not be impacted as there exists a redundant component.
- Service A is reliant on the HPUX server named "Samson". There is no redundancy on this Component.
- If one of the Windows Servers fail Service C will automatically fail to an alternative Windows Server.
- If Windows Servers "cafirsa2" fail Service D will automatically fail to an alternative Windows Server.
- If Windows Servers "cafirsa1" fail Service A will also failure as there is no redundancy capability.

Answer : B , A , C

Explanation : On a CFIA matrix, "X" represents component dependency (i.e. no redundancy), "A" represents automatic failover possibility while "B" represents manual failover possibility. Although it is unlikely that you will receive a question of this nature in the exam, it does help not only to know of the existence of these techniques but also how they function.

115. Select the 3 sub-processes of Capacity Management ?

- Service Capacity Management
- Application Capacity Management
- Technical Capacity Management
- Resource Capacity Management
- Business Capacity Management

Answer : A , E , D

Explanation : The 3 sub-processes of the Capacity Management are: **Business Capacity Management** which is concerned with ensuring that the future business requirements for IT Services are considered, planned & implemented. **Service Capacity Management** which is concerned with management of the performance of the live, operational IT Services. **Resource Capacity Management** which is concerned with the management of the individual components of the IT Infrastructure.

116. Completed the following statement.

The **priority** of an Incident is primarily determined by the _____ on the business & the _____ with which the resolution or Work-around is needed.

- Impact, Availability
- Urgency, Impact
- Urgency, Availability
- Impact, Urgency

Answer : D

Explanation : The priority of an Incident is primarily determined by the impact on the business & the urgency with which a resolution or Work-around is needed.

117. A **Change Model** is best defined as:

- A standard way of dealing with all Changes irrespective of their type or complexity.
- A standard way of dealing with Changes of a specific type or complexity.
- A standard way of dealing with Major Changes only.
- A standard way of dealing with Minor Changes only.

Answer : B

Explanation : A Change Model is defined by ITIL as "a standard way of dealing with Changes of a specific type or complexity". As a Change Manager you may have defined various Change Models with the aim of facilitating the accurate & timely assessment of Changes by the appropriate groups of people.

118. Match the Availability Measurement with the correct definition:

MEASUREMENTS:

1. MTTR
2. MTBF
3. MTBSI
4. MTTF

DEFINITIONS:

- A. The mean elapsed time from the time an IT Service or component is fully restored until the next occurrence of a failure in the same service.
- B. Mean elapsed time between the occurrence of one system or service failure and the next.
- C. Averaged elapsed time from the occurrence of an incident to the repair of the failed component.
- D. The elapsed time between the occurrence of an Incident to the restoration of a service.

- 1A,2B,3C,4D
- 1D,2A,3C,4B
- 1D,2A,3B,4C
- 1A,2B,3D,4C

Answer : C

Explanation : The Availability Measurements are matched as follows:

MTTR = The elapsed time between the occurrence of an Incident to the restoration of a service.

MTBF = The mean elapsed time from the time an IT Service or component is fully restored until the next occurrence of a failure in the same service.

MTBSI = Mean elapsed time between the occurrence of one system or service failure and the next.

MTTF = Averaged elapsed time from the occurrence of an incident to the repair of the failed component.

119. Which of the following statements are true ? (Select 2)

- Company culture plays an important role in the successful implementation & maintaining of Service Management
- Management commitment is not a key factor when it comes to successfully implementing Service Management. As long as there is at least some recognition of the benefits Service Management would bring, that should be sufficient.
- "Service Culture" refers to the internally held culture within an organisation to ensure that the Customer is fully satisfied.
- One of the benefits of implementing Service Management is that the processes are so well defined so there is no real need to train individuals. By following the processes, this will ensure that the customer is satisfied.

Answer : A , C

Explanation : Company culture plays a very important role in the successful implementation & maintaining of Service Management. Without Management commitment the implementation of Service Management will be very difficult. "Service Culture" within an organisation refers to a mind set where constant vigilance & effort is made to ensure customer satisfaction. Relying on process adherence alone will not ensure good service management. Employee training will help ensure that a "Service Culture" is maintained.

120. True or False: Typically a Help Desk, Service Desk & Call Centre all provide the same level of service. They are just different names referring to the single point of contact.

