DUMPSARENA

Service Desk Manager Qualification

SDI SD0-302

Version Demo

Total Demo Questions: 25

Total Premium Questions: 252

Buy Premium PDF

https://dumpsarena.co

sales@dumpsarena.co

sales@dumpsarena.co
dumpsarena.co

Topic Break Down

Topic	No. of Questions
Topic 1, Volume A	115
Topic 2, Volume B	117
Total	252

QUESTION NO: 1

If you are outsourcing your support operation, which of these Service Level issues should be considered?

A. Clarity on penalties and performance levels

B. Internal end-to-end OLAs and penalties

C. The salaries of staff to be transferred

D. The capabilities of the outsourcers ITSM system

ANSWER: A

Explanation:

Clarity on penalties and performance levels is essential when a support operation is outsourced because the customer organisation and supplier need a shared, enforceable definition of the service being purchased. The contract and associated service level agreement should state measurable targets, such as response and resolution performance, service availability where applicable, reporting arrangements, measurement methods, service credits or other remedies, and the consequences of consistently failing to meet agreed commitments. This clarity creates accountability, prevents disputes about how performance is assessed, and gives both parties a sound basis for service reviews and continual improvement. The Service Desk Institute's service management guidance treats service level management as the practice of agreeing, monitoring, reporting, and reviewing service targets with customers and suppliers. ITIL guidance likewise describes service level agreements as documented commitments between a service provider and customer, with defined service targets. In an outsourced arrangement, explicit performance levels and contractual remedies are particularly important because delivery responsibility sits with a separate organisation. See Service Desk Institute and AXELOS: What is service level management?.

QUESTION NO: 2

You are planning a promotion campaign to raise customer awareness of the Service Desk and the benefits it brings to the business. Which of these activities would be most effective in doing this?

A. Offer customers the opportunity to experience life on the Service Desk

B. Provide induction training and team-building away-days

C. Give all customers a stress ball with Service Desk contact details printed on it

D. Schedule your staff to floor walk at regular intervals

ANSWER: D

Explanation:

Schedule your staff to floor walk at regular intervals is the most effective activity because it puts Service Desk staff directly in contact with customers in their working environment. These conversations make the desk visible, approachable, and relevant: staff can explain how to contact the Service Desk, describe the range of support and request services available, identify recurring difficulties, and show how early engagement can reduce disruption to users and the business. Regular visits also build trust and provide two-way communication, allowing the Service Desk to gather feedback and better understand customer needs. This makes promotion more credible than a one-off awareness message, since customers see the people and value behind the service in a practical context. SDI emphasizes that the Service Desk is a customer-facing function that should deliver an excellent customer experience and foster effective relationships with its users. Proactive, face-to-face engagement supports these aims and helps demonstrate business value beyond simply resolving incidents. Further context on the Service Desk's customer-experience role is available from Service Desk Institute and guidance on service relationships and value co-creation is available in ITIL guidance from PeopleCert.

QUESTION NO: 3

If you are looking to gather further information to help resolve a users issue, which of these options would it NOT be appropriate to use?

A. Structured questioning of users by an analyst

B. One-way information provided by a user

C. One-to-one interviews with all Service Desk staff

D. Unstructured free-form questioning by an analyst

ANSWER: C

Explanation:

“One-to-one interviews with all Service Desk staff” is the inappropriate approach when the immediate objective is to obtain additional information needed to resolve an individual user’s issue. Effective incident diagnosis should be proportionate, timely, and focused on the people, systems, symptoms, and evidence directly relevant to the reported issue. Interviewing every member of the Service Desk would require substantial effort, delay progress, and broaden the investigation far beyond what is normally necessary for a single incident. A service desk manager should instead ensure that analysts gather relevant facts efficiently, record them in the incident record, and involve the appropriate subject-matter expert or escalation group only when evidence indicates this is needed. This supports consistent restoration of service while protecting the capacity of the wider Service Desk to handle other customer contacts. The Service Desk Institute’s Service Desk Manager qualification focuses on managing effective, customer-centred support operations and service performance; see SDI Service Desk Manager. The principle of restoring normal service operation as quickly as possible is also central to incident management guidance from AXELOS ITIL.

