

DUMPS ARENA

ITIL Service Capability Service Offerings and Agreements

ITIL ITILSC-SOA

Version Demo

Total Demo Questions: 5

Total Premium Questions: 14

Buy Premium PDF

<https://dumpsarena.co>

sales@dumpsarena.co

sales@dumpsarena.co
dumpsarena.co

QUESTION NO: 1

Scenario

A travel company specializes in providing complete holiday packages to meet customer requirements. There have been instances over the past year where the business has been unable to process holiday bookings due to failure of the IT services. Sales have been lost and the failure has been raised at board level. The IT director has assured the board that the situation will be rectified.

Most holiday bookings are made either by telephone via the company's call centre or through a dedicated website. Both interface with the same back-end booking-processing service. Apart from the call centre and website, the main business services map onto organizational departments and cover: marketing, finance, business operations and central administration.

After some initial investigation within the IT organization, it is clear that the intermittent failures, which were related to a lack of capacity, have occurred during exceptional peak holiday booking periods. The IT organization is not certain when or if these are going to occur in the future. Some booking periods are predictable, such as those associated with promotional offers. Other patterns are totally unpredictable as they often coincide with bad weather being experienced where customers live.

You have been asked how the activities of demand management, based on ITIL practices, can be used to address this issue.

Refer to Scenario

Which one of the following options is the BEST set of actions required to resolve the issue?

A. Identify the pattern of customer enquiries for holiday bookings and the resulting volume, frequency and location of staff activity. Document these as patterns of business activity (PBA) Gain an understanding of the different roles that are performed by staff from all business units and how these relate to the PBA for all business processes.

Use this information to identify any shortfall in capacity and create cost estimates of additional resource required to enable the IT services to meet the PBA. Recommend that, where PBA are very predictable, investment should be made in additional resource.

Where PBA are unpredictable, the risks associated with failing to meet demand should be discussed with the business managers, and mitigation actions agreed.

B. Identify the pattern of customer enquiries for holiday bookings and the resulting volume, frequency and location of staff activity. Document these as PBA.

Gain an understanding of the different roles that are performed by the call centre staff and how these relate to the PBA for the call centre business processes.

Use this information to identify any shortfall in capacity and create cost estimates of additional resource required to enable the IT services to meet the PBA.

Discuss the risks associated with failing to meet demand with the business managers. Reach agreement on how to avoid a repeat of the IT failures caused by demand at busy periods.

C. Identify and understand the PBA resulting from metrics of all the IT services. Ensure that the volume, frequency and location of service use is taken into account.

Gain an understanding of how the PBA relate to the use of the IT assets especially the hardware and software that may be the cause of the IT failures.

Once these activities have been completed, the PBA will be used to plan and implement sufficient capacity to meet all demand at all times.

Discuss the risks associated with failing to meet demand with capacity management and technical staff. Reach agreement on how to avoid a repeat of the IT failures caused by demand at busy periods.

D. Immediately implement demand management, document the process and allocate roles and responsibilities. The demand manager should initiate an activity to identify and understand user profiles resulting from business use of the IT services. Code the user profiles linking them to the associated business roles. Match the user profiles to the IT services and analyze any shortfall in capacity required to meet the business objectives. Create a business case for the additional resource required to exceed the business demand for the IT services to account for unpredictable business activity. Work with service portfolio management and financial management to agree on the approval of the investment and initiate the project to acquire all the additional resources.

ANSWER: A

QUESTION NO: 2

Scenario

A clothing manufacturer has made a decision to supplement factory-based retail outlets by opening a series of stores at out-of-town shopping malls.

The internal IT organization provides support to many mission-critical business systems for both the manufacturing and retail operations. It must increase its portfolio of services and service options to meet the planned new expansion. Typically, the business is subject to seasonal patterns of demand, which recently have begun to exceed the capability of some of the IT services. This has led to periods of poor performance of some of the critical systems and therefore to degraded service quality. In periods of minimal demand, there is a surplus of capacity and performance is optimal.

There is concern that the additional business demand from the new stores will exacerbate these service performance issues.

The board of directors, made up of representatives from each business unit, has asked for a review of the business supply and demand issues currently being faced by the IT organization. Many service management processes have been implemented including service portfolio management and capacity management. However, IT does not have a demand management process.

Additionally, performance levels on many of the supporting services have remained unchanged for the past 3 years, even though some may now be less relevant to the overall performance of the critical services.

Refer to the Scenario.

The review of the supply and demand issues concluded that the implementation of a demand management process could help the IT organization address the issues. Which one of the following options provides the BEST solution to both the problems currently being faced and those related to the proposed expansion?