- True
- False

Answer : B

Explanation : False, although they are all single point of contacts they typically provide varying degrees of service.

121. Your organisation is currently undertaking a project to deliver a new CRM system. What process will be used to better identify what the business requirements are for IT ?

- Availability Management
- IT Service Continuity Management
- Release Management

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- Service Level Management
- Incident Management

Answer : D

Explanation : Service Level Management will work with the Business to clearly define the Service Level Requirements (SLR's) for the end solution.

122. Which of the following are difficulties that may be faced when implementing a CMDB ?

- Management Commitment & Funding.
- Relaxed Procurement policies leading to unrecorded Purchases.
- Unwillingness to adopt new procedures from support staff.
- Processes & procedures are viewed as being too bureaucratic

Answer : ABCD

Explanation : All points mentioned here are common difficulties that could be experienced by any organisation implementing Configuration Management. Unless Management commitment is obtained the project for implementation will never succeed. When planning the project it is important to properly define the scope of the CMDB, otherwise you'll find maintaining the data too resource intensive or perhaps conversely it will not contain enough details. Engage the various support teams in Awareness Sessions to outline how their daily job will be significantly improved by an accurately up kept CMDB.

123. Which of the following is an **Output** of the Problem Management Process ?

- Known Error Records
- Major Incident Reports
- RFC's
- Problems Records
- All of the above

Answer : E

Explanation : Outputs of the Problem Management process include a Known Error Records, RFC's, Problem Records & Major Incident Reports.

124. Complete the Phrase: The _____ is defined as the person using the service on a daily basis ?

- Customer

- User
- Supplier
- Provider
- None of the above

Answer : B

Explanation : The User is the person who utilises the service on a daily basis. The Customer refers to the person/s who provides the funding for the Service Development / Support etc.

125. Which are the **Service Delivery** processes ?

- Availability, Incident, Service Desk, Change & Configuration
- Availability, Capacity, Financial Management for IT Services, IT Service Continuity, Service Level Management
- Availability, Change, Financial Management for IT Services, IT Service Continuity, Release Management
- Problem, Incident, Release, Change & Configuration Management

Answer : B

Explanation : Availability, Capacity, Financial Management for IT Services, IT Service Continuity, Service Level Management are the Service Delivery processes.

126. Which of the following is an example of **Functional Escalation** ?

- Service Desk reassign an Incident to the 2nd level support team for further analysis.
- The Service Desk Manager contacts the 2nd level support team's Manager to highlight the need for resource assignment.
- The Service Level Manager contacting the Business Service Owner to ensure correct functionality of the service.

Answer : A

Explanation : Functional Escalation is an ITIL term for "referral" or "reassignment". Service Desk reassigning to the 2nd level support team is an example of this.

127. What is the difference between the **DSL, DHS & CMDB**? Select the most appropriate answer:

- The DSL & DHS store the information & license details about CI's where as the CMDB stores the physical products.

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- The CMDB is the centralised store for all the information about CI's. The DSL & DHS are sub-directories of this DB.
- The DSL & DHS are physical stores for an organisation relevant s/w & h/w where as the CMDB stores the information about these items.
- There is no real difference between the 3 stores.

Answer : C

Explanation : The Definitive Software Library (DSL) & Definitive Hardware Store (DHS) are physical stores for software & hardware respectively, where as the CMDB stores all the information about these CI's.

128. Some usual **Metrics** within the Change Management Process include: (Select 3)

- The total number of Changes implemented over a given period.
- The proportion of unsuccessful changes made over a certain period.
- The number of RFC rejected
- The number of Known Errors identified over a given period.
- The total number of Incidents matched of a certain period.

Answer : A , C , B

Explanation : It is very important when implementing any process that you have a means to measure that process. The saying goes that "If you can't measure it you can't control it". Some usual Change Management Metrics will include: The Total number of changes implemented over a given period (can be broken down by Service / CI). The proportion of unsuccessful changes of a given period. The mean time for implementation etc. The number of Known Errors recorded over a given period would be a metric useful within the Problem Management process.

129. **UPC's, SLA's & OLA's** will all be documented by what function.

