



**Free Questions for *ITIL-SOA* by *certscare***

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# Question 1

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## Question Type: MultipleChoice

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### Scenario

An IT security company provides secure data services to many large financial organizations in several countries. The company has an administrative headquarters in its home country and a data centre in each country of operation.

Each data centre obtains support for services from third-party contracts provided by a number of suppliers. All supporting services are scoped and documented, and are aligned to the corporate strategy and the regulations in force in each country. The security services company maintains and regularly reviews a preferred supplier list from which suppliers are selected as required.

A service desk function is provided by one of the suppliers. Over the last 10 years, a strong relationship has been built up with the supplier based on the high-quality, consistent service they have provided. The nature of the financial business requires the service desk contract to contain severe penalty clauses that can be enforced if the agreed service levels are not maintained, although these have never been required.

A number of complaints have been received from a new banking customer highlighting that, over the previous three months, the level of service provided by the service desk in the management and handling of incidents has been inconsistent, and many incidents have not been resolved in line with agreed targets.

The IT security company has a service level manager who has performed the role for many years. Recently, a new supplier management process was implemented and a supplier manager appointed. Some confusion has arisen over how, and by whom, the recent complaints should be dealt with.

Refer to the Scenario.

You have been asked to resolve the confusion over the service level manager and supplier manager roles. Which one of the following options BEST represents the correct division of responsibilities and will also address the current complaints regarding the service desk supplier?

### **Options:**

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**A-** Service level manager: Apologize to the customer and compensate them financially for the poor service levels. Assure them that, under the terms and conditions of the contract, a review with the service desk will be carried out and that the supplier will be strictly monitored against agreed targets and penalties imposed, potentially leading to contract termination.

Carry out a risk analysis of the supplier and their contract.

Supplier manager: Log the complaints. Set up a review of the supplier and the service desk function. Invoke the contract's penalty clause to recover compensation from the supplier. Increase the supplier's risk rating. Initiate a service improvement plan in conjunction with continual service improvement.

**B-** Service level manager: Log the complaints. Inform the customer that the complaints will be reviewed as a matter of urgency. Collect evidence of failures and pass to the supplier manager. Ensure that the complaints are dealt with efficiently and effectively and improvements are initiated where appropriate. Keep the customer informed of both progress and outcome.

Supplier manager: Arrange a meeting with service desk supplier to investigate the complaints. Review performance of the supplier for all the services they deliver to the company's customers. Report findings back to service level manager.

**C-** Service level manager: Log the complaints. Inform the customer that the complaints will be discussed with the supplier at the next scheduled review meeting. Assure the customer that the contractual disputes process will be invoked to ensure that the complaints are dealt with in an efficient and effective manner. Inform the customer of the actions taken.

Supplier manager: Discuss the complaints with the supplier at the next review meeting

Initiate the dispute process with the supplier. Carry out a risk analysis of the supplier and their contract.

**D-** Service level manager: Inform the customer that the complaints will be reviewed as a matter of urgency. Assure the customer that a disputes process is in place to ensure that the complaints are dealt with in an efficient and effective manner. Inform the customer that they will be updated on the outcome. Review performance of the supplier for all the services they deliver to the company's customers. Supplier manager: Log the complaints. Quickly arrange a meeting with service desk supplier to investigate the complaints. If necessary, initiate the dispute process.

**Answer:**

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B

## Question 2

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**Question Type:** MultipleChoice

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Scenario

A large, privately owned company has an internal IT organization that runs most of its IT operations from the head office. There has been a history of confusion about what is required from the services and what has actually been achieved, particularly from a warranty perspective. This has resulted in a strained relationship between the business units and the IT organization.

Some service-based agreements exist between IT and the customers, where all levels of response to incidents were set to the same targets. Availability targets have not been reviewed for at least two years. There have been a number of complaints by key customers claiming that the IT staff have been resolving incidents and implementing change requests based on operational ease rather than

business priority. This is despite operationally robust processes being in place for incident, change and problem management.

A plan has been put in place to improve the level of the IT service delivered to the organization.

Retirement of the post-holder meant that the first action was to appoint a new IT director. The opportunity was taken to select a candidate from an external organization, who was committed to the ITIL framework. The new IT director believes that good IT service management practices are essential.

The IT director plans to implement many of the service management processes and has already overseen the creation of a basic service catalogue. The IT director is sure that many of the current issues can be rectified through the implementation of service level management (SLM) and has therefore directed that service level agreements (SLA) be introduced for the services provided before moving onto other areas. You have been asked to lead the project to establish SLAs for the IT services.

