
上海翰纬信息管理咨询有限公司

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上海翰纬信息管理咨询有限公司

ITIL Service Manager

认证考试模拟试题

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Selected Questions for CMJ with Answers Guide

- 1) Name 6 Service Desk reports or documents and explain how these reports can be used to assess the Service Desk's effectiveness, efficiency, economy and maturity (12 marks)

Effectiveness

- § No of calls logged
- § No of incidents closed
- § No of correctively escalated incidents
- § No of calls abandoned
- § Customer satisfaction measures
- § No of or % of calls correctly categorized
- § No of calls solved remotely (without on-site visit)

Efficiency

- § Average time to log an incident
- § Average speed of answering calls
- § Mean time to repair
- § % of calls handled within SLA targets
- § First call resolution rate

Economy

- § Average cost per call
- § Service Desk Financial reports
- § Cost savings achieved

Maturity

- § Improvement of MTTR over time
- § Trends for customer satisfactions results over time
- § Financial Trend over the months/years
- § Improvement of % of first call resolution rate over time

2) Describe how each of these Configuration Management process stages (Planning, Identification, Control, Status Accounting, Verification and Audit) contribute to the business objectives of “setting up 20 new retail locations in United States and 15 new locations in Eastern Europe”

§ Planning contribute to the business objectives by

- Analyzing the requirements of the new retail locations,
- Participate with management planning for the setting up of the new retail locations
- Understand the requirements from users, IT and Management
- Planning for the CI, attributes, relationships, etc.
- Checking and making sure that the existing tools can handle the new requirements
- Take special consideration about multi-lingual, cross cultural and cross time-zone implication into the planning
- Planning for manpower, resources, capacity, time, financial to cope with the new requirements
- Documenting the plan in the Configuration Plan

§ Identification contribute to the business objectives by:

- Following the naming convention, allocate names for the new CI in the 20 new retail
- Establishing relationships between the CIs (new and existing)
- Establishing baselines and profiles
- Identifying and recording attributes, versions, variants, life cycles, etc.
- Locating and populating the libraries in new locations (United States and Eastern Europe)

§ Control contribute to the business objectives by:

- Ensuring proper control to ensure integrity of information in the CMDB
- Establishing control over who can read/ write/ delete information regarding CIs in USA and Eastern Europe.
- Where necessary, appoint and train configuration librarian in these new countries.

§ Status Accounting contribute to the business objectives by:

- Giving the customers and end-users information visibility of the status of the new CIs in the various phases of the life-cycle so that the customers and end-users can make business decisions around them

§ Verification and Audit contribute to the business objectives by:

- Giving assurance to the customers and end-users about the accuracy of the CMDB information. Audit and verification give information about whether the real CI in the infrastructure matches the logical CI recorded in the CMDB.
- Helps detect processes errors or deviations early through verification and audit.

3) Highlight 3 major issues from the case study and explain how Change Management can resolve them

Issue 1: From Page 7 of the case study: “A complete inventory of all IT Components was taken at the end of 1999 but has since fallen into disuse”. Since then, some newer hardware and the latest versions of application and software were installed.

Change Management can help resolve this by ensuring that all new or modified hardware and software were approved, and changes documented into the CMDB, thus keeping the CMDB up-to-date. Change Management, working with Configuration Mgt will keep the CMDB current all the time.

Issue 2: Point of Sales Support Group were performing installation and testing of all their new software and equipment with vendors, not involving the rest of the IT department.

By installing changes into the infrastructure without proper change control may result in unplanned downtime, incompatibility issues, etc. This was one possible reason when the group “thrive on chaos” and lots of overtime.

Change Management can resolve this issue with properly approved and well controlled changes, with all compatibility issues discussed and avoided before the implementation of such changes. The new changes will then be updated into the CMDB to enable traceability and accountability.

The POS Support Group will then not be “thriving on chaos” and overtime would have been reduced.

Issue 3: Mainframe Application Development (page 11 of case study). “Requests are implemented whenever required by the requestor.”

This would cause unscheduled downtime as such change requests are not coordinated as a team (or a committee). The requestors may not know the wider implication of implement such a change at such a time. Systems may be rebooted because of a requestor, without considering the impact to the business.

Change Management can resolve this problem as all changes will be approved by a central committee (CAB) and be scheduled in the Forward Schedule of Changes (FSC). Change requests on the same CI can be agitated to minimize downtime. All users can be informed ahead of time. Business impact will therefore be minimized.

4) Describe 2 benefits and 2 challenges for CMJ if Change Management, Release Management and Configuration Mgmt were managed by one individual manager.

