

## Document Control Information

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**ITIL® V3 Intermediate Lifecycle Stream:  
SERVICE DESIGN CERTIFICATE**

*Sample Paper 1, version 3.0*

Gradient Style, Complex Multiple Choice

***ANSWERS AND RATIONALES***

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<b>QUESTION</b>	One	<b>SCENARIO</b>	One
<b>Question Rationale</b>	This question focuses on the managerial and supervisory aspects of the Capacity Management process.		
<b>MOST CORRECT</b>	<b>B</b>	This answer addresses the issues described in the scenario. Issues are possibly caused by marketing campaigns for which IT were not prepared, improving links with the Marketing department will reduce surprises in the future. The scenario states that changes are tested on the company's infrastructure but not the live infrastructure that is owned by the ISP. The second bullet addresses this point.	
<b>SECOND BEST</b>	<b>C</b>	Some good points here but does not address all the issues. Bullet 2 suggests improving testing but does not mention the issue of testing on a more representative infrastructure.	
<b>THIRD BEST</b>	<b>D</b>	A very good theoretical answer but not adequately related to the scenario.	
<b>DISTRACTER</b>	<b>A</b>	This answer shifts too much of the responsibility to the ISP. It is not a proactive approach to Capacity Management.	
<b>Syllabus Unit / Module supported</b>	ITIL SL: SD03		
<b>Blooms Taxonomy Testing Level</b>	Blooms Level 3 and 4		
<b>Subjects Covered</b>	Categories Covered: <ul style="list-style-type: none"> <li>• Managerial and supervisory aspects of the Capacity Management process</li> <li>• SD 4.3; SD 4.3.3 ; SD 4.3.4 ; SD 4.3.5</li> </ul>		
<b>QUESTION</b>	Two	<b>SCENARIO</b>	Two
<b>Question Rationale</b>	This question focuses on the use and application of the RACI matrix		
<b>MOST CORRECT</b>	<b>D</b>	The best answer. Everyone is involved. There is only one person accountable for each activity and only the appropriate people are responsible for contributing to each of the activities.	
<b>SECOND BEST</b>	<b>B</b>	This is a reasonable solution, but only worth three marks, because SLM is overloaded with accountability and responsibility. SLM is accountable and responsible for "producing service designs", but is not ideally suited and doesn't have the technical knowledge required to do this activity.	
<b>THIRD BEST</b>	<b>C</b>	This is an unreasonable solution. AvM is a technician and is certainly not the best person to analyze and define requirements. FinM have been given accountability and/or responsibility for three activities for which they really don't have the skills required. AccM and SLM have no responsibility or accountability at all.	
<b>DISTRACTER</b>	<b>A</b>	This solution is unacceptable because there are two double accountabilities for two of the activities which will cause conflict and is against RACI guidelines.	
<b>Syllabus Unit / Module supported</b>	ITIL SL: SD05		
<b>Blooms Taxonomy Testing Level</b>	Blooms Level 3 and 4		
<b>Subjects Covered</b>	Categories Covered: <ul style="list-style-type: none"> <li>• RACI</li> <li>• Roles and responsibilities</li> <li>• Organization</li> <li>• Service Design: pages 189-196, principally pages 189 and 190, section 6</li> </ul>		

