



# sample exam

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**ISO/IEC 20000**  
**Professional: Management and Improvement of IT Service Management processes**  
**according to ISO/IEC 20000**  
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## Introduction

This is the sample exam for the Professional: Management and Improvement of IT Service Management processes according to ISO/IEC 20000.

This sample exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is the correct answer.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth one point. If you obtain 26 points or more you will pass.

The time allowed for this exam is 90 minutes.

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Good luck!

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## Sample exam

### 1 of 40

The business account manager informs the service delivery manager that there will be a new regulatory requirement on storing particular documents for a minimum of five years. He wants to analyze the impact this can have on the current services, so you set up an initial meeting.

Who should you invite?

- A. The third line technical support team, to discuss the required changes for the storage infrastructure.
- B. The process managers and architects, to discuss the impact on the processes and techniques.
- C. The responsible persons for the management system, to discuss the impact on services currently being delivered.
- D. The service desk manager and change manager, to discuss the impact of the change including the anticipated increase in calls from the user community.

### 2 of 40

To demonstrate the importance of well delivered IT services a general article is published on the corporate intranet. The IT manager wants to further expand this topic and communicate more personally to all members of his team.

How can this best be done?

- A. Arrange a formal session specific to this topic and invite all team members.
- B. Informally discuss this subject during a team lunch.
- C. Publish a more detailed article on the corporate intranet and link this to the initial article.
- D. Send out a memo to all members of the team explaining in more detail the importance of quality service delivery.

### 3 of 40

The IT director is concerned that service performance has been deteriorating for the past six months.

Which action should you recommend to the IT director, to ensure that day-to-day improvement opportunities are not being missed and there is conformance to the management system?

- A. Appoint a quality manager.
- B. Implement an IT Service Management tool.
- C. Perform an internal audit.
- D. Request an audit by a Registered Certification Body (RCB).

**4 of 40**

In order to analyze whether process areas conform to IT Service Management plans, a thorough understanding of the current situation is required.

What is the first step?

- A.** Assign process owners for all processes, in order to delegate process responsibility.
- B.** Create a baseline of the current situation to be able to measure the success of future improvements.
- C.** Develop procedures for reporting on process key performance indicators for future service management improvements.
- D.** Establish well designed metrics that enable relevant reporting.

**5 of 40**

An internal service provider within a global manufacturing organization has formed a business relationship management group that is staffed by former employees of the manufacturing business. The internal service provider believes that they can define what IT Services the business requires.

Does this approach reflect best practice?

- A.** No, the internal service provider's knowledge is likely to be out of date regarding what the business is doing.
- B.** No, the internal service provider should still work with the business to understand its needs.
- C.** Yes, the internal service provider employs former business people therefore they will understand what is needed.
- D.** Yes, the internal service provider has worked with the business for many years and understands its needs.

**6 of 40**

A formal internal audit has just been completed and the report has been discussed within the senior management team.

What is the best way to communicate an identified non-conformance in the problem management process to the resolution team?

- A.** Develop a mandatory awareness session to communicate and address the non-conformities to the team.
- B.** Send all problem management staff on a best practice training course to show them what they should be doing.
- C.** Set up a working team to define and discuss the non-conformance and develop improvements for the problem management process.
- D.** Publish the non-conformance on the corporate intranet.

**7 of 40**

The service manager is analyzing the need for improvements to the service management processes because there are concerns that processes are being executed in isolation.

What information source will enhance the analysis?

- A. Key performance indicators (KPIs)
- B. Process interdependency matrix
- C. Role definitions
- D. Service management tools

**8 of 40**

As the service level manager in a large IT department, you have decided to conduct a pre-audit assessment. You are currently in Stage one: background review and documentation.

What is **not** required for preliminary checks?

- A. Processes within the scope of ISO/IEC 20000.
- B. Proposed scope of the audit.
- C. Service level agreements.
- D. Service management policies and plans.

**9 of 40**

For the marketing division of the company, it is crucial that new concepts are brought to market quickly. For each new campaign, they require fast changes to the internet portal.

What IT Service Management metric is useful in measuring this requirement?

- A. Improved response time for incident handling.
- B. Quicker reaction time to calls at the service desk.
- C. The number of changes implemented right first time.
- D. The number of changes successfully implemented on schedule.

**10 of 40**

The manager responsible for the ISO/IEC 20000 service delivery processes is concerned that there is a high turnover of staff within their department. After further analysis you identify that most training occurs at the end of the year.

What strategy do you recommend that the manager execute?

- A.** Confirm when the training is required and plan ahead.
- B.** Plan to spend the training budget at the start of the year.
- C.** Reduce the budget to alleviate the problem of personnel being trained.
- D.** Apportion the training budget equally throughout the year.

**11 of 40**

A high tech company has recently seen massive expansion of its services and customer base. There is a decrease in customer satisfaction. Through initial analysis, it has been found that the underlying issues may be due to processes being developed in isolation, therefore not delivering business value.

Which recommendation could improve the situation?

- A.** Adding more key performance indicators to provide in-depth management information.
- B.** Allocating responsibilities to individual process owners to address the issue.
- C.** Initializing improvement across the whole of service management.
- D.** Implementing a new service management tool to assist with integration.

**12 of 40**

An internal service provider has been monitoring the performance of their change management process for over three years. The company that the internal service provider works within was recently acquired by a larger competitor and now, six months on, they have implemented new ways of working and assessing performance. A baseline exercise of the new practices compared to the previous practices identified an unexpected negative trend.

What is the likely cause of this issue?

- A.** The company should have waited for 12 months before comparing results.
- B.** The critical success factors were unknown.
- C.** The metrics were too complicated.
- D.** They did not compare performance on a like-for-like basis.

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You are asked to analyze existing metrics to see how they support business critical success factors. One of the critical success factors reads "service improvements are implemented efficiently and effectively."

Which metric directly supports this critical success factor?

- A.** Number of changes requiring back out and impact on the business.
- B.** Number of problems by priority.
- C.** Reduction of incident resolution cost.
- D.** Number of service improvements records created.

**14 of 40**

As the IT senior responsible owner for a growing motor sport company you realize that the role definitions that have been previously agreed verbally with staff will need to be formalized. You decide to use RACI matrices to address this issue.

What direct benefit will this approach bring?

- A.** It reduces the ambiguity in job descriptions by providing clarity in the contribution each role has in process activities.
- B.** Staff will have a clear development plan defined.
- C.** The company will have increased profits.
- D.** The staff will perform better because process activities are mapped to individual roles.