QUESTION NO: 4

Which of these options is NOT a Service Desk model you might consider implementing?

A. Real-Time, Call back, Dispatch

B. Virtual, Centralised, Decentralised

C. Unskilled, Skilled, Expert

D. Skilled, Insourced, Outsourced

ANSWER: D

Explanation:

Skilled, Insourced, Outsourced is not a coherent set of service desk implementation models. “Skilled” describes the capability or competency level of personnel, whereas “insourced” and “outsourced” describe the commercial sourcing arrangement through which the service desk is provided. These are useful management considerations when designing a service desk, but they are not alternative structural or operating models within one shared classification. A service desk model should describe a consistent way of organizing and delivering support, including the location, routing, staffing structure, and interaction pattern used to serve customers. Separating capability decisions from sourcing decisions helps a manager define accountable ownership, select appropriate supplier governance where relevant, and ensure that the desk has the knowledge and resources needed to meet agreed service levels. This distinction also supports continual improvement: skills can be developed and sourcing can be reviewed independently without treating either as a complete desk model. ITIL describes the service desk as the point of contact between service provider and users, emphasizing the practice’s role in enabling effective support and communication. See the PeopleCert ITIL overview and SDI’s Service Desk Manager qualification information.

QUESTION NO: 5

If you were providing a list of key performance indicators for the Incident Management process, which of these options would you include?

A. Cost per Incident/Service Request

B. Frequency of technical Incidents

C. Incidents submitted by individual users

D. Percentage of Incidents resolved out-of-hours

ANSWER: A

Explanation:

Cost per Incident/Service Request is an appropriate key performance indicator because it measures the financial efficiency of handling demand through the service desk and incident-management workflow. Calculating the total operational cost of resolving incidents and fulfilling requests, then relating it to the number completed, provides a consistent unit-cost measure. A service desk manager can use this measure to establish a baseline, monitor trends over time, assess the impact of automation or knowledge management, and support evidence-based decisions on staffing, tooling, and process improvement. It is most valuable when its scope is defined consistently—for example, identifying which labour, supplier, technology, and overhead costs are included—and when it is considered alongside quality and customer-experience measures. The aim is not simply to reduce cost, but to understand whether the process delivers efficient restoration of service without compromising outcomes. SDI's standards focus on measuring, reporting, and continually improving service desk performance, while ITIL's incident-management guidance positions measurement as an essential means of evaluating practice performance and value. See SDI Service Desk Standards and AXELOS ITIL Incident Management Practice Guide.

QUESTION NO: 6

Which of the following options would be a clear benefit of using self-healing as a delivery method in a Service Desk environment?

A. It removes the need for reactive support staff

B. It increases the problem-solving abilities of users

C. It reduces the need for reactive support staff

D. It improves hardware resource utilisation

ANSWER: C

Explanation:

"It reduces the need for reactive support staff" is the clear benefit of self-healing in a Service Desk environment. Self-healing uses monitoring, orchestration, and predefined remediation routines to detect known faults and automatically restore a service, often before a user needs to report an issue. Typical actions can include restarting a failed service, clearing a stalled process, reallocating capacity, or reverting a configuration to a known working state. By resolving repeatable, well-understood incidents without manual intervention, the Service Desk receives fewer reactive contacts and support analysts can devote more time to complex incidents, problem management, service improvement, and customer-focused work. The benefit is a reduction in the demand for reactive support, rather than the complete elimination of people from support operations. This delivery method also supports more consistent and timely restoration because automated remediation can run continuously and follow an approved, repeatable procedure. IBM describes self-healing systems as systems that can identify and resolve problems automatically, while Red Hat explains how automated remediation can detect and correct operational issues: IBM: Self-healing systems and Red Hat: What is IT automation?.

QUESTION NO: 7

Which of these options would be a common issue to overcome when introducing selfhealing tools?