If the Change Mgt, RL Mgt and Config Mgt were managed by one individual manager, the **BENEFITS** would be:

§ More integrated processes

- All the 3 processes have a common objective of smooth introduction of new products and services into the infrastructure. The processes can be
 - § planned,
 - § designed and
 - § implemented together rather than 3 separate processes
- There will be more seamless flow of processes, resulting in more efficiency and lesser bottlenecks.
- All inter-related interfaces can be considered together
- Common problems can be resolved together
- Any changes /improvement in the processes itself can be discussed and implemented as an integrated process rather 3 separate processes

§ One single tool

- The criteria for evaluating and buying a single tool can be viewed and considered holistically
- All the important features for all 3 processes can be decided together
- There will not be any argument regarding the trade-offs of features for 3 processes
- The single tool can be implemented to support all the 3 processes more effectively and efficiently

The 2 **CHALLENGES** are:

§ Too much work /responsibility resting on one person.

- This individual may become the bottleneck if he has to decide everything, approve everything, etc.
- Unless assisted by a team of capable staffs, the individual may become the single point of failure
- May result in the individual overwork
- May not have time to pay attention to or missed out on finer details

§ Complexity of work and processes

- Long planning time as too many details on all three processes have to be planned together
- Long implementation time as all the three processes have to be implemented together
- Higher degree of complexity to sort out all details of all the three processes

- 5) **Should the CIO take on the role of Service Level Manager? Give 2 arguments for and 2 against.**

2 Arguments FOR CIO to be SLM:

BETTER IT/BUSINESS ALIGNMENT

- § Higher visibility
- § More knowledgeable about the Business and IT strategies
- § More understanding about Business directions, vision, mission, therefore can achieve business /IT alignment
- § More confidence from the Business customers
- § Better position to understand the customer's requirement
- § Understand the business/ customer language and translate them into SLR
- § Able to communicate at a higher management level

BETTER COMMAND of IT RESOURCES

- § As all the IT Managers report to the CIO., he is the best person to rally everyone together to support the customer's business
- § As the CIO controls the budget, he is able to plan better and advise the financial manager on the best use of money resources
- § As the CIO writes the SLR/SLA, he is able to advice the CapM, Avail M and ITSCM to plan and design the services to support the customers better
- § As all the Service Support mgrs reports to the CIO, all the operational services will be better aligned to the SLR / SLA

2 Arguments AGAINST CIO to be SLM

Too focus on his job as SLM,

- § ignore or down play his CIO job to service and lead the whole IT department
- § May be too involved in his SLM tasks (meeting SLA, operational reviews, reporting, negotiating with vendors, etc.) that he has no /little time to do a good job as the CIO
- § Not enough time to do both jobs properly
- § His peer (other VPs, Directors, etc.) may see him as playing a junior role
- §

Too focus on his job as CIO

- § Too future / strategic focus that he is unable to do the detail work of a SLM role
- § No time to be an effective SLM
- § Biased on Retail Operation instead of whole company

6) Describe 4 outputs for each of these processes: budgeting and IT Accounting**Budgeting**

- § Annual Financial budget for the coming year
- § Monthly budget for revenue and expenses
- § Capital cost, operational cost, depreciation allocation for the year
- § Budget for major projects for the coming year
- § Pricing for services into the service catalogue
- § Cost allocation for OLA and UC
- § Cost detail breakdown (allocation) by various cost elements: HW, SW, Accommodation, People, External, Transfer
- § Cost detail breakdown (allocation) by services and by customers (assuming SLA is signed)

IT Accounting

- § Cost model
- § Actual spending per month, broken down by cost elements, by services and by customers
- § Actual Year-to-date report of expenses incurred by projects
- § Actual spending for UC by vendors per month
- § Actual transfer of money across customers, and inter-departments per month

- 7) Explain how each of the Financial Management sub-processes contribute to the cost effective stewardship of the corporate objective of “redesigning the interactive website for catalogue shopping, on-line sales transaction and video fashion shows”**

BUDGETING

- § Financial planning for the project to “redesign the interactive website for catalogue shopping, on-line sales transaction and video fashion shows”
- § Working out the costing with the project team and allocating budget for the project
- § Based on the business plan and the projected web shopping transaction, determine the charging unit price per transaction
- § Update the Service Catalogue to reflect the new pricing for website sales services
- § Detail budgeting per service, per customer
- § <Link from SLR, to CapM, AvailM to actual expenses, accounting, and charging>
- § <illustrate the fairness, cost effectiveness>
- § <ROI, TCO for Website, Revenue from Transaction costs, etc.>

ACCOUNTING

- § Accounting for the actual spending for the project of “redesigning the website”
- § Classifying the expenses by cost elements (HW, SW, Accom, People, Transfer, External)
- § Using the Cost Model, determine the costs incurred due the various services:
 - Catalogue shopping
 - Online sales transaction
 - Video fashion shows
 And charge to the respective customers
- § Tracking and ensuring that the expenses for the project closely match the budget allocation for the project
- § Highlight exceptions or over-spending
- § Allocating cost expenses to various customers

CHARGING

- § Generating expenses reports
- § Billing the various customers for the “interactive services” provided
- § Transfer of money from Customers’ Cost Centers (e.g. Manufacturing, Retail, etc.) into IT Cost Centers.