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To quickly prepare for an ISO/IEC 20000 audit, the IT manager copies standard process descriptions from the internet to complete his required documentation set.

Is this an issue for achieving the requirements of the standard?

- A.** It is illegal to copy process descriptions. Therefore, he cannot use these.
- B.** It is not required to have process descriptions, so this action does not help for an audit.
- C.** The auditor will find out that he has copied the documents and then a major non-compliance will be issued.
- D.** Processes should be aligned to plans, objectives and directing policies. Therefore they cannot simply be copied.

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In order to analyze the conformity of processes against the IT Service Management plans, you review the relationship between the process performance and the service quality.

Are these relevant aspects for consideration and why?

- A.** No, because these are preconditions that are fixed, so they have no role in the process conformance.
- B.** No, because you have to analyze the metrics for process performance against the baseline to be able to judge conformity.
- C.** Yes, because these are the requirements of the ISO/IEC 20000 standard.
- D.** Yes, because these aspects together show the effectiveness of the processes against the IT Service Management plan.

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You are the network manager for the network administration group. You are required to organize the group and not impact service delivery.

What type of risks should you be able to manage?

- A.** The risk that organizational costs are too high compared to the benefits for the customer organization.
- B.** The risk that the structure does not comply to ISO/IEC 20000.
- C.** The risk that the structure does not comply to the needs of the customer.
- D.** The risk that the service level may not be met due to an understaffed or under skilled team.

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An internal service provider has reviewed performance and identified some issues related to how it develops its training plans. The issues seem to be caused by a lack of consistency and cohesion of these plans across the IT Service Management department.

What would help address this issue?

- A.** Establishment of management policies to provide direction on staff training.
- B.** A review of the audit report non-conformances from the Registered Certification Body (RCB) auditor to identify any items concerning training.
- C.** A review of training plans from the previous year to identify improvements.
- D.** A review of service level performance reports to identify where training is required.

**19 of 40**

A new commercial service provider has been in existence for two years. They have seen rapid expansion of their business due to an innovative approach to service delivery and management. They have increased profits but customers are starting to complain. To address this, the service provider has improved all of its process areas.

What internal audit frequency should you recommend to the service provider?

- A.** After every major customer change.
- B.** Every other month.
- C.** Every other year.
- D.** Every year.

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You are a service manager in an IT organization working with the design team to confirm key performance indicators (KPIs) for all of the IT Service Management processes.

Which approach would help to ensure that the management system is appropriately designed?

- A.** Define KPIs for each process and key process integration points.
- B.** Define metrics for each individual process.
- C.** Define metrics for the service reporting process.
- D.** Define the business KPIs based upon critical success factors.

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When managing the organizational and service based risks you identify that there is an old risk in the log that says: “support for the insurance application may not be available due to the lack of technical skills in the department.” However, you know that the critical insurance application was de-commissioned over a year ago.

Which action would help to address this issue?

- A.** Ensure that the person responsible for supporting the insurance application updates the risk log.
- B.** Ensure that the risk log is updated to show that this is no longer a risk to the organization and service.
- C.** Ensure that there are actions in the service management plan to review the risk log and records.
- D.** Ensure that the risks are published on the corporate intranet.

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You identify that one of the prime risks to the IT Service Management organization is that the staff do not commit to their roles and responsibilities. You formulate a way of managing this risk.

Which action should you take?

- A.** Introduce and effectively communicate job description with associated competencies and a defined career path.
- B.** Put the job descriptions on the corporate web page so that all teams know how they should integrate.
- C.** Work with the staff to re-write the job descriptions to ensure they reflect what they require.
- D.** Ask the staff to write their own job descriptions to effectively ensure that they understand them.

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Customers have been complaining of poor service availability for the past three months. They need answers explaining what is happening to address the situation. Through initial investigation you confirm that there are process integration issues across the management system due to ineffective process maintenance. You initiate a formal review.

Who must be involved in this review process?

- A.** The availability manager.
- B.** The business relationship manager.
- C.** All managers involved in IT service management.
- D.** The process owner for service level management.

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You are asked to review a number of process metrics as there is concern that there is not enough emphasis on efficiency. You are provided with a catalog of metrics that are currently used within the service management department.

What is an example of a metric to demonstrate process efficiency?

- A.** An increased number of changes using the same resources.
- B.** A reduction in the number of non-conformances to documented policies.
- C.** A process that is proofread regularly.
- D.** The response time to a specific incident.

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An external service provider has a contract with a customer which requires ISO/IEC 20000 certification within twelve months of starting the contract. An assessment has shown that considerable effort is required to prepare for certification within twelve month.

The service desk manager has requested that an upgrade to the service desk tool is required to optimize the operation of the service desk to meet the requirements of the standard. You are the service manager of the service provider. You have assessed that a tool upgrade is not essential for certification and that the service can run without the upgraded tool for at least twelve months. You are now putting together a risk register for the service.

Which risk should be included on your register as a high risk?

- A.** The contract may be lost if certification to ISO/IEC 20000 is not achieved twelve months from the contract start date.
- B.** The service desk manager does not understand the requirements of the standard to be met.
- C.** The service desk tool is out of date and may impact the quality of the service.
- D.** There is too much work to do to achieve certification in twelve months as stated in the contract.

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You have been requested to advise a service provider regarding their document management policies and procedures. They are experiencing issues with regards to staff using different versions of key documents.

Which controls should you recommend that the service provider introduces to specifically address this issue?

- A.** Allow access only to current version of documents.
- B.** Allow tracking of document status.
- C.** Allow unique document identification.
- D.** Allow use of standard document templates.

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Within the IT department the process owners do not make use of performance indicators to control the processes. They state that using the service levels as the criteria for the results gives them enough control over all activities.

Is this correct and why?

- A.** No, it is required to name at least three performance indicators for each service management process.
- B.** No, service levels are a measure of the key aspects of the service to the customer while performance indicators are used within the IT department to measure the process.
- C.** This depends. If it is a small organization with less than ten people working on a process, it can be managed this way.
- D.** Yes, it is the result that counts, so by focusing on the results the activities can be controlled.

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Due to the fluctuation in the call load, the IT management decides to outsource the service desk activities to an external supplier. They plan to develop a contract with specific performance indicators on how fast the calls are handled and forwarded.

Is this way of controlling the external supplier sufficient to meet the requirements of the standard and why?