<b>QUESTION</b>	Three	<b>SCENARIO</b>	Three
<b>Question Rationale</b>	This question focuses on the value of achieving business buy-in to the IT Service Continuity and Availability Management processes.		
<b>MOST CORRECT</b>	<b>B</b>	Is the right answer, the sequence being understand what you have to do, determine the business requirements, and drive the IT strategy and policy from the business strategies and policies.	
<b>SECOND BEST</b>	<b>A</b>	Engagement with the business and sign off of the Business Case is too early. It is before fully understanding and agreeing the scope of what has to be achieved.	
<b>THIRD BEST</b>	<b>D</b>	It is difficult to complete a BIA and Risk Assessment before determining and agreeing the scope and requirements of what has to be achieved.	
<b>DISTRACTER</b>	<b>C</b>	This is obviously wrong completing a BIA and Risk Assessment before determining and agreeing the scope and requirements of what has to be achieved and before agreeing business strategy and policy.	
<b>Syllabus Unit / Module supported</b>	ITIL SL: SD03		
<b>Blooms Taxonomy Testing Level</b>	Blooms Level 3 and 4		
<b>Subjects Covered</b>	Categories Covered: <ul style="list-style-type: none"> <li>• Business Service Management</li> <li>• IT Service Continuity Management</li> <li>• Availability Management</li> <li>• SD 3.10; SD 4.4 ; SD 4.5</li> </ul>		
<b>QUESTION</b>	Four	<b>SCENARIO</b>	Four
<b>Question Rationale</b>	This question focuses on the managerial and supervisory aspects of the Supplier Management Process.		
<b>MOST CORRECT</b>	<b>D</b>	There is a need to establish a formal process for management of suppliers and contracts. To manage in this situation, they really need Risk assessment and categorization, to be able to spend more time on key suppliers than less important suppliers. This answer covers the scope of the process as listed in SD 4.7.2: <p>Scope of the Supplier Management process should include:</p> <ul style="list-style-type: none"> <li>• Implementation and enforcement of a supplier policy</li> <li>• Maintenance of a Supplier and Contract Database (SCD)</li> <li>• Supplier and Contract categorization and risk assessment</li> <li>• Supplier and Contract evaluation and selection</li> <li>• Development, negotiation and agreement of contracts</li> <li>• Contract review, renewal and termination</li> <li>• Management of suppliers and suppliers performance</li> <li>• Agreement and implementation of service and supplier improvement plans</li> <li>• Maintenance of standard contracts, terms and conditions</li> <li>• Management of contractual dispute resolution</li> <li>• Management of sub-contracted suppliers</li> </ul>	
<b>SECOND BEST</b>	<b>B</b>	Nearly as good as alternative D but misses: <ul style="list-style-type: none"> <li>• Management of suppliers and suppliers performance</li> <li>• Agreement and implementation of service and supplier improvement plans</li> </ul> A possible requirement to consolidate contracts with global suppliers depends on the circumstances and the conditions in each country. Huge savings can sometimes be possible by establishing company-wide contracts, but sometimes it is not possible due to practical, legal or financial circumstances. This activity is not the one to start with.	

<b>THIRD BEST</b>	<b>A</b>	<p>This answer covers some of the topics to be addressed, but not correctly, and far from all.</p> <ul style="list-style-type: none"> <li>• Involvement of the legal department to check contracts according to company policy, organizational terms and conditions and legal obligations must be done before contracts are signed, not after - as this review suggest (what would be the benefit?). Better to be built into the process and carried out by renewal of each contract.</li> <li>• Also alignment with SLA targets must be done before contracts are signed. (Considering the chaotic situation and the fact the management team is recently introduced to ITIL, they most probably have no SLA in place yet anyway).</li> <li>• It is vital to implement a Supplier and Contract Database (SCD), but the main purpose is not to establish a calendar of contract expiry dates and automatic notification. In addition, one month before the termination date is far too short notice for the review and renegotiation of important contracts.</li> <li>• Consolidation of contracts with global suppliers might not be the task to start with (ref. comment above)</li> </ul>	
<b>DISTRACTER</b>	<b>C</b>	<p>This answer has the wrong focus. The frequent turnover of staff is not the root cause of this problem. Service Management should be focused on well documented processes and procedures to avoid the total dependence on key personnel.</p> <ul style="list-style-type: none"> <li>• People working closest to the suppliers might be involved, but are not necessarily the best choice for managing the contract.</li> <li>• Two people sharing responsibility means that no one is responsible. Clear roles and responsibilities is an important principle within Service Management.</li> <li>• Consolidation of contracts with global suppliers might not be the task to start with (ref. comment above).</li> </ul>	
<b>Syllabus Unit / Module supported</b>	ITIL SL: SD03		
<b>Blooms Taxonomy Testing Level</b>	Bloom level 3 and 4		
<b>Subjects Covered</b>	<p>Categories Covered:</p> <ul style="list-style-type: none"> <li>• Supplier Management</li> <li>• Supplier and Contract Database (SCD)</li> <li>• Contract Management</li> <li>• SD 4.7; SD 4.7.2</li> </ul>		
<b>QUESTION</b>	Five	<b>SCENARIO</b>	Five
<b>Question Rationale</b>	This question focuses on the value and use of SAC and SDP within service design activities.		
<b>MOST CORRECT</b>	<b>D</b>	This is the right solution using SAC and SDP templates, with the SAC being created at the start of the Design activities and the SDP being produced before the service moves into the Transition stage.	
<b>SECOND BEST</b>	<b>A</b>	Both SAC and SDP templates are developed. The only thing is that producing the SAC and SDP 'before' Transition is less accurate than in option D.	
<b>THIRD BEST</b>	<b>C</b>	Templates are only developed for SDPs. It is better to create things earlier rather than leave everything until the last possible minute like in option B.	
<b>DISTRACTER</b>	<b>B</b>	This is worst solution as no templates are developed and everything is left until the last minute, as the service moves into the Transition stage.	
<b>Syllabus Unit / Module supported</b>	ITIL SL: SD01		
<b>Blooms Taxonomy Testing Level</b>	Blooms Levels 3 and 4		