- Service Desk Manager
- Problem Manager
- Service Level Manager
- Release Manager
- The Service Level

Answer : C

Explanation : The Service Level Manager is responsible for documenting the SLA's (Service Level Agreements) and corresponding OLA's (Operational Level Agreements) and UPC's (Underpinning Contracts).

130. True or False: It is the responsibility of the Service Desk Manager to maintain the Known Error records.

- True
- False

Answer : B

Explanation : False: It is not the role of the Service Manager to maintain the Known Error records. Known Error control is a responsibility key to the Problem Management team. Known Errors records are recorded following the analysis & diagnosis of Problems. They can also be introduced from information supplied by the external vendors.

131. Whilst attending the IT Service Management Forum's (ITSMF) latest conference a colleague working in the same industry as you advises that when setting up a CMDB it is absolutely essential for every company to start by recording every detail about every CI you have within your organisation "no matter how big or small". What are your thoughts on this:

- I agree with this statement. The more information you can record about the CI the better.
- I disagree with this statement. Not every single detail about a CI needs to be recorded.
- I would need to consult with my Manager as he has implemented a CMDB before.

Answer : B

Explanation : It is not accurate to advise that "every company" setting up a CMDB should record every single detail about each CI in the CMDB. Setting up and maintaining a CMDB is time consuming and you'll need to limit yourself to what is required & what is possible to maintain. As a "rule of thumb" you need only maintain the information to "replacement level" (i.e.. What would you need to know if you had to replace the CI). When setting up a CMDB the best advise is to Think Big, Start Small. You can always expand the information at a later date if you find it manageable.

132. What does the acronym **KPI** stand for ?

- Key Performance Initiatives
- Key Profitability Indicators
- Key Performance Indicators
- Key Performance Identification

Answer : C

Explanation : KPI stands for Key Performance Indicator and is a measurement that allows for Service assessment to be carried out by the Customer & Support Staff alike.

133. Proposed Changes to an IT Service need not follow the Change Management Process if they are to be implemented as a Release. The Release Management Process will ensure control over the Changes required.

- I agree with this statement
- I disagree with this statement

Answer : B

Explanation : ITIL defines a Release as "A collection of Authorised Changes to an IT Service which are tested and introduced to the live environment together". The Release Management process in no way substitutes the Change Management process. Change Authorisation is granted only by following the Change Management process.

134. Which **sub-process** of Capacity Management is concerned with the management of the individual components of the IT Infrastructure ?

- Business Capacity Management
- Service Capacity Management
- Resource Capacity Management
- None of the above

Answer : C

Explanation : Resource Capacity Management is concerned with the management of the individual components of the IT Infrastructure. It is responsible for ensuring that all components that have a finite resource are monitored & measured, and the data collected on these is analysed and reported on.

135. What is the name given to the type of charging where no money is exchanged inter-departmentally. (particularly between the IT Department & the customer) ?

- Market Rate Charging
- Charge Back
- Cost per Call Charging
- Notional Charging

Answer : D

Explanation : Notional Charging is used to demonstrate to the business how they would be charged in a real life scenario. It is a good way of getting the Customer use to the idea for full or partial charging at a later date.

136. Which process is concerned with accurately identifying the cost of providing an IT service ?

- Service Level Management
- Availability Management
- Financial Management for IT Services
- Capacity Management
- Release Management

Answer : C

Explanation : Budgeting, Charging & IT Accounting are all processes within Financial Management for IT Services. Accurately identifying the cost of an IT service is key to all these processes.

137. Payroll costs, relocation costs & overtime are all **Cost Elements** of the _____ cost type where as applications, databases & operating systems are all Cost Elements of the _____ cost type.

- Transfer, Software
- People, External Service
- People, Software
- Transfer, External Service

Answer : C

Explanation ; Each major cost types can be broken down into Cost Elements to allow for more detail in calculating costs.

138. _____ aims to identify the potential losses an organisation may incur in the event of a disaster or service disruption.

- Service Improvement Program
- Availability Analysis
- Business Impact Analysis
- Critical Business Processes

Answer : C

Explanation : Business Impact Analysis is a key step within the Business Continuity Lifecycle. It is through this analysis that an organisation will quantify the potential impact of a Service disruption.

139. The Business have submitted requirements for a new ERP system. Which discipline is responsible for documenting the Service Level Requirements (SLR's) with the Business Representative ?