<linkage to cost-effectiveness and fairness>

<refer to case studies>

<

8) Describe 3 ways in which Availability Management can reduce the MTTR of the server and 2 ways which Avail Mgt can increase the MTBF of the server



3 ways Availability Mgt can reduce MTTR

1. Expanded Life Cycle: investigating into the life cycle of incidents and taking action to shorten the time required for each stage:
 - a. Incident detection
 - b. Incident diagnosis
 - c. Incident repair
 - d. Component recovery
 - e. Service restoration
2. Recommending vendors with high serviceability
 - a. Investigate into the serviceability of each vendor
 - b. Recommending the vendor with best serviceability
3. Managed /aggregate Planned Downtime
 - a. properly coordinated downtime for preventive maintenance,
 - b. planned with Forward Schedule of Changes
 - c. planned with Release schedules
 - d. outlined in SLA, OLA and UC

2 ways Availability Mgt can increase MTBF

1. identifying SPOF and counteractions
2. designing and incorporating redundancy and resilience
3. designing security measures into the infrastructure in accordance to the security policy

9) The 3 guiding principles of Availability Management are:

- a. Availability is at the core of business and user satisfaction
- b. Recognizing that when things go wrong, it is still possible to achieve business and customer satisfaction
- c. Improving availability can only begin after understanding how the IT services support the business.

Explain the meaning of each of these guiding principles and give an example of how these principles can make a positive impact to one of the company objectives.

a. Availability is at the core of business and user satisfaction

This principle means that the IT service needs to be up (or available) for the business and user to be happy. If the IT Service is down, then the business and the users cannot function.

Take the example of the corporate objectives "Setting up two new manufacturing plants in United States and Eastern Europe to meet the "Just-in-time" requirements of the major retailers". The "Just-in-Time" objective means that major retailers will order their goods just-in-time before their stock runs out. Through this strategy, the retailers want to cut cost by minimizing inventory and warehousing costs.

If the IT Service is down, then one or both the factories may be down. Production for the apparels will stop and company will not be able to ship out the goods in time.

When the IT Availability is high, major retailers will be able to order their goods, or CMJ will be able to manufacture /ship the goods without fear of downtime. The positive impact is that the "Just-in-time" objectives will be realized, the major retailers will be able to save on heavy inventory and warehousing cost, and CMJ Company will gain more customers.

b. Recognizing that when things go wrong, it is still possible to achieve business and customer satisfaction

This principle means that business and customer satisfaction do not only depend on correcting minimizing failures, but also on how we handle and communicate to customers. How the incidents are managed and resolved played an important part of how businesses viewed the responsiveness and the quality of IT Organization.

Take the example of Corporate Objectives "Replacing all current Point-of-Sales equipment ..." and "Setting up 20 new retail outlets in United States and 15 new retail outlets in Eastern Europe"

Understand the critical role of the POS equipment in the retail environment; Availability Mgt can incorporate the following:

- § Increase the serviceability of the IT Service by recommending the correct qualified vendors
- § Build redundancy around the POS equipments so the users can continue their work while the broken machines are being service
- § Anticipating single point of failures and building redundancy around it
- § Buying more reliable machines
- § Building auto-recovery features into the systems
- § Communicate proactively to affect users of any potential failure, scheduled downtime, bugs patches, etc. so that the users can take action to work around the constraints
- § Continuously update the users about the status of the incident in the event of extended downtime.
- §

c. Improving availability can only begin after understanding how the IT services support the business.

This principle means that Availability Mgt should not just understand the individual component reliability, but on how the overall IT Services impact the business. This understanding will allow Avail Mgt to focus the bulk of their attention and budget on the area which impact the businesses most.

To understand how the IT Services support the business, the Avail Mgr normally conducts a Business Impact Analysis. From the BIA, he can determine the impact to each of the business should the service becomes unavailable.

As an example, from the BIA, the analysis may show that a day of downtime for the "United States factory Just-in-Time systems" will result in huge financial loss while the similar downtime for the "Marketing and Advertising Campaign" system simply results in some embarrassment. The focus for the Avail Mgr will therefore be concentrated on the JIT systems.

10) Describe 7 steps you would propose in order to ensure that the ITSCM plan is kept up to date and functional.

1. Alignment of ITSCM plan with IT Plan and SLA
2. close coordination with change control
3. implementation of updated recovery options and procedures as the result of a newly introduced change
4. regular testing and testing after every major change
5. updated and regular training for affected staff

6. regular awareness campaign and education to all end users and customers
7. periodic audits and reviews