- A.** Yes, all a service desk has to do is handle the calls and forward them to the IT organization. So if this is contractually agreed, then no more detail is required.
- B.** This depends. If opening hours and call load fluctuation are specified then this is sufficient.
- C.** No, to comply with the ISO/IEC 20000 standard the service desk may not be outsourced as a function.
- D.** No, more detailed operational agreements are necessary to identify and control the activities of the service desk for all interfacing processes.

**29 of 40**

You are the IT service manager within a large IT service provider. You review the current information security management process and identify many opportunities for improvement. When changing the security policy, you assess the impact to the security risks and controls.

To whom should the risks be communicated?

- A.** All staff so that they know the risks.
- B.** Only those staff that will be involved in applying the controls.
- C.** The security management team.
- D.** The senior managers within the service provider.

**30 of 40**

As the IT quality manager for a small manufacturing organization you are responsible for preparing the IT Service Management department for ISO/IEC 20000 certification. You advise them that it is important to prepare for certification by having up-to-date documents and records available for the auditor.

What form or medium do you recommend that these documents and records are stored in?

- A.** It is irrelevant as long as they are being managed.
- B.** The records need to be accessible online.
- C.** They must be stored in secure digital libraries.
- D.** They must be stored in the configuration management database.

**31 of 40**

An up and coming motor sport company, has recently acquired the skills of a leading racing driver. To support the new driver, efficiency needs to be improved in every department. Therefore, the IT Service Management department needs to prioritize and plan its service improvements.

Which factor(s) should directly influence the service improvement plan?

- A.** The ability of the service level manager to define policies.
- B.** The list of services held within the service catalog.
- C.** The number of incidents related to critical services.
- D.** The size, complexity and distribution of the customer's and service provider's business.

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Due to understaffing of the on site support team, a decision has been made to outsource these activities to a specialized IT company.

Who determines the requirements for the control and flow of information for the outsourced processes?

- A.** The process owners of the processes that have been outsourced.
- B.** The IT director responsible for the organization.
- C.** The service desk manager responsible for the organization.
- D.** The supplier manager responsible for the supplier performance.

**33 of 40**

A small government IT service provider has asked you to provide advice on improving its communication plan. The issue that they have at the moment is that people are complaining that they are receiving information that is not appropriate to their needs.

Which action should you recommend that the service provider should choose?

- A.** Ask what each person no longer wants to see and remove them from the corresponding distribution list.
- B.** Identify specific feedback from communication activities.
- C.** Define communication objectives, content, medium and target audience.
- D.** Increase the content of the information to improve the chance of communicating fit for purpose information.

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Organization A employs a benchmarking company to compare their service delivery against similar organizations as the business wants to ensure that the service delivery is in the top quartile of similar organizations.

Does this meet the requirements for monitoring, measuring and reviewing in the standard?

- A.** No, because benchmarking is not a requirement of the standard.
- B.** No, because the benchmark will measure service delivery but additional checks are also required.
- C.** Yes, because the benchmark meets the business need.
- D.** Yes, because the benchmark will measure service delivery and show any improvements required.

**35 of 40**

A small IT department has been trying to enhance its service management capabilities. Senior management have provided appropriate resources to facilitate this. The IT department is finding it difficult to judge the success of the improvement actions.

What should have been done to prevent this?

- A.** They should have acquired management support.
- B.** They should have allocated money to implement the improvements.
- C.** They should have secured time to do the work.
- D.** They should have taken a baseline prior to attempting to improve the situation.

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A medium sized IT service provider claims its services to be ISO/IEC 20000 certified through the self-certification process.

What does self-certification mean?

- A.** This is where a company can certify itself for ISO/IEC 20000 under certain conditions.
- B.** This is where customers and suppliers can self-certify the delivered IT Services conform ISO/IEC 20000 to this specific customer only.
- C.** This applies in countries where no legal Registered Certification Body (RCB) is present.
- D.** This is not a valid process for ISO/IEC 20000. Certification can only be granted by an accredited Registered Certification Body (RCB).

**37 of 40**

After analyzing the IT Service Management process performance reports you identify that there is an issue with the effectiveness of the change management process due to an integration issue.

To promote an integrated approach to continual service Improvement, who do you inform?

- A.** All control discipline process owners.
- B.** The customer.
- C.** The senior responsible owner.
- D.** The suppliers.

**38 of 40**

The IT director of an internal service provider has decided to instigate a series of major service improvements. They realize that decisions on improvements should not be made in isolation.

What is the most important aspect when establishing the service improvement targets?

- A.** The scope of the ISO/IEC 20000 certification.
- B.** The views of the IT director.
- C.** The link to the business objectives.
- D.** Where IT is feeling the most pain.

**39 of 40**

Within a few weeks the IT department is going to be audited by an external company against the requirements of the ISO/IEC 20000 standard. This is going to be the first stage of the audit.

What is the subject of a first stage audit?

- A.** In this audit the documentation for the management system, the scope and planning are reviewed.
- B.** In this audit, the process documentation and the service management tool set are audited.
- C.** In this audit, the process owners are interviewed to get a better understanding of the situation.
- D.** In this audit the quality department and senior management are interviewed to define the scope in more detail.

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A global IT service provider has a strong focus on continual service improvement within each of its geographic regions. However, this has led to a divergence between the regions.

What will help to improve the situation?

- A.** Ask each regional management team to define a service improvement policy.
- B.** Centralize all improvement activities into one global centre.
- C.** Ensure that all regional plans are authorized by a central governing body.
- D.** Implement an overall PDCA cycle that establishes policies for the regions to work within.

## Answer key

### 1 of 40

The business account manager informs the service delivery manager that there will be a new regulatory requirement on storing particular documents for a minimum of five years. He wants to analyze the impact this can have on the current services, so you set up an initial meeting.

Who should you invite?

- A.** The third line technical support team, to discuss the required changes for the storage infrastructure.
- B.** The process managers and architects, to discuss the impact on the processes and techniques.
- C.** The responsible persons for the management system, to discuss the impact on services currently being delivered.
- D.** The service desk manager and change manager, to discuss the impact of the change including the anticipated increase in calls from the user community.

A. Incorrect. This will be discussed in a later stage, first the overall impact on the services needs to be clear.

B. Incorrect. First you need to discuss the impact on the services, and then the impact on processes and techniques.

C. Correct. The impact on the current services should be discussed with management.

D. Incorrect. This will be discussed in a later stage, first the overall impact on the service needs to be clear.

### 2 of 40

To demonstrate the importance of well delivered IT services a general article is published on the corporate intranet. The IT manager wants to further expand this topic and communicate more personally to all members of his team.

How can this best be done?