<b>Subjects Covered</b>	Categories Covered: <ul style="list-style-type: none"> <li>• SAC</li> <li>• SDP</li> <li>• Service Design: Appendices A and B; SD 3.6</li> </ul>		
<b>QUESTION</b>	Six	<b>SCENARIO</b>	Six
<b>Question Rationale</b>	Concepts assessed: need for balanced design (balance between functionality, resources and schedule), need to involve the business and need to consider operational aspects		
<b>MOST CORRECT</b>	<b>B</b>	<ul style="list-style-type: none"> <li>• Involvement of the business</li> <li>• 'Technical, operational and organizational aspects' taken into account</li> <li>• Balance looked for: joint decision based on 'costs, risks analysis, high-level plan and sourcing options'</li> <li>• Sourcing: mainly in-house for the first 2 phases but nothing is said for the actual development; will be considered in due time after full analysis</li> </ul>	
<b>SECOND BEST</b>	<b>A</b>	Similar to answer B except the fact that whilst B suggests to start with a proper requirement analysis and BIA (with business involvement), A suggests that the consultant and the IT Development Manager simply prepare a report (with no involvement of the business) that will then only be submitted to the business for validation and approval. This is dangerous as their view of the business requirements might not be accurate enough (which would mean a poor starting point for the design). Although it might be tempting to save some time at this stage by not going through a formal requirement analysis and BIA, it might end up being even longer in the long run.	
<b>THIRD BEST</b>	<b>D</b>	<ul style="list-style-type: none"> <li>• Involvement of the business for the requirements analysis mentioned</li> <li>• No indication of operational aspects taken into account</li> <li>• Balance between time, functionality and costs looked for</li> <li>• Sourcing: a straight decision for outsourcing before knowing more about the actual business requirements is not ideal</li> </ul>	
<b>DISTRACTER</b>	<b>C</b>	<ul style="list-style-type: none"> <li>• No requirement analysis with the business</li> <li>• No indication of operational aspects taken into account</li> <li>• No balance between time, functionality and costs: this option focuses on time only</li> <li>• Sourcing option: a straight decision for outsourcing before knowing more about the actual business requirements is not ideal</li> </ul>	
<b>Syllabus Unit / Module supported</b>	ITIL SL: SD01; ITIL SL: SD02		
<b>Blooms Taxonomy Testing Level</b>	Blooms Level 3 and 4		
<b>Subjects Covered</b>	Categories Covered: <ul style="list-style-type: none"> <li>• Balanced design</li> <li>• SD 2.4.1; SD3.2; SD3.4</li> </ul>		
<b>QUESTION</b>	Seven	<b>SCENARIO</b>	Seven
<b>Question Rationale</b>	This question focuses on the understanding and use of the different types of measures related to Effectiveness, Efficiency, Progress and Compliance. It also brings in Primary and Secondary metrics, focusing on the effectiveness and quality of the solutions provided, and the efficiency of the processes used to produce and manage those solutions.		
<b>MOST CORRECT</b>	<b>B</b>	With immature processes, it is recommended to start with metrics used to measure progress and compliance, so this is the most correct answer. (The focus on effectiveness and efficiency metrics should increase as the process maturity develops.) It is also important, as early as possible, to identify metrics aligned with	