Refer to the Scenario.

Which one of the following sequence of activities would be the BEST approach to establishing service levels agreements (SLA) in the organization?

### **Options:**

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**A-** Identify all of the services currently delivered using the service catalogue.

Define a primarily customer-based approach to implementing service levels agreements (SLAs).

Using a pre-prepared pro-forma service level requirements (SLR) template, meet with the appropriate customer representatives to discuss and document their service level requirements.

Arrange meetings with the appropriate IT teams, specifically those involved in incident, availability and capacity management, to discuss, document and agree the levels of service required.

Draft agreements from these discussions are then reviewed by service operations to ensure that no existing agreements will be compromised and, once this has been confirmed, the

SLA is formally reviewed, agreed, and signed by both the customer and IT.

The service level targets are then formally communicated, monitored, reported upon and reviewed at the agreed intervals.

**B-** Identify all the services currently delivered using the service catalogue.

Define a primarily service-based approach to implementing service level agreements.

Using the service templates already in use, meet with the appropriate customer representatives and, after discussion, produce formal SLRs which document the levels of service that the customer needs.

Arrange meetings with the appropriate IT teams, specifically those involved in incident, availability and capacity management, to discuss, document and communicate the levels of service required.

From these discussions operational level agreements (OLAs) are then produced.

The SLRs and OLAs can be formally monitored, reported upon and reviewed at the agreed intervals.

**C-** Meet with the IT operations team, specifically, those involved in incident, availability and capacity management, to define what level of service they can offer to the business against each service in the service catalogue.

Meet with the appropriate customer representatives to give them a clear understanding of the levels of service IT can offer.

Produce and agree an SLA and ensure it is signed by representatives of both parties.

Document and agree OLAs with the service operation teams.

Ensure all parties understand their responsibilities and enforce penalties for non-compliance.

Once both agreements have been signed, all service level targets are then formally monitored and reviewed.

**D-** Identify all of the services currently delivered using the service catalogue.

Define a primarily service-based approach to implementing service level agreements.

Meet with the appropriate business representatives and, after discussion, produce a formal SLA that guarantees the levels of service that the business needs.

Arrange meetings with the appropriate IT teams, specifically those involved in incident, availability and capacity management, to inform them of the service levels you have agreed

Document and agree OLAs with the service operation teams.

Once these are agreed and signed the OLAs are passed back to the business to demonstrate that IT will support the SLA and to build upon the trust between the two parties.

**Answer:**

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A

## Question 3

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**Question Type:** MultipleChoice

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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?

### **Options:**

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- A-** 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.
- B-** 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.
- C-** 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.

**D-** 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.

**Answer:**

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C

## Question 4

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**Question Type:** MultipleChoice

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Scenario

A financial services organization has undergone a period of rapid expansion. From its operating base it has expanded to serve customers in over 25 countries spread around the globe. There are plans to enter more markets in the next 12 months.

The key stakeholders involved in the global expansion project have briefed the chief information officer (CIO) on the plans. They have identified IT service performance as one of the major threats to the plan. The CIO has been under pressure from the board due to poor

IT service performance in the previous six months. The chief concern has been significant performance variations in network connectivity and communications.

The organization currently has three contracts with different local external suppliers in operating markets supporting three IT network hubs. Whilst the suppliers are all happy to follow local internal IT processes, getting the three to work together on incidents or changes has proved increasingly difficult.

A number of outages have resulted in a blame culture where even the local internal IT departments have been sympathetic to their service providers, resulting in strained relationships between these internal departments at an operational level.

Other issues encountered at one or more locations have included:

- \* Long-term service improvements have been sacrificed in favour of short-term fixes that avoid the payment of contract penalties by the suppliers
- \* Changes in ownership of the customer relationship by the suppliers

The CIO believes that a lack of communication between suppliers has been the key cause of failures.

All three supplier contracts are due for renewal in the next 12 months. After consultation, a decision to re-tender for network services has been taken by IT, and approved by the CIO and the board of directors.

Refer to the Scenario.

When considering suppliers, which one of the following options would BEST ensure that network issues are addressed in order to meet the needs of the financial services organization?

## Options:

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**A-** Consideration should be given to entering into a partnership with three local suppliers who have worked together before in similar circumstances. This will ensure both communication and local cultural differences are addressed.

Supplier management should have a single, defined local point of ownership with responsibility granted for operational management of issues.

The threat of contractual penalties should be removed to encourage suppliers to think longer term about sustainable service improvements.