- A.** Arrange a formal session specific to this topic and invite all team members.
- B.** Informally discuss this subject during a team lunch.
- C.** Publish a more detailed article on the corporate intranet and link this to the initial article.
- D.** Send out a memo to all members of the team explaining in more detail the importance of quality service delivery.

A. Correct. This would be the best way to inform the team members. It allows for two-way communication, and ensures formal records (e.g. attendance records, meeting agenda, minutes, slide presentation etc.).

B. Incorrect. An informal discussion is very useful, but there is no formal record of this event.

C. Incorrect. This does not focus in a more personal style on the team members, does not allow for two-way communication and gives no record of who has read this.

D. Incorrect. Sending out a memo to all employees does not focus in a more personal style on the team members, does not allow two-way communication and has no record of who has read this.

**3 of 40**

The IT director is concerned that service performance has been deteriorating for the past six months.

Which action should you recommend to the IT director, to ensure that day-to-day improvement opportunities are not being missed and there is conformance to the management system?

- A.** Appoint a quality manager.
- B.** Implement an IT Service Management tool.
- C.** Perform an internal audit.
- D.** Request an audit by a Registered Certification Body (RCB).

A. Incorrect. By simply appointing a quality manager the main issue will not be addressed.  
B. Incorrect. A tool may provide management information that will show weakness, but will not show total conformity to the management system.  
C. Correct. An internal audit will show that the service provider is taking responsibility for what it does (retaining management control) and can be focused on the specific issues.  
D. Incorrect. Conformance and improvement checks must be performed at a greater frequency than the certification and surveillance audits performed by the RCB. The RCB cannot provide specific advice on any improvement actions.

**4 of 40**

In order to analyze whether process areas conform to IT Service Management plans, a thorough understanding of the current situation is required.

What is the first step?

- A.** Assign process owners for all processes, in order to delegate process responsibility.
- B.** Create a baseline of the current situation to be able to measure the success of future improvements.
- C.** Develop procedures for reporting on process key performance indicators for future service management improvements.
- D.** Establish well designed metrics that enable relevant reporting.

A. Incorrect. This is a requirement that does not reflect the current situation.  
B. Correct. This will give you a detailed starting point for any improvements.  
C. Incorrect. This does not inform you about the current status.  
D. Incorrect. This is useful for future reporting but does not inform you about the current situation.

**5 of 40**

An internal service provider within a global manufacturing organization has formed a business relationship management group that is staffed by former employees of the manufacturing business. The internal service provider believes that they can define what IT Services the business requires.

Does this approach reflect best practice?

- A.** No, the internal service provider's knowledge is likely to be out of date regarding what the business is doing.
- B.** No, the internal service provider should still work with the business to understand its needs.
- C.** Yes, the internal service provider employs former business people therefore they will understand what is needed.
- D.** Yes, the internal service provider has worked with the business for many years and understands its needs.

- A. Incorrect. Irrespective of whether the internal service provider's knowledge is out-of-date or up-to-date they should still be talking to the business to understand its needs.
- B. Correct. The internal service provider may be able to start with a good understanding of what the business needs based on past and current knowledge, however, they should still look to refine this view and change it where required.
- C. Incorrect. The information is likely to be out-of-date and the number of assumptions that may need to be made as to the current and future activities of the business will lead to increased risks.
- D. Incorrect. Knowledge and familiarity of the business are important, but often IT takes a very technical view rather than having a business perspective.

**6 of 40**

A formal internal audit has just been completed and the report has been discussed within the senior management team.

What is the best way to communicate an identified non-conformance in the problem management process to the resolution team?

- A.** Develop a mandatory awareness session to communicate and address the non-conformities to the team.
- B.** Send all problem management staff on a best practice training course to show them what they should be doing.
- C.** Set up a working team to define and discuss the non-conformance and develop improvements for the problem management process.
- D.** Publish the non-conformance on the corporate intranet.

- A. Incorrect. It is one-way communication. You cannot easily check if the message is understood.
- B. Incorrect. Training may be the way to address the non-conformance but it is not organization specific.
- C. Correct. It is a team approach in an open forum where the non-conformance can be discussed and understood. This allows ownership and responsibility by the team to develop a corrective action.
- D. Incorrect. This is not an effective communication method for addressing non-conformance.

**7 of 40**

The service manager is analyzing the need for improvements to the service management processes because there are concerns that processes are being executed in isolation.

What information source will enhance the analysis?

- A.** Key performance indicators (KPIs)
- B.** Process interdependency matrix
- C.** Role definitions
- D.** Service management tools

- A. Incorrect. KPIs themselves will not specifically identify working practices.
- B. Correct. By understanding what the interdependencies should be you can address the gaps.
- C. Incorrect. Role definitions do not define all inputs and outputs and therefore relationships between processes.
- D. Incorrect. Tools may play a part in assisting integration but best practice states that processes should be defined and analyzed first.

**8 of 40**

As the service level manager in a large IT department, you have decided to conduct a pre-audit assessment. You are currently in Stage one: background review and documentation.

What is **not** required for preliminary checks?

- A.** Processes within the scope of ISO/IEC 20000.
- B.** Proposed scope of the audit.
- C.** Service level agreements.
- D.** Service management policies and plans.

- A. Incorrect. Processes within the scope of ISO/IEC 20000 are required for preliminary checks.
- B. Correct. Audit scope is used to plan the detailed assessment and should have been the subject to preliminary discussions before major service improvements.
- C. Incorrect. Service level agreements are required for preliminary checks.
- D. Incorrect. Service management policies and plans are required for preliminary checks.

**9 of 40**

For the marketing division of the company, it is crucial that new concepts are brought to market quickly. For each new campaign, they require fast changes to the internet portal.

What IT Service Management metric is useful in measuring this requirement?

- A.** Improved response time for incident handling.
- B.** Quicker reaction time to calls at the service desk.
- C.** The number of changes implemented right first time.
- D.** The number of changes successfully implemented on schedule.

- A. Incorrect. This is a metric for another process that might or might not affect change management.
- B. Incorrect. This is not relevant to the requirement to have changes implemented faster.
- C. Incorrect. This is a useful quality indicator but it does not demonstrate that changes are implemented on schedule as per the business need.
- D. Correct. This metric indicates that changes are implemented successfully as scheduled, which increases the availability of the service.

**10 of 40**

The manager responsible for the ISO/IEC 20000 service delivery processes is concerned that there is a high turnover of staff within their department. After further analysis you identify that most training occurs at the end of the year.

What strategy do you recommend that the manager execute?