A. Some support team members are reluctant to help install the tools

B. Some customers are resistant, depending on levels of IT maturity

C. Some customers are over enthusiastic about adopting new tools

D. Some users become uncommunicative and out of touch

ANSWER: B

Explanation:

Some customers are resistant, depending on levels of IT maturity is correct because self-healing tools change the customer's experience of support from a person-led, reactive interaction to an automated and increasingly proactive service. Organisations with lower IT maturity may have less confidence in automation, limited experience of self-service, inconsistent knowledge practices, or concern about losing visibility and control when incidents are detected and remediated without direct human intervention. Introducing these capabilities therefore requires communication, clear service expectations, trustworthy reporting, and a phased adoption approach that demonstrates safe and measurable outcomes. Service desk leaders should ensure that automated remediation is supported by reliable monitoring, appropriate escalation paths, and feedback mechanisms, so customers understand when automation has acted and how to obtain help if needed. This is consistent with service-management practice: maturity is developed progressively through repeatable processes, measurement, continual improvement, and stakeholder engagement rather than by implementing technology alone. SDI describes service desk management as balancing people, process, technology, and customer experience; adoption of automation must account for customer readiness within that balance. See SDI and the ITIL guidance on continual improvement at AXELOS ITIL 4 Foundation.

QUESTION NO: 8

Which of these options is the best method of improving Service Desk performance?

A. Using industry KPIs as targets

B. Increasing the speed-to-answer time

C. Using a SWOT analysis to identify improvements

D. Focussing on the abandon rate

ANSWER: C

Explanation:

Using a SWOT analysis to identify improvements is the best method because it provides a structured, evidence-based way to assess the Service Desk's current position before deciding what to change. SWOT considers internal strengths and weaknesses alongside external opportunities and threats. This helps a Service Desk Manager identify improvement initiatives that are relevant to the organisation's services, customers, people, processes, technology, and strategic context. For example, the analysis can reveal where an existing strength can be scaled, where a process weakness is affecting customer experience, or where a business change creates an opportunity to improve support delivery. The resulting findings can then be prioritised, assigned to an improvement plan, and measured through appropriate performance measures. SDI's service-management approach emphasises continual improvement informed by meaningful assessment and business needs, rather than relying on isolated operational measures. A SWOT analysis supports this wider management perspective and encourages balanced decisions about capability, risk, and value. Further information on continual improvement is available from ITIL UK, and an overview of SWOT as a strategic planning tool is available from Mind Tools.

QUESTION NO: 9

As a Service Desk manager, which of these options would you suggest is a way for you to contribute to IT and business objectives?

A. Tell management about every Incident that occurs

B. Provide suggestions on how to improve IT services

C. Identify new business opportunities

D. Market the successes of the IT organisation

ANSWER: B

Explanation:

“Provide suggestions on how to improve IT services” is the most direct way a Service Desk manager can contribute to both IT and business objectives. The Service Desk has a unique view of how users experience technology: it receives incident reports, service requests, recurring complaints, and feedback about usability and service quality. A manager can turn this operational insight into evidence-based recommendations for service improvement, such as reducing repeat contacts, improving knowledge content, addressing common failure points, streamlining request fulfilment, or identifying where user training would improve adoption. These improvements support IT objectives through more efficient, reliable, and customer-focused services, while supporting business objectives by reducing disruption, improving employee productivity, and enabling effective use of business systems. This is a proactive contribution rather than simply handling day-to-day contacts. ITIL describes the service desk as a key point of communication between service provider and users, with an important role in capturing demand and improving user experience. Continual improvement also depends on using service information and feedback to identify, prioritize, and implement beneficial improvements. See AXELOS: ITIL service desk practice and PeopleCert: ITIL 4 Foundation.

QUESTION NO: 10

Which of the following would typically NOT be a positive effect of stress?

A. Staff show optimised levels of performance

B. Staff show up on time every day and are generally happier

C. Staff show greater levels of energy and motivation

D. Staff productivity levels increase

ANSWER: B

Explanation:

Staff show up on time every day and are generally happier is the best answer because punctuality and general happiness are broader indicators of attendance behaviour, morale, engagement, and workplace satisfaction; they are not normally described as direct beneficial outcomes of stress. In limited, manageable amounts, pressure may create short-term alertness, focus, energy, and motivation, which can support task performance. This is sometimes called positive stress or eustress. However, being reliably on time and feeling generally happier depend more on factors such as supportive leadership, fair working conditions, manageable workload, role clarity, psychological safety, and effective employee wellbeing practices. Stress management should therefore aim to prevent harmful demands while helping people maintain a sustainable level of challenge, rather than treating stress itself as a route to happiness or attendance. The UK Health and Safety Executive defines work-related stress in terms of adverse reactions to excessive pressures or demands and provides guidance on managing the underlying work conditions that affect employees. Its work-related stress guidance and the World Health Organization’s mental health at work fact sheet both emphasize organizational conditions and support as important influences on wellbeing.