- Service Level Management
- Release Management

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- Project Management
- Capacity Management

Answer : A

Explanation : The Service Level Management team will work with the Business Representative (Business Owner) to document the Service Level Requirements.

140. You are discussing Incident Management with some Business colleagues from Finance. They ask you to define an **Incident**. What is the most appropriate definition ?

- A Request for Change
- An fault which does not cause impact to a Service
- An event for which there is a known work around
- An event that causes a disruption to a Service

Answer : D

Explanation : An Incident is most appropriately defined as an event that causes a disruption to a Service.

141. When implementing ITIL Best Practice processes, it is necessary to change the organisation's structure.

- I agree with this statement
- I disagree with this statement

Answer : B

Explanation : Adherence to the ITIL Best Practice framework does not mandate organisational changes. Although some companies may find it beneficial to re-organise it is not a requirement of ITIL.

142. ITIL is owned by the **IT Service Management Forum (itSMF)** based in the United Kingdom

- True
- False

Answer : B

Explanation : False, ITIL is owned by The Office of Government Commerce based in the United Kingdom. The itSMF is a non-profit organisation that contributes to Industry Best Practices.

143. You have been asked to ensure that all details concerning support groups, users & SLA's for each Service are maintained within your organisations CMDB. What are your thoughts on this.

- The request is valid, it is best practice to store this information / documentation in the CMDB
- The request is not valid. Placing such documentation into the CMDB is not needed.

Answer : A

Explanation : The request is valid, the CMDB is a repository for all information pertaining to CI's. This includes SLA's, Support Teams & Users.

144. Your company writes off a set percentage of an IT Asset each year. This implies that you use which type of Depreciation ?

- Straight Line Method
- Reducing Balance
- By Usage
- Planned Percentile

Answer : B

Explanation The Reducing Balance method of Depreciation utilises a set percentage for Asset value reduction each year. This would usually take the form of 40% in the 1st year & 30% in the subsequent years.

145. Which of the following is not an **SLA structure** as defined by ITIL. (Select 2)

- Customer Based
- Service Based
- Segment Based
- Component Based
- Multi-Level

Answer : C , E

Explanation : ITIL defines 3 types of SLA. These are Customer Based (covers all Services used by an individual Customer group), Service Based (one Service for all Customers), Multi-Level (e.g.. 3 Tier SLA encompassing Corporate, Customer & Service Layers).

146. The goal of _____ is to optimise the capability of the IT infrastructure, services & supporting organisation to deliver a cost effective & sustained level of availability that enables the business to satisfy its objectives.

- Problem Management
- Capacity Management
- IT Service Continuity Management

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- Availability Management
- None of the above

Answer : D

Explanation : The goal of Availability Management is to optimise the capability of the IT infrastructure, services & supporting organisation to deliver a cost effective & sustained level of availability that enables the business to satisfy its objectives.

147. Some of the benefits that may be enjoyed by an organisation that adopts the ITIL best practice framework include: (Select 3)

- Improved Communication between the Business & IT.
- Increase in Sales of the organisations products or services.
- Fewer failed changes and able to absorb a higher rate of changes.
- Continuous improvement in the delivery of quality IT Services.

Answer : A , C , D

Explanation : There are many benefits that an organisation will enjoy when they successfully implement the ITIL "best practice" framework. Some of these benefits include: i) Continuous Improvement in quality & delivery of IT Services, ii) Reduced long term costs iii) Greater probability of meeting business objectives (e.g. for recovery, consistent quality etc) & iv) The ability to absorb a greater number of changes with less failures. Increased Sales is not a direct benefit of implementing ITIL best practices.

148. Calculate the Total Infrastructure Availability on the serial configuration (Please refer to am.pdf) model depicted in the linked page. (Rounded to the nearest 1 decimal place)

- 91.7%
- 97.9%
- 95%
- 99.5%

Answer : A

Explanation : In a simple Serial Configuration, Total Infrastructure Availability is calculated by multiplying all the component availabilities together. Calculation = $0.985 * 0.95 * 0.985 * 0.995 = 91.7\%$

149. What does **ITAMM** stand for ?

- IT Availability Metrics & Methodology
- IT Availability Metrics Model
- IT Availability Maintenance Model
- IT Availability Management Model

Answer : B

Explanation : ITAMM stands for the IT Availability Metrics Model

150. True or False: Activities within the Capacity Management process are all reactive.

- True
- False

Answer : B

Explanation : False, activities within the Capacity Management process consist of both proactive & reactive activities. Proactive activities are very important as they act to prevent the incidents/problems occurring. Such activities include Analytical Modelling, Trend Analysis, Simulation Modelling.

