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Exam : ITIL-SOA

Title : ITIL Intermediate Module - Service Offerings and Agreements

Vendor : ITIL

Version : DEMO
**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 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.

**B.** 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 railing to meet demand should be discussed with the business managers, and mitigation actions agreed.

**C.** 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 staff from 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.

**D.** Immediately implement demand management, document the process and allocate roles and...
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:** B

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**NO.2 Scenario**

A flower delivery company introduced ITIL-based service management processes 12 months ago. One major benefit of the associated service improvement initiatives was that the service availability of the business critical on-line flower ordering IT service increased from 97% to 98.9% over the last quarter. This exceeds the service availability target of 98.5%. Last month, reports were circulated showing the availability improvement.

The service level manager is chairing a service review meeting to review the progress and report upon this achievement. The customer managers acknowledge the improvement but despite the reports of improved service availability, a major service outage occurred during the busiest week of the year when over 25% of the annual business revenue is normally earned. Although IT dealt with the outage satisfactorily, the loss of revenue and credibility in this mission critical, high-visibility trading period are serious concerns. The customer managers are concerned that the reporting does not seem to reflect this or their actual perception of the service.

Agreement is reached at the meeting to address two primary concerns:

1. Service availability targets for the mission critical periods are to be revised.
2. Amended and more representative business reports are to be produced.

Refer to the Scenario.

Which one of the following options will BEST ensure that the primary concerns related to the revision and reporting of targets are addressed?

**A.** Meet with the customer managers to review and document their availability requirements, ensuring that business impact and seasonal variations are taken into account. Review the monitoring and measurement mechanisms and ensure that they can measure both component and end-to-end service availability. Agree the revised service availability reporting requirements with the customer. Agree and revise service level agreements and operational level agreements as necessary and implement any changes to the monitoring and reporting mechanisms using the change management process.

**B.** Review the requirements for service availability against the data collection and measurement currently provided by the IT teams. Design availability metrics and controls to report any variances at the monthly service review meetings, as well as how these variances will be addressed in the future. Internal IT staff and a customer manager will attend the service review meetings. All changes have to be agreed in the service review meetings before any actions can be performed, thus forcing the customer to come to the meetings and reach agreement before any improvement work or change can occur.

**C.** Determine what information each IT team can provide regarding the collection and reporting of
component availability. Implement revised mechanisms for the analysis, calculation and reporting of
service availability. Ensure that event management is implemented to trigger alerts in response to
availability issues. This will allow for reactive measures to be introduced so that, if services fail to
meet their availability targets, proper actions can be taken to mitigate future failures.

D. Meet with the customer managers to conduct a thorough review of all services and document all
revised service level requirements (SLRs), ensuring that business impact and seasonal variations are
taken into account. The SLRs should be transformed into a balanced scorecard of service targets with
a dashboard for reporting purposes. Mechanisms should be agreed and implemented to collect,
analyze and report against the agreed service targets using the change management process. Reports
should be circulated to customer managers five working days in advance of service review meetings.

Answer: A