QUESTION NO: 11

You are about to make a presentation to the Board to agree to the use of Computer Telephony Integration in your Service Desk. Which of the options listed will best explain the purpose of CTI?

A. It will ensure firm rules are applied to priority allocation for users incidents

B. It will ensure that agents have all the users details instantly available

C. It will make the call management process more efficient

D. It will enable you to keep an eye on what your team is doing

ANSWER: C

Explanation:

Computer Telephony Integration (CTI) is used to link the Service Desk's telephone platform with its computer-based service-management tools so that calls can be handled as part of an efficient, coordinated workflow. Therefore, "It will make the call management process more efficient" best describes CTI's overall purpose. CTI can support functions such as recognising an incoming caller, routing the call to an appropriate queue or analyst, presenting relevant information to the analyst, recording call activity, and allowing call controls to be used from within the service-management interface. These capabilities reduce manual handling and repeated data entry, help calls reach the right resource more quickly, and give analysts a more consistent process for logging and progressing contacts. In a Board presentation, this purpose should be framed as an operational improvement: CTI connects communications technology and Service Desk processes to improve the speed, quality, and manageability of call handling. Caller information being displayed may be a useful CTI capability, but efficient call management is the broader purpose that encompasses the value delivered across the Service Desk workflow. See Microsoft's Channel Integration Framework overview and TechTarget's definition of computer telephony integration.

QUESTION NO: 12

Which type of survey would you use to evaluate the success of your recent implementation of selflogging for users?

A. A one-off survey

B. A periodic survey

C. A performance survey

D. An event survey

ANSWER: A

Explanation:

A one-off survey is the appropriate choice because the service desk needs to assess a specific, recently completed change: implementing self-logging for users. A one-off survey is designed to gather focused feedback at a particular point in time, allowing the manager to establish whether users understand and adopt the new capability, find it easy to use, and perceive that it improves their experience of contacting the service desk. The results can be used to identify immediate refinements, such as clearer guidance, changes to portal design, or additional user communications.

Evaluation after implementation should measure outcomes related to the stated change rather than general, ongoing sentiment. Useful questions could cover awareness of self-logging, successful completion of requests, ease of finding the correct service or category, and whether the facility met user expectations. This creates evidence that the implementation has delivered the intended value and provides a baseline for any subsequent improvement activity. Guidance on evaluating service changes similarly emphasizes collecting feedback and measuring whether changes achieve their intended outcomes; see AXELOS's ITIL service-management guidance and Qualtrics' overview of survey timing and purpose.

QUESTION NO: 13

Of the options listed, which is a common cause of stress often seen in the Service Desk environment?

A. Routine scheduling of tasks

B. Staff have left and not been replaced

C. Working closely with developers

D. Desk seating plans

ANSWER: B

Explanation:

Staff have left and not been replaced is a common and significant source of stress in a service desk. When attrition is not addressed, the remaining analysts must absorb the departed colleagues' workload, often while maintaining the same service hours, response expectations, and quality standards. This creates sustained pressure through increased ticket volumes per person, less time for breaks, reduced opportunity for coaching and knowledge sharing, and greater exposure to demanding customer interactions. It can also produce a damaging cycle: excessive workload contributes to fatigue and burnout, which can in turn increase further absence and turnover. A service desk manager should therefore monitor staffing capacity, workload trends, overtime, sickness absence, backlog, and staff feedback, then take action through recruitment, cross-training, prioritisation, automation, and realistic service-level planning. Managing adequate resources and supporting employee wellbeing are core responsibilities for maintaining a resilient, effective support operation. The UK Health and Safety Executive identifies excessive demands, workload, and work patterns as key work-related stress factors: HSE: What are the Management Standards?. SDI's service desk standards also emphasise having sufficient resources to deliver agreed services: Service Desk Institute.