151. A Known Error is best defined as ?

- An Incident or Problem for which the root cause is still under investigation but a work around does exist.
- An Incident or Problem for which the root cause is known but for which a work around is still not known
- An Incident or Problem for which the root cause is known and for which a temporary work around has been identified.
- An Incident or Problem for which the root cause is not yet known but for which a temporary work around has been identified.

Answer : C

Explanation : A Problem or Incident becomes a **Known Error** when the root cause has been identified and a temporary work around or permanent alternative has been identified. A Known Error will be corrected by a Change.

152. Which if the following are examples of Service Requests ? (Select 3)

- Request to change a password
- Request to extend Service Hours
- Request to add more Memory to Desktop PC.
- Request to add more Memory to a Server
- Request to resolve MS Exchange connectivity issue.

Answer : B , A , C

Explanation : A Service Request is defined by ITIL as "every Incident not being a failure in the IT Infrastructure". It is important to note the distinction between a Change Request & a Service Request. Although a Service Request may indeed be a change to a certain degree, it may not be necessary to invoke

the Change processes in order to complete the request. If this was done for all requests it would quickly bog down the Change Management area.

153. Which of the various Availability Management Techniques is depicted in this [diagram](#) . Please refer to [am_technique.pdf](#).

- Ishikawa Technique
- Component Failure Impact Analysis
- Fault Tree Analysis
- Kepner-Tregoe Route Cause Analysis

Answer : B

Explanation : The technique depicted in the linked document is Component Failure Impact Analysis. The Component Failure Impact Analysis (CFIA) module was designed by IBM and attempts to assess and predict the potential threats to the desired availability of your chosen IT system or application.

154. Which of the various Problem Management Techniques is depicted in this [diagram](#) (Please refer to [Pm_technique.pdf](#))

- Kepner-Tregoe Route Cause Analysis
- CRAMM
- Fault Tree Analysis
- Ishikawa Technique

Answer : D

Explanation : Ishikawa Technique or Cause & Effect Diagram is a method used by Problem Management to organise & display the various theories about what may be the root cause of the Problem. This was developed by Kaoru Ishikawa, a Japanese quality control leader.

155. What does CAB/EC stand for ?

- Change Advisory Board/Evaluation Committee
- Change Advisory Board/Emergency Committee
- Change Advisory Board/Emergency Control
- Change Advisory Board/Executive Committee

Answer : C

Explanation : CAB/EC stands for the Change Advisory Board / Emergency Committee. This body is called when a major Problem arises and there is no time to convene a full CAB. With the exception of the Change

Manager, the attendees of the CAB/EC may vary depending on the Problem experienced.

156. True or False; All Changes should be reviewed by Change Management following a predefined period after implementation.

- True
- False

Answer : A

Explanation : True, following implementation all Changes should be reviewed by Change Management after a predefined period. This may involve CAB members.

157. Back-out plans should be provided for which of the following types of Releases ?

1. Delta
2. Package
3. Full

- 2 only
- 2 & 3
- 3 only
- 1, 2 & 3

Answer : D

Explanation : Back-out plans should be provided regardless of the Release Type. Change Management is responsible for the production of the back-out plan for each Change.

158. A **Release** is best described as:

- A collection of authorised Changes to an IT Service.
- The portion of the IT infrastructure that is normally released together.
- The delivery, installation & commissioning of an integrated set of new or changed CI's across logical or physical parts of an organisation.

Answer : A

Explanation : A Release is best described as a collection of authorised Changes to an IT Service. Remember that although Release Management oversees the details of the roll-out of a change it remains under the control & authority of Change Management.

The portion of the IT infrastructure that is normally released together refers to the Release Unit.

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A Roll-out refers to the delivery, installation & commissioning of an integrated set of new or changed CI's across logical or physical parts of an organisation.