- A.** Confirm when the training is required and plan ahead.
- B.** Plan to spend the training budget at the start of the year.
- C.** Reduce the budget to alleviate the problem of personnel being trained.
- D.** Apportion the training budget equally throughout the year.

- A. Correct. A good training plan timed to when the staff need the training while taking into account operational requirements is the recommended approach. This should help to satisfy staff needs and reduce staff turnover, and allows the planning of workloads to match available staff.
- B. Incorrect. This would simply serve to move the issue from the end of the year to the start. Training demands would normally flow throughout the year.
- C. Incorrect. This would serve to reduce the time taken away from operational duties but at the same time will serve to reduce morale and over time will see the team falling behind in their knowledge and competencies.
- D. Incorrect. This would not necessarily meet the needs of those requiring training.

**11 of 40**

A high tech company has recently seen massive expansion of its services and customer base. There is a decrease in customer satisfaction. Through initial analysis, it has been found that the underlying issues may be due to processes being developed in isolation, therefore not delivering business value.

Which recommendation could improve the situation?

- A.** Adding more key performance indicators to provide in-depth management information.
- B.** Allocating responsibilities to individual process owners to address the issue.
- C.** Initializing improvement across the whole of service management.
- D.** Implementing a new service management tool to assist with integration.

A. Incorrect. Too much management information can lead to further issues in its own right and will not address the integration of processes.  
B. Incorrect. A bottom-up approach is what happened last time the processes were defined and this led to teams and processes working individually.  
C. Correct. This is a top-down approach that is more likely to result in integrated processes as consideration across the service management disciplines is made.  
D. Incorrect. Tools will not help to get the process right initially, tools should support process implementation and operation.

**12 of 40**

An internal service provider has been monitoring the performance of their change management process for over three years. The company that the internal service provider works within was recently acquired by a larger competitor and now, six months on, they have implemented new ways of working and assessing performance. A baseline exercise of the new practices compared to the previous practices identified an unexpected negative trend.

What is the likely cause of this issue?

- A.** The company should have waited for 12 months before comparing results.
- B.** The critical success factors were unknown.
- C.** The metrics were too complicated.
- D.** They did not compare performance on a like-for-like basis.

A. Incorrect. The fundamental issue is with the change in assessing performance not the timing.  
B. Incorrect. There is no evidence in the scenario to suggest this.  
C. Incorrect. There is no evidence in the scenario to suggest this.  
D. Correct. There were major changes to the way that performance was assessed after the acquisition, therefore, an accurate comparison on a like for like basis is not possible.

**13 of 40**

You are asked to analyze existing metrics to see how they support business critical success factors. One of the critical success factors reads "service improvements are implemented efficiently and effectively."

Which metric directly supports this critical success factor?

- A.** Number of changes requiring back out and impact on the business.
- B.** Number of problems by priority.
- C.** Reduction of incident resolution cost.
- D.** Number of service improvements records created.

- A. Correct. Reducing iteration and unnecessary actions will result in a more efficient and effective service improvement.
- B. Incorrect. The number of problems is not an indicator of efficient and effective service improvement.
- C. Incorrect. The incident resolution costs are not an indicator of efficient and effective service improvement.
- D. Incorrect. The volume of initiating service improvements is irrelevant compared to the results.

**14 of 40**

As the IT senior responsible owner for a growing motor sport company you realize that the role definitions that have been previously agreed verbally with staff will need to be formalized. You decide to use RACI matrices to address this issue.

What direct benefit will this approach bring?

- A.** It reduces the ambiguity in job descriptions by providing clarity in the contribution each role has in process activities.
- B.** Staff will have a clear development plan defined.
- C.** The company will have increased profits.
- D.** The staff will perform better because process activities are mapped to individual roles.

- A. Correct. A clearer and written definition of what each role is expected to do will be a direct benefit.
- B. Incorrect. The RACI matrix will not show a development plan but it may contribute to this as an indirect benefit.
- C. Incorrect. As an indirect benefit this may be realized, however, it is a long way from being a direct benefit.
- D. Incorrect. As an indirect benefit this may be realized but other factors will also contribute to staff performance.

**15 of 40**

To quickly prepare for an ISO/IEC 20000 audit, the IT manager copies standard process descriptions from the internet to complete his required documentation set.

Is this an issue for achieving the requirements of the standard?

- A.** It is illegal to copy process descriptions. Therefore, he cannot use these.
- B.** It is not required to have process descriptions, so this action does not help for an audit.
- C.** The auditor will find out that he has copied the documents and then a major non-compliance will be issued.
- D.** Processes should be aligned to plans, objectives and directing policies. Therefore they cannot simply be copied.

A. Incorrect. This might or might not be the case depending on copyright statements in the documents. The processes need to be customized to meet the needs of the environment and to match the policies, plans and objectives.

B. Incorrect. Processes are required to be documented.

C. Incorrect. It is not forbidden to use standard descriptions, but they need to be customized to meet the needs of the environment and to match the policies, plans and objectives.

D. Correct. Process descriptions must be embedded in the whole management system and need to be customized to meet the needs of the environment and to match the policies, plans and objectives.

**16 of 40**

In order to analyze the conformity of processes against the IT Service Management plans, you review the relationship between the process performance and the service quality.

Are these relevant aspects for consideration and why?

- A.** No, because these are preconditions that are fixed, so they have no role in the process conformance.
- B.** No, because you have to analyze the metrics for process performance against the baseline to be able to judge conformity.
- C.** Yes, because these are the requirements of the ISO/IEC 20000 standard.
- D.** Yes, because these aspects together show the effectiveness of the processes against the IT Service Management plan.

A. Incorrect. These aspects will vary over time and must be considered with every analysis.

B. Incorrect. Comparing against a baseline measures improvement but not conformity.

C. Incorrect. These are not explicit requirements for analysis in the standard.

D. Correct. A thorough understanding of these aspects is required to measure against the plan.

**17 of 40**

You are the network manager for the network administration group. You are required to organize the group and not impact service delivery.

What type of risks should you be able to manage?

- A.** The risk that organizational costs are too high compared to the benefits for the customer organization.
- B.** The risk that the structure does not comply to ISO/IEC 20000.
- C.** The risk that the structure does not comply to the needs of the customer.
- D.** The risk that the service level may not be met due to an understaffed or under skilled team.

- A. Incorrect. These risks are managed by top management and the business relationship manager.
- B. Incorrect. It is not a requirement in ISO/IEC 20000.
- C. Incorrect. These risks are managed by top management and the business relationship manager.
- D. Correct. You should manage the organizational risks concerning understaffing.