QUESTION NO: 14

You are in the process of developing a programme of activities to promote the Service Desk. You believe this is a very important aspect of your role and that all promotional activities should meet your objectives. Which of these options describes one of those objectives?

A. Managing your managers expectations

B. Managing your teams expectations

C. Managing your users expectations

D. Managing your own expectations

ANSWER: C

Explanation:

Managing your users expectations is a core objective of Service Desk promotion. Promotional activity helps users understand the Service Desk's purpose, the support it provides, how and when to contact it, the information they need to supply, and the service levels or response processes they can reasonably expect. This creates a shared understanding of the service relationship and makes the Service Desk easier to access and use appropriately. Clear expectations also support consistent demand management: users are more likely to use the correct channel, provide adequate incident or request details, and understand the distinction between immediate acknowledgement, ongoing communication, resolution targets, and escalation. A planned programme can use service communications, onboarding material, self-service guidance, awareness campaigns, and published service information to reinforce these messages. In SDI practice, the Service Desk is a customer-facing function whose value depends on clear communication and on aligning the user experience with the service that is actually designed and resourced. Managing users' expectations through promotion therefore supports user satisfaction, trust, and effective engagement with support services. SDI's professional standards and resources describe the Service Desk's focus on customer experience and communication: Service Desk Institute. Complementary IT service-management guidance on setting and communicating service expectations is available from ITIL.

QUESTION NO: 15

A skills matrix in place for all staff and a training budget with a set allocation of training days for staff are features of which of these options?

A. A formal appraisal process

B. A formal employee satisfaction process

C. A structured approach to recruitment

D. A structured approach to training

ANSWER: D

Explanation:

A structured approach to training is correct because it establishes a planned, measurable method for developing the capabilities required across the service desk. A skills matrix records the knowledge, technical competencies, and behavioural skills held by each staff member. This gives the manager an evidence-based view of current capability, identifies individual and team-wide gaps, and supports targeted development planning. A defined training budget and a specified allocation of training days then provide the resources and protected time needed to address those gaps rather than leaving development to ad hoc requests or availability.

Within service desk management, this approach helps maintain sufficient coverage for supported services, prepares analysts for new technologies and changing customer needs, and supports career development and retention. It also makes training activity easier to prioritise, schedule, monitor, and review against operational objectives. SDI's service desk standards emphasise managing people through clearly defined competence, development, and resourcing practices, while ITIL guidance similarly treats competence and skills development as essential elements of effective service management. See SDI Standards and ITIL best-practice guidance.

QUESTION NO: 16

Why is it important to integrate business and IT objectives?

A. To ensure that IT works towards the same goals as the business

B. To ensure that the development of IT services is in line with current industry best practice

C. To give the business confidence in the IT services function

D. To allow IT to be effectively built into every business area

ANSWER: A

Explanation:

Integrating business and IT objectives is important **to ensure that IT works towards the same goals as the business**. IT is not an isolated technical function: its services, investments, priorities, and improvement activity should enable the organization's intended business outcomes. When objectives are aligned, the service desk and wider IT function can prioritize work according to business value, support critical services appropriately, and make informed decisions about resources, service levels, technology changes, and continual improvement. This alignment also helps ensure that IT performance measures demonstrate meaningful contribution to organizational goals rather than merely reporting technical activity. For a service desk manager, understanding business objectives provides the context needed to shape support services around user needs and the outcomes that matter most to customers and the organization. This is consistent with IT service management guidance, which emphasizes value co-creation and aligning service management practices with organizational strategy and objectives. See the ITIL service value system overview from PeopleCert and the ISACA discussion of aligning IT and business strategy.

QUESTION NO: 17

You are explaining the benefits of desk-side support to your new-starters. Which of these options best describes one of these benefits?