		business needs. Smart to involve stakeholders in both defining KPIs and the methods to design & measure them. A KPI tree should reflect the business value in Primary metrics (focusing on the effectiveness and quality of the solutions provided) as well as Secondary metrics (focusing on the efficiency of the processes used to produce and manage those solutions). Dashboards for different stakeholder groups are a good way to report.
<b>SECOND BEST</b>	<b>C</b>	Nearly as good as alternative B but: <ul style="list-style-type: none"> <li>• Miss a point that metrics/KPIs should be designed to meet the objectives of the processes and the expected value to the business.</li> <li>• Might be too much to implement all categories of metrics at the beginning.</li> <li>• Miss Secondary metrics in the KPI tree.</li> </ul>
<b>THIRD BEST</b>	<b>A</b>	<ul style="list-style-type: none"> <li>• Identifying all stakeholders to the processes and inviting them to a workshop identifying all possible metrics for the process involves a lot of people and establishes high expectations to the processes. This will identify lots of possible measures and KPIs from a customer perspective. This does not really address the issue of the question, on how to make the measurement of defined KPIs work and enable management reports to be produced.</li> <li>• For immature processes, best to focus on Progress &amp; Compliance. Focus on Effectiveness first when you know that the processes are followed.</li> <li>• A KPI tree is not a sorted list of KPIs, but a careful design of Primary and Secondary metrics supporting the business. The Efficiency metrics from the processes will mainly be Secondary metrics by definition. Both Primary &amp; Secondary metrics can be used in dashboard reports, depending on stakeholders.</li> </ul>
<b>DISTRACTER</b>	<b>D</b>	<ul style="list-style-type: none"> <li>• This answer is confused about the 4 types of metrics used to measure capability and performance of processes (Progress, Compliance, Effectiveness, and Efficiency) and mixes together different types of categorization. In addition, this option: Does not involve the stakeholders in the way KPIs should be designed/measured.</li> <li>• Focus on Efficiency only for immature processes might be worse than focusing on metrics from all categories at once! Miss KPI-tree, balanced scorecard and dashboard reports</li> <li>• Focus on measurement tool – distracter: even if a tool might help, the idea of simple dashboard reports specific to stakeholders should be possible with simple tools in place. Lack of tools should not stop us.</li> </ul>
<b>Syllabus Unit / Module supported</b>	ITIL SL:SD02	
<b>Blooms Taxonomy Testing Level</b>	Blooms Level 3 and 4	
<b>Subjects Covered</b>	Categories Covered: <ul style="list-style-type: none"> <li>• Classification of metrics and KPIs</li> <li>• Process improvement</li> <li>• Balanced Scorecard and KPI tree</li> <li>• SD 3.6.5</li> </ul>	
<b>QUESTION</b>	Eight	<b>SCENARIO</b>
		Eight
<b>Question Rationale</b>	The purpose of the question is to assess the knowledge of the candidate regarding the implementation/improvement cycle applying to Service Management in general and Service Design in particular.	
<b>MOST CORRECT</b>	<b>B</b>	The six steps of the implementation/improvement approach are covered.
<b>SECOND BEST</b>	<b>A</b>	Although presented with a different wording, the 5 first steps are more or less covered but the 'where are we now' is limited to ITIL compliance

		review only. In addition, the improvement initiative sounds like a one-off project and the last step of the implementation/improvement approach (How do we keep going) is not covered.
<b>THIRD BEST</b>	<b>D</b>	4 steps only are covered with the same comment as for answer A. Steps 1 and 6 are not covered at all: the 'vision' is not taken into account and the initiative is again a one-off initiative with no evidence that they 'will keep going'.
<b>DISTRACTER</b>	<b>C</b>	Focus is on a symptom (lack of interface and collaboration between Operations and Development staff) rather than on the genuine issue which is likely far wider. The proposed solution may sound appealing (e.g. awareness, training, involvement of Operations staff, SIP...) but it does not rest on a sound analysis of the actual needs and business context. In addition, it does not at all involve the business (not even indirectly) and, apart from buy-in and support, there is no active involvement of IT Management.
<b>Syllabus Unit / Module supported</b>	ITIL SL: SD07	
<b>Blooms Taxonomy Testing Level</b>	Blooms Level 3 and 4	
<b>Subjects Covered</b>	Categories Covered: <ul style="list-style-type: none"> <li>• Implementation and improvement of Service Design</li> <li>• Six-stage implementation approach</li> <li>• SD 8.4</li> </ul>	