**18 of 40**

An internal service provider has reviewed performance and identified some issues related to how it develops its training plans. The issues seem to be caused by a lack of consistency and cohesion of these plans across the IT Service Management department.

What would help address this issue?

- A.** Establishment of management policies to provide direction on staff training.
- B.** A review of the audit report non-conformances from the Registered Certification Body (RCB) auditor to identify any items concerning training.
- C.** A review of training plans from the previous year to identify improvements.
- D.** A review of service level performance reports to identify where training is required.

- A. Correct. This will bring cohesion and consistency as the plans will have a context.
- B. Incorrect. This may highlight issues if the RCB identified them at the last audit. The report will not give advice on how to address any non-conformances.
- C. Incorrect. This would not set a consistent direction.
- D. Incorrect. This would only serve to target training to address service level issues whereas training may come from other needs too. It would not address consistency and cohesion.

**19 of 40**

A new commercial service provider has been in existence for two years. They have seen rapid expansion of their business due to an innovative approach to service delivery and management. They have increased profits but customers are starting to complain. To address this, the service provider has improved all of its process areas.

What internal audit frequency should you recommend to the service provider?

- A.** After every major customer change.
- B.** Every other month.
- C.** Every other year.
- D.** Every year.

- A. Incorrect. The focus in the question is on process change rather than customer change.
- B. Correct. As the rate of change for the service provider is so high, a more frequent review cycle should be used while staff are getting used to the new processes.
- C. Incorrect. This is too infrequent as there is rapid change occurring within the service provider.
- D. Incorrect. This is too infrequent as there is rapid change occurring within the service provider.

**20 of 40**

You are a service manager in an IT organization working with the design team to confirm key performance indicators (KPIs) for all of the IT Service Management processes.

Which approach would help to ensure that the management system is appropriately designed?

- A.** Define KPIs for each process and key process integration points.
- B.** Define metrics for each individual process.
- C.** Define metrics for the service reporting process.
- D.** Define the business KPIs based upon critical success factors.

- A. Correct. Process integration is a critical aspect of the management system.
- B. Incorrect. Defining metrics simply for an individual process would not address the integration requirement.
- C. Incorrect. Service reporting focuses upon the performance of the services as opposed to the management system.
- D. Incorrect. The business defines the business KPIs, not IT.

**21 of 40**

When managing the organizational and service based risks you identify that there is an old risk in the log that says: “support for the insurance application may not be available due to the lack of technical skills in the department.” However, you know that the critical insurance application was de-commissioned over a year ago.

Which action would help to address this issue?

- A.** Ensure that the person responsible for supporting the insurance application updates the risk log.
- B.** Ensure that the risk log is updated to show that this is no longer a risk to the organization and service.
- C.** Ensure that there are actions in the service management plan to review the risk log and records.
- D.** Ensure that the risks are published on the corporate intranet.

- A. Incorrect. This approach would leave residual risk as this approach is dependent on one person, who might not have a risk management approach across IT Service Management.
- B. Incorrect. This would update the log but not correct the root cause of why the risk had not been updated.
- C. Correct. This would ensure that the process worked and will lead to the risk log being reviewed and updated in the future.
- D. Incorrect. Simply publishing details on an intranet will have little direct effect on the maintenance of the risk log.

**22 of 40**

You identify that one of the prime risks to the IT Service Management organization is that the staff do not commit to their roles and responsibilities. You formulate a way of managing this risk.

Which action should you take?

- A.** Introduce and effectively communicate job description with associated competencies and a defined career path.
- B.** Put the job descriptions on the corporate web page so that all teams know how they should integrate.
- C.** Work with the staff to re-write the job descriptions to ensure they reflect what they require.
- D.** Ask the staff to write their own job descriptions to effectively ensure that they understand them.

- A. Correct. By taking this approach staff will have a clear progression route defined and understand what they are required to do.
- B. Incorrect. Simply putting job descriptions on a web page will not normally result in staff understanding their position and activities.
- C. Incorrect. This may directly satisfy the staff but it is likely to cause issues as the overall IT Service Management policies, objectives and plans may be compromised. A coordinated approach needs to be taken to accommodate the needs of the staff within the overall management system.
- D. Incorrect. There needs to be some consistency and co-ordination across the service management department. Taking this approach would give a "free-for-all" approach to role definition.

**23 of 40**

Customers have been complaining of poor service availability for the past three months. They need answers explaining what is happening to address the situation. Through initial investigation you confirm that there are process integration issues across the management system due to ineffective process maintenance. You initiate a formal review.

Who must be involved in this review process?

- A.** The availability manager.
- B.** The business relationship manager.
- C.** All managers involved in IT service management.
- D.** The process owner for service level management.

- A. Incorrect. The issue is far reaching and will need involvement of more than the availability manager.
- B. Incorrect. The issue is far reaching and will need involvement of more than the business relationship manager.
- C. Correct. As the issue affects the majority of the IT service management team, the management team must be actively involved in the review cycle.
- D. Incorrect. The issue is far reaching and will need involvement of more than the service level management process owner.

**24 of 40**

You are asked to review a number of process metrics as there is concern that there is not enough emphasis on efficiency. You are provided with a catalog of metrics that are currently used within the service management department.

What is an example of a metric to demonstrate process efficiency?

- A.** An increased number of changes using the same resources.
- B.** A reduction in the number of non-conformances to documented policies.
- C.** A process that is proofread regularly.
- D.** The response time to a specific incident.

- A. Correct. This is a measure of efficiency.
- B. Incorrect. This does not show efficiency, this shows issues.
- C. Incorrect. This does not show efficiency, it simply states when processes are to be proofread.
- D. Incorrect. This does not show efficiency, this represents only part of a process.

**25 of 40**

An external service provider has a contract with a customer which requires ISO/IEC 20000 certification within twelve months of starting the contract. An assessment has shown that considerable effort is required to prepare for certification within twelve months.

The service desk manager has requested that an upgrade to the service desk tool is required to optimize the operation of the service desk to meet the requirements of the standard. You are the service manager of the service provider. You have assessed that a tool upgrade is not essential for certification and that the service can run without the upgraded tool for at least twelve months. You are now putting together a risk register for the service.

Which risk should be included on your register as a high risk?

- A.** The contract may be lost if certification to ISO/IEC 20000 is not achieved twelve months from the contract start date.
- B.** The service desk manager does not understand the requirements of the standard to be met.
- C.** The service desk tool is out of date and may impact the quality of the service.
- D.** There is too much work to do to achieve certification in twelve months as stated in the contract.