A. It gives the analyst a clearer understanding of the users situation

B. It establishes better rapport with second-line analysts

C. It enables the analyst to demonstrate their knowledge and skills to the user

D. It offers opportunities to create new power-users

ANSWER: A

Explanation:

“It gives the analyst a clearer understanding of the users situation” is a key benefit of desk-side support. By being physically present at the user’s workstation, the analyst can observe the actual working environment, including the device setup, connected peripherals, network context, software in use, and the precise steps being performed when the issue occurs. This direct observation often reveals contextual factors that may not emerge through telephone, email, chat, or a remotely managed support session. It also enables the analyst to ask focused questions while seeing the user’s workflow, helping them accurately establish the impact of an incident and identify an appropriate resolution. A clearer understanding of the user’s situation supports effective diagnosis, reduces ambiguity in incident records, and helps the service desk deliver a support experience that is responsive to the user’s real needs. This aligns with the service-management emphasis on restoring normal service efficiently while maintaining a strong focus on customer and user experience. See the Service Desk Institute for service desk professional practice resources and AXELOS ITIL guidance for service management principles.

QUESTION NO: 19

You need to identify the best solution to resolve a number of operational issues. There are some issues that are not being resolved or properly tackled in line with expectations. Which of the following tools would help you best in this approach?

A. A SMART review

B. An ROI analysis

C. A GAP analysis

D. A strategic business plan

ANSWER: C

Explanation:

A GAP analysis is the appropriate tool because it provides a structured comparison between the current operational state and the required or expected state. For issues that are not being resolved or managed to expectations, the service desk manager needs to establish what is happening now, define the intended performance level or process outcome, and identify the specific gaps preventing that outcome. Those gaps can include missing capabilities, unclear ownership, inadequate skills, ineffective workflows, insufficient tools, or measures that do not reflect the desired service result. This evidence-based view supports selecting improvements that directly address the operational shortfall, rather than treating only symptoms. It also helps prioritise action by showing the scale and impact of each identified gap, and provides a clear basis for an improvement plan, assigned actions, and subsequent measurement of progress. Within service management, continual improvement depends on understanding the difference between current performance and a defined target before deciding what changes should be made. SDI describes its Service Desk Manager qualification as covering the management practices needed to develop and improve service desk performance; see SDI Service Desk Manager. The same improvement principle is reflected in the ITIL continual-improvement guidance from AXELOS ITIL.

QUESTION NO: 20

You have been informed that a company merger is planned which will potentially increase the number of supported users by 15 percent. Why is it important for you to understand the commercial management of the Service Desk?

A. To reduce Service Desk costs for the new business situation

B. To determine the impact of proposed services on the IT organisation

C. To produce regular progress reports on the results of the integration

D. To manage the professional development of the Service Desk people

ANSWER: B

Explanation:

To determine the impact of proposed services on the IT organisation is correct because commercial management gives a Service Desk Manager the business understanding needed to assess how a significant change in demand, such as a merger

that adds 15 percent more supported users, affects the services the desk must provide. This includes evaluating likely demand volumes, resource and staffing needs, technology and tooling capacity, supplier or licensing implications, service targets, and the financial consequences of providing support at the required quality level. The manager can then present a sound business case and forecast to IT leadership, helping the organisation make informed decisions about funding, capacity, service design, and operational readiness before integration occurs. Commercial awareness therefore connects the Service Desk's operational plans to the organisation's strategic objectives and the value, cost, and risk of service delivery. SDI's professional standards position the Service Desk as a strategic business function whose management must support business needs and measurable service outcomes. Further context on aligning services, costs, and value can be found in SDI Standards and the ITIL guidance overview.

QUESTION NO: 21

Which of these options is a step in the resource-scheduling process?

A. Determining staffing requirements based on projected volume and service levels

B. Setting staff schedules to fit with individual start/finish times

C. Ensuring 24 hour shift staffing is at a standard level

D. Providing an accurate call volume forecast for every shift and person

ANSWER: A

Explanation:

Determining staffing requirements based on projected volume and service levels is a core step in resource scheduling because it translates expected demand into the number of people and hours required to deliver the agreed service. A service desk manager first needs a reliable view of anticipated contacts or work volume, including demand patterns by time period. That demand is then assessed against service-level targets, such as response or resolution commitments, to establish the staffing capacity needed. This provides an evidence-based foundation for arranging coverage and balancing resource availability with customer expectations. Resource scheduling is therefore not simply an administrative exercise of assigning people to shifts; it is a demand-and-capacity planning activity that ensures the service desk can meet its operational commitments while using staff effectively. SDI's service desk management qualifications focus on managing service-desk resources, performance, and service delivery in alignment with business needs. See SDI's Service Desk Institute and its certification overview for the service-management context underpinning these practices.