A. The service portfolio should be reviewed and an analysis carried out of each business unit's requirements in order to understand their patterns of business activity (PBA) and corresponding usage of the IT services.

Differentiated service offerings should be developed to match PBA; this will make better use of available IT resources.

Supporting service performance targets should be amended to reflect these changes.

Work with business relationship management and capacity management to develop long term plans to meet the extra demand resulting from the company's expansion plans.

B. An analysis should be carried out of each business unit's patterns of business activity (PBA), and appropriate services for each business unit selected from the service catalogue. In conjunction with the finance department, a revised cost model should be introduced to allow for the fluctuation in usage and costs. Differential charging should be introduced to address the issues of service quality.

C. The service portfolio should be reviewed and an analysis carried out of each business unit's requirements to understand their current usage of the IT services and where seasonal variations lead to fluctuations in usage. Discussions should take place with the business units to impose limits within specific time periods for each business unit's usage of IT services.

Work with business relationship management and capacity management to develop long term plans to meet the extra demand resulting from the company's expansion plans.

D. The service portfolio should be reviewed and the business unit's cumulative service usage should be reviewed, monitored and analyzed.

Work with the business to develop short-term measures to manage demand for the IT services, such as delayed or batch processing of retail transactions.

Service levels should be reviewed to take into account changes to supporting service performance targets and, where applicable, agreements should be updated through change management.

ANSWER: A

QUESTION NO: 3

Scenario

A retail company has enjoyed significant growth in profit over the past year due to negotiating lower buying costs from its suppliers. The organization wishes to reinvest some of this profit to fund a program of change to optimize the use of IT services. They hope this will support revenue growth in the next financial year whilst maintaining profitability.

The program consists of two main initiatives:

- An expansion of the on-line retailing services to offer more functionality
- Enhancement of the marketing service to allow greater targeting of promotional offers.

There are various options for providing these services that involve use of the current infrastructure or the new virtualization technology, which is slowly being deployed across the organization.

The board of directors wishes to conduct a financial review over the next 3 months to compare the cost of providing each service. Projected business revenues will allow the return on investment (ROI) of each option to be calculated. This review will provide an input to the IT organization's service portfolio management process, allowing the various investment options to be considered and an informed decision to be made.

The organization has a good appreciation of its IT costs along with a mature service catalogue and configuration management system (CMS).

Refer to the Scenario.

Which one of the following options would be the BEST approach to providing the information for the financial review of the service options?

A. Appoint an IT finance manager to implement budgeting and accounting for IT services.

Create a cost model that takes into account direct and indirect costs, as well as fixed and variable costs.

Use the cost model to calculate the cost of providing the IT services and provide the information to service portfolio management (SPM).

B. Produce a summary of current costs, apportioning all costs directly to the appropriate service.

Any investment in virtualization or new infrastructure should be shared equally between the two services.

This creates a baseline for comparison with the anticipated business revenues and ROI that will enable a business case to be developed for each option.

C. Produce a summary of current costs, recognizing that the resources are shared across services.

Use service level agreements to understand how the services are used and create a model for the services, ensuring that both current and projected costs are shared appropriately.

These costs can then be compared with the cost of outsourcing the service and with the anticipated business revenue.

D. Produce a summary of current costs, recognizing that the resources are shared across services.

The various options for providing the service, including those requiring investment in new infrastructure, can then be costed. Using the projected revenues supplied, a calculation can establish the ROI for each option.

These costs and ROI for each option can then be compared through the service portfolio management process and used as an input to develop a business case for the most advantageous options.

ANSWER: D

QUESTION NO: 4

Scenario

The IT organization of a manufacturing company is carrying out an annual review of its service portfolio. There is limited budget available for the next year and some projects may be delayed or cancelled. The company has control of most of its IT services, however some are mandated by the company's corporate owners.

The following services are under review:

- **Service 1:** Web ordering service. This is a new service that will enable the company to fulfill its strategy to sell products online and increase its customer base by 20%. Only high-level business requirements have been established so far but. if the project goes ahead, the system will be provided by a supplier using standard applications and technology. A business case has been created which shows the ratio of value-to-cost to be much greater than one.
- **Service 2:** Sales office service. The service has grown from a number of separate applications that have been combined into one suite. The technical solution for each application is similar but some use different versions of the same operating system. The applications themselves provide the required utility and support their business outcomes well. There is some overlap in functionality across the set of applications contained in the service suite.
- **Service 3:** Finance reporting service. The service is used by the finance department to create statutory reports to fulfill legal obligations. The service is hosted on a legacy system. The cost of supporting the service is increasing gradually and the return obtained from the service is decreasing. Eventually the service will be replaced by the new enterprise resource planning (ERP) service. It is projected that, over the next two years, the ratio of value-to-cost will drop to less than one.
- **Service 4:** This is a new ERP service that is being implemented across all companies in the corporate group. It will eventually replace many existing services including the finance reporting service. The service has been approved and chartered, and has a current status of "design". A large number of assets have been allocated to this project. As this service is mandated by the corporate owners, no further decision is required.