- A. Correct. The most important aspect of the information given is that certification is a contractual requirement. Without this, the contract may be lost.
- B. Incorrect. This may be a low risk that can easily be addressed by education. It is not a high risk.
- C. Incorrect. The information given says that you have assessed that the service can manage without the upgrade for at least a year. This may therefore be put down as a low risk but not a high risk.
- D. Incorrect. The information given states that the work can be done in the timescale with a considerable effort. This may therefore be put down as a medium risk but the over-riding risk is loss of the contract.

**26 of 40**

You have been requested to advise a service provider regarding their document management policies and procedures. They are experiencing issues with regards to staff using different versions of key documents.

Which controls should you recommend that the service provider introduces to specifically address this issue?

- A.** Allow access only to current version of documents.
- B.** Allow tracking of document status.
- C.** Allow unique document identification.
- D.** Allow use of standard document templates.

A. Correct. Enforcing the use of the current version of documents, this should lead to less use of out-of-date documents where decisions can be based on out-of-date information leading to potential service issues.

B. Incorrect. This is a valid control but the issue is not with tracking documentation it is with people using old documents.

C. Incorrect. This is a valid control but the issue is not with unique identification; it is with people using old documents.

D. Incorrect. This is a valid control but the issue is not with standardizing the look of documents; it is with people using old documents.

**27 of 40**

Within the IT department the process owners do not make use of performance indicators to control the processes. They state that using the service levels as the criteria for the results gives them enough control over all activities.

Is this correct and why?

- A.** No, it is required to name at least three performance indicators for each service management process.
- B.** No, service levels are a measure of the key aspects of the service to the customer while performance indicators are used within the IT department to measure the process.
- C.** This depends. If it is a small organization with less than ten people working on a process, it can be managed this way.
- D.** Yes, it is the result that counts, so by focusing on the results the activities can be controlled.

A. Incorrect. This is not a requirement.

B. Correct. Performance indicators are required at certain points within the standard e.g. service reporting. However they are not required for all processes although many companies do set them up for all processes as good practice.

C. Incorrect. Control does not depend on size of the organization.

D. Incorrect. Using performance indicators enables the process to deliver stable predictable results.

**28 of 40**

Due to the fluctuation in the call load, the IT management decides to outsource the service desk activities to an external supplier. They plan to develop a contract with specific performance indicators on how fast the calls are handled and forwarded.

Is this way of controlling the external supplier sufficient to meet the requirements of the standard and why?

- A.** Yes, all a service desk has to do is handle the calls and forward them to the IT organization. So if this is contractually agreed, then no more detail is required.
- B.** This depends. If opening hours and call load fluctuation are specified then this is sufficient.
- C.** No, to comply with the ISO/IEC 20000 standard the service desk may not be outsourced as a function.
- D.** No, more detailed operational agreements are necessary to identify and control the activities of the service desk for all interfacing processes.

A. Incorrect. More detailed procedures are required to control the supplier with regard to process interfaces.

B. Incorrect. These are important indicators but a more detailed agreement about the process interfaces is required.

C. Incorrect. ISO/IEC 20000 does not specify this.

D. Correct. More detailed agreements and procedures are required.

**29 of 40**

You are the IT service manager within a large IT service provider. You review the current information security management process and identify many opportunities for improvement. When changing the security policy, you assess the impact to the security risks and controls.

To whom should the risks be communicated?

- A.** All staff so that they know the risks.
- B.** Only those staff that will be involved in applying the controls.
- C.** The security management team.
- D.** The senior managers within the service provider.

A. Incorrect. This approach would create more security risks as all staff would know the company weaknesses, this information could be used to cause significant problems.

B. Correct. To be able to apply controls the staff will need to understand the risks.

C. Incorrect. Wider communication will be required to ensure those with the knowledge to apply controls are able to do so.

D. Incorrect. Wider communication will be required to ensure those with the knowledge to apply controls are able to do so.

**30 of 40**

As the IT quality manager for a small manufacturing organization you are responsible for preparing the IT Service Management department for ISO/IEC 20000 certification. You advise them that it is important to prepare for certification by having up-to-date documents and records available for the auditor.

What form or medium do you recommend that these documents and records are stored in?

- A.** It is irrelevant as long as they are being managed.
- B.** The records need to be accessible online.
- C.** They must be stored in secure digital libraries.
- D.** They must be stored in the configuration management database.

A. Correct. The medium is irrelevant as long as they are held in a manner which is suitable for their purpose.  
B. Incorrect. There is no requirement or recommendation to have them available specifically online.  
C. Incorrect. This would normally only refer to software.  
D. Incorrect. It is impractical for all documents and records to be “stored” in the configuration management database, they may be referenced in there but this brings management issues as records would normally be held in the tool or by the method that they were created.

**31 of 40**

An up and coming motor sport company, has recently acquired the skills of a leading racing driver. To support the new driver, efficiency needs to be improved in every department. Therefore, the IT Service Management department needs to prioritize and plan its service improvements.

Which factor(s) should directly influence the service improvement plan?

- A.** The ability of the service level manager to define policies.
- B.** The list of services held within the service catalog.
- C.** The number of incidents related to critical services.
- D.** The size, complexity and distribution of the customer’s and service provider’s business.

A. Incorrect. The manager may contribute to the plan but there are wider considerations that come in to play.  
B. Incorrect. Service improvement is more than improving the services themselves, it is based on the improvements to the management system.  
C. Incorrect. This reflects issues to service provision and management but does not show how they are “prioritizing and planning” service improvement initiatives.  
D. Correct. When planning, the environments in which the improvements are to be made are critical to the planning process.

**32 of 40**

Due to understaffing of the on site support team, a decision has been made to outsource these activities to a specialized IT company.

Who determines the requirements for the control and flow of information for the outsourced processes?

- A.** The process owners of the processes that have been outsourced.
- B.** The IT director responsible for the organization.
- C.** The service desk manager responsible for the organization.
- D.** The supplier manager responsible for the supplier performance.

- A. Correct. The process owner shall ensure information flow and control for the process.
- B. Incorrect. The IT director is responsible for the organization, not for a process.
- C. Incorrect. The service desk manager is responsible for the service desk organization not for a process.
- D. Incorrect. The supplier manager is responsible for the supplier performance, not for the information and control of a process.

**33 of 40**

A small government IT service provider has asked you to provide advice on improving its communication plan. The issue that they have at the moment is that people are complaining that they are receiving information that is not appropriate to their needs.

Which action should you recommend that the service provider should choose?