QUESTION NO: 22

Which of these options is a key management/operational metric for Release and

Deployment Management?

A. Number of user errors

B. Number of authorised Changes

C. Number of back-outs required

D. Number of implemented Changes

ANSWER: C

Explanation:

"Number of back-outs required" is a key management and operational metric for Release and Deployment Management because it directly indicates whether releases and deployments are achieving their intended outcomes safely and reliably. A back-out occurs when a deployment must be reversed, typically because it has caused service disruption, failed validation, introduced unacceptable risk, or cannot meet agreed acceptance criteria. Tracking the frequency of back-outs gives managers an actionable view of release quality, deployment readiness, effectiveness of testing, adequacy of implementation

planning, and the reliability of release controls. It can also highlight recurring weaknesses in areas such as build and configuration management, release packaging, deployment automation, pilot activity, change evaluation, and post-deployment verification. Used alongside measures such as deployment success rate and incidents attributable to releases, this metric supports continual improvement by identifying where teams need to reduce implementation risk and improve repeatability. Release management guidance emphasizes planning, controlling, and validating releases so that changes are deployed with minimal disruption, while the ITIL practices describe measurement as essential for assessing performance and improving service outcomes. See AXELOS guidance on the ITIL release management practice and Atlassian's release management overview.

QUESTION NO: 24

Which of these options best describes one of the recognised disadvantages of outsourcing?

A. Responsibility for day-to-day operations is lost

B. The quality of service received is reduced

C. The volume of Incidents and Service requests increases

D. Costs may be higher if the service supply chain is not adequately defined

ANSWER: D

Explanation:

Costs may be higher if the service supply chain is not adequately defined is a recognised outsourcing disadvantage because outsourcing does not automatically reduce total service costs. A service desk relies on a chain of suppliers, internal teams, tools, contracts, escalation paths, and supporting services. If the boundaries, responsibilities, dependencies, service levels, charging model, and interfaces within that chain are not clearly designed and governed, the customer can incur unplanned costs. These can include contract variations, duplicated activities, integration effort, supplier-management overhead, delays caused by unclear hand-offs, and charges for work that falls outside the agreed scope.

Effective outsourcing therefore requires a well-defined service model and commercial arrangement before the service is transitioned. The organisation must understand the end-to-end service being supplied, identify every relevant party in the supply chain, define accountability and performance measures, and establish governance for changes and exceptions. UK government outsourcing guidance highlights the need to understand costs, dependencies, and appropriate contract management throughout an outsourced service lifecycle. Similarly, ITIL guidance treats supplier management as essential to ensuring that suppliers and their performance support agreed service outcomes. See the UK Government Outsourcing Playbook and ITIL supplier management guidance.

QUESTION NO: 25

Which of the options best describes how to constructively address individual performance issues?

A. Discuss the solution to the problem before the causes and handle issues in a timely manner

B. Communicate the desired outcome of the change in behaviour and be general in your discussions

C. Handle issues in a timely manner and focus on changing the behaviour rather than the person

D. Be general in your discussions and discuss the solution of the problem before the causes

ANSWER: C

Explanation:

"Handle issues in a timely manner and focus on changing the behaviour rather than the person" is the best approach because constructive performance management must address a specific, observable gap while preserving the individual's dignity and ability to improve. Timely intervention ensures that the relevant facts, examples, operational impact, and context are still clear. It also prevents an unaddressed pattern from becoming normalised, affecting service quality, team confidence,

or customer experience. The discussion should identify the behaviour or work outcome that needs to change, agree what good performance looks like, establish practical support or development actions, and set a point for review. Framing feedback around behaviour avoids personal judgement and keeps the conversation objective, respectful, and actionable. This aligns with service desk leadership practice: managers create an environment in which people can learn from feedback, understand expectations, and take ownership of improvement. The UK Acas guidance recommends addressing performance concerns promptly and using clear, objective evidence in a supportive process: Acas: Managing performance. SDI's professional standards likewise position leadership, people management, and continual improvement as essential capabilities for effective service delivery: SDI Standards.