Refer to Scenario:

As part of the service portfolio management team you have been asked to recommend whether investments should be made in these services in the next year.

Which of the following options is the BEST set of decisions to make for the services?

- A.** Service 1 - invest. Charter the service and set up a service design project
Service 2 - replace. Set up project to replace the set of applications with a single application designed to support the business outcomes
Service 3 - retire. Mark the service for retirement and set up a retirement project. This will make best use of resources and ensure that information is migrated to the ERP service.
- B.** Service 1 - promote to the service catalogue, project
Service 2 - retain. Keep the service and support
Service 3 - delay decision. It is likely that this project will use assets that will be allocated review. Allocate resources to the transition stage of the it in its current form service will be retired, but not yet. The retirement elsewhere this year. Reconsider at next annual
- C.** Service 1 - invest. Charter the service and set up a service design project
Service 2 - rationalize. Set up a project to identify the best way of retaining the support of the business outcomes but eliminating the duplication of functionality and supporting components
Service 3 - delay decision. It is likely that this service will be retired, but not yet. The retirement project will use assets that will be allocated elsewhere this year. Reconsider at next annual review.
- D.** Service 1 - promote to the service catalogue. Allocate resources to the transition stage of the project
Service 2 – re-factor. Set up project to redesign the applications to concentrate on the core functionality of the service
Service 3 - retain. As the service is needed to fulfill legal and statutory compliance it should be retained.

ANSWER: C

QUESTION NO: 5

Scenario

A commercial IT services company has been successful for many years. Its key strategic differentiator has been the provision of new services to meet customers' needs in very short lead times. Recently profits have dipped, forcing senior management to take a look at the lifecycle costs of providing the IT services to their external customers.

The organization has had a service catalogue containing customer and supporting views for some time. It is an essential source of information about the IT services and is used by both the business relationship managers and the IT services teams. Services are designed internally but often transitioned and operated in partnership with other suppliers.

For each service, the service catalogue currently contains:

- A description of the service
- Summary of the service level targets
- The level of support and support details
- Details of the supporting services and components
- Details of services obtained from suppliers

When sales leads are obtained from potential new customers, the requirements are compared with services in the service catalogue and, if no matching service can be found, a project is set up to quickly develop a new service. In the past this has been justified as meeting the needs of the customers, and full business cases were not developed.

A senior service manager has suggested introducing a service portfolio management process and needs to get the support of the IT management team. The management team wishes to know what extra information would be included in a service portfolio over and above what is already in the service catalogue and what value it would be to them.

The company is looking to restrict investment in new resources. Therefore, only a few projects can be authorized in the next budget cycle.

Refer to the Scenario.

Which one of the following sets of statements BEST describes the elements that a service portfolio contains in addition to the elements in a service catalogue, and describes the additional value service portfolio management would bring to the IT services company in resolving their current issues?

A. The service portfolio will include: resource allocation; support terms and conditions; ordering and request procedures; the value proposition; offerings and packages.

The service portfolio will show where additional resources will be required to operate new services.

Service portfolio management will enable the organization to rationalize existing services to optimize the use of resources.

B. The service portfolio will include: business cases; risks; business outcomes supported; cost and pricing.

The service portfolio will show the proportion of resources acquired from key suppliers so that the cost of new services can be accurately estimated.

Creating a service portfolio that includes services in the service pipeline, as well as those in the service catalogue, will enable new services currently being developed to be included in service offerings. This increased visibility of new services extends the range available for new opportunities.

C. The service portfolio will include: ordering and request procedures; service level targets; support terms and conditions; details of services obtained from suppliers.

The service portfolio will show the resources and capabilities that are needed to improve the services in the service catalogue.

Service portfolio management will enable the organization to expand the service catalogue to include details of service requests and standard changes, providing a valuable self-help portal to users.

D. The service portfolio will include: business cases; risks; investment priorities; value propositions.

The service portfolio will show where resources are used across all stages of the service lifecycle both within the provider and where they have been acquired from suppliers. Service portfolio management will improve the organization's ability to compare potential investments and make sound decisions.

ANSWER: D