- A.** Ask what each person no longer wants to see and remove them from the corresponding distribution list.
- B.** Identify specific feedback from communication activities.
- C.** Define communication objectives, content, medium and target audience.
- D.** Increase the content of the information to improve the chance of communicating fit for purpose information.

- A. Incorrect. This will only tackle part of the problem and may still not fulfill their needs.
- B. Incorrect. Feedback has already been provided. It now needs to be acted upon.
- C. Correct. By getting the communication right at the communication planning phase the service provider will have a much higher probability of satisfying the needs of its target audience and of its communication objectives.
- D. Incorrect. Swamping the audience with more information will only serve to cause further issues.

**34 of 40**

Organization A employs a benchmarking company to compare their service delivery against similar organizations as the business wants to ensure that the service delivery is in the top quartile of similar organizations.

Does this meet the requirements for monitoring, measuring and reviewing in the standard?

- A.** No, because benchmarking is not a requirement of the standard.
- B.** No, because the benchmark will measure service delivery but additional checks are also required.
- C.** Yes, because the benchmark meets the business need.
- D.** Yes, because the benchmark will measure service delivery and show any improvements required.

- A. Incorrect. Benchmarking is not a specific requirement of the measuring in the standard but this is not the reason why it will not meet the requirements of the standard.
- B. Correct. Additional checks are required in the form of an audit programme and management reviews.
- C. Incorrect. The benchmark will be useful but it does not satisfy the requirements also to have an audit programme and management reviews against the service management plan.
- D. Incorrect. The benchmark will be useful but it does not satisfy the requirements also to have an audit programme and management reviews against the service management plan.

**35 of 40**

A small IT department has been trying to enhance its service management capabilities. Senior management have provided appropriate resources to facilitate this. The IT department is finding it difficult to judge the success of the improvement actions.

What should have been done to prevent this?

- A.** They should have acquired management support.
- B.** They should have allocated money to implement the improvements.
- C.** They should have secured time to do the work.
- D.** They should have taken a baseline prior to attempting to improve the situation.

- A. Incorrect. Senior management are committed to the improvement process as described in the question.
- B. Incorrect. Lack of funding is not the fundamental issue here. The issue is that they cannot “judge” success.
- C. Incorrect. Senior management have provided appropriate resources.
- D. Correct. To “judge” success, a baseline should firstly be established so that a comparison can be made.

**36 of 40**

A medium sized IT service provider claims its services to be ISO/IEC 20000 certified through the self-certification process.

What does self-certification mean?

- A.** This is where a company can certify itself for ISO/IEC 20000 under certain conditions.
- B.** This is where customers and suppliers can self-certify the delivered IT Services conform ISO/IEC 20000 to this specific customer only.
- C.** This applies in countries where no legal Registered Certification Body (RCB) is present.
- D.** This is not a valid process for ISO/IEC 20000. Certification can only be granted by an accredited Registered Certification Body (RCB).

A. Incorrect. It is not possible to self certify against the ISO/IEC 20000 standard. It is possible to claim compliance to the standard through self-certification. It is not possible to claim certification without an external audit.

B. Incorrect. It is not possible to self certify against the ISO/IEC 20000 standard. It is possible to claim compliance to the standard through self-certification. It is not possible to claim certification without an external audit.

C. Incorrect. It is not possible to self certify against the ISO/IEC 20000 standard. It is possible to claim compliance to the standard through self-certification. It is not possible to claim certification without an external audit.

D. Correct. It is not possible to self certify against the ISO/IEC 20000 standard. It is possible to claim compliance to the standard through self-certification. It is not possible to claim certification without an external audit.

**37 of 40**

After analyzing the IT Service Management process performance reports you identify that there is an issue with the effectiveness of the change management process due to an integration issue.

To promote an integrated approach to continual service Improvement, who do you inform?

- A.** All control discipline process owners.
- B.** The customer.
- C.** The senior responsible owner.
- D.** The suppliers.

A. Correct. The primary interfaces will be in the control processes of change and configuration management.

B. Incorrect. This will only serve to highlight issues.

C. Incorrect. The issue should initially be managed locally, unless management support is needed.

D. Incorrect. The suppliers may be part of the control processes. If relevant, they would have been addressed already.

**38 of 40**

The IT director of an internal service provider has decided to instigate a series of major service improvements. They realize that decisions on improvements should not be made in isolation.

What is the most important aspect when establishing the service improvement targets?

- A.** The scope of the ISO/IEC 20000 certification.
- B.** The views of the IT director.
- C.** The link to the business objectives.
- D.** Where IT is feeling the most pain.

A. Incorrect. From a best practice point of view, even if the improvements were outside the certification scope due to a previous de-scoping exercise, the link to the business objectives should still be established.

B. Incorrect. The IT director may have some important views but the business objectives are going to be the critical focus.

C. Correct. Aligning service improvement to business objectives will reap many benefits for the service provider.

D. Incorrect. This is a very inwardly focused view which needs to be addressed as the prime focus should be on the business.

**39 of 40**

Within a few weeks the IT department is going to be audited by an external company against the requirements of the ISO/IEC 20000 standard. This is going to be the first stage of the audit.

What is the subject of a first stage audit?

- A.** In this audit the documentation for the management system, the scope and planning are reviewed.
- B.** In this audit, the process documentation and the service management tool set are audited.
- C.** In this audit, the process owners are interviewed to get a better understanding of the situation.
- D.** In this audit the quality department and senior management are interviewed to define the scope in more detail.

A. Correct. These are the aspects that are covered in the first stage audit visit.

B. Incorrect. The tool set is only reviewed by the auditor for any records or documentation that it may contain.

C. Incorrect. The interviews are conducted at the 2nd stage audit.

D. Incorrect. This is only one aspect of the first stage audit, additionally the documentation is reviewed.

**40 of 40**

A global IT service provider has a strong focus on continual service improvement within each of its geographic regions. However, this has led to a divergence between the regions.

What will help to improve the situation?

- A.** Ask each regional management team to define a service improvement policy.
- B.** Centralize all improvement activities into one global centre.
- C.** Ensure that all regional plans are authorized by a central governing body.
- D.** Implement an overall PDCA cycle that establishes policies for the regions to work within.

- A. Incorrect. This will result in numerous versions of the policy with little commonality.
- B. Incorrect. This will cause resentment within the regions and will not allow for local knowledge to be applied.
- C. Incorrect. This will slow the process down significantly and cause resentment.
- D. Correct. Allowing the regions some autonomy within ground rules established through the policies provides a balanced approach.

## Evaluation

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

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

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