Suppliers will commit to the use of local IT processes to ensure compliance and good communication.

Suppliers are to ensure that staff engaged in the contract (in particular the account managers and customer service managers) are fully ITIL trained so they understand and can implement service management best practice disciplines.

**B-** Consideration should be given to entering into a partnership with a single supplier where mutual trust and a good relationship can be established.

Supplier management should have a single, defined point of ownership within each country to manage all local operational issues.

A risk-reward framework should be mapped out as an incentive for the supplier to solve local issues.

A strategic alignment should be sought with the supplier where values, goals and cultural fit are similar to that of the financial services organization.

The supplier should set up its own dedicated global account management team to deal with transition and on-going issues by working with local IT support teams.

**C-** Consideration should be given to entering into a partnership with a single supplier where mutual trust and a good relationship can be established.

Supplier management should have a single, defined point of ownership with local responsibility granted for operational management of issues.

A long-term, risk-reward framework should be mapped out to encourage the supplier to work towards sustainable service improvements instead of shorter-term quick fixes.

A strategic alignment should be sought with the supplier where values, goals and cultural fit are similar to that of the financial services organization.

Implementation of a joint partnership team to initially ensure a smooth transition of the service to the new supplier and to subsequently manage on-going service improvement.

**D-** Consideration should be given to re-contracting with the three current local suppliers. There is no suggestion that they are technically incompetent; it appears to be communication and local cultural differences that cause problems.

Supplier management should have a single, defined local point of ownership with responsibility granted for operational management of issues.

The threat of contractual penalties should be removed to encourage suppliers to think longer term about sustainable service improvements.

Communication issues should be addressed by ensuring all incidents are reported to a single global service desk that the financial institution should implement.

Suppliers are to ensure that staff engaged in the contract (in particular the account managers and customer service managers) are fully ITIL trained so they understand and can implement service management best practice disciplines.

**Answer:**

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C

## Question 5

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**Question Type:** MultipleChoice

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## Scenario

An IT services company provides IT services to many customers. The company has grown rapidly over the last three years and has recognized the need to implement service management processes to ensure that they continue to provide services that meet their customer's needs. A service management implementation project was set up a year ago and most processes are now in place including service level management and service catalogue management. In addition a business relationship manager has been allocated.

An opportunity has arisen to engage a new customer, which could lead to a very large contract. Contact has been made with the potential customer and a meeting arranged. This will be the first time that these processes have been used to engage a new customer and the IT service manager wishes to make sure that all concerned are clear of their roles.

Refer to Scenario

Which one of the following options CORRECTLY assigns the responsibilities to the service level manager, service catalogue manager and the business relationship manager?

Responsibilities:

1	Ensuring that the new services for the customer that are being prepared for operational running are added to the service catalogue.
2	Ensuring that any underpinning agreements or contracts needed to support the service level agreement (SLA) with the customer are aligned with their business needs.
3	Liaising with technical teams to ensure that the customer's requirements can be met.
4	Maintaining a good knowledge of any customer business outcomes that may be supported by the company's services.
5	Ensuring that the current and future service requirements of the customer are identified, understood and documented in SLAs and service level requirement (SLR) documents.
6	Gaining an insight into the customer's business.
7	Assisting with the production and maintenance of an accurate service portfolio, service catalogue and application portfolio.
8	Ensuring that all the information within the service catalogue is up-to-date.
9	Ensuring that the information within the service catalogue is consistent with the information within the service portfolio.
10	Ensuring that, once engaged, service reviews are carried out with the customer regularly as agreed in the SLA.

### Options:

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**A-** Service catalogue manager - 3, 7, 8, 9

Service level manager - 1, 2, 4

Business relationship manager- 5, 6, 10

**B-** Service catalogue manager - 1, 7

Service level manager - 3, 4, 6, 8, 10

Business relationship manager- 2, 5, 9

**C-** Service catalogue manager - 1, 8

Service level manager - 2, 3, 5, 9

Business relationship manager- 4, 6, 7, 10

**D-** Service catalogue manager - 1, 8, 9

Service level manager - 2, 3, 5, 7, 10

Business relationship manager- 4, 6

**Answer:**

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D

## Question 6

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**Question Type:** MultipleChoice

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Refer to Scenario

An IT services company has been providing hosted and managed IT services to a number of major customers for over 20 years. It has invested heavily in ITIL-based service management processes over the last five years, which has resulted in an increase in the quality of the IT services and an increase in customer satisfaction with the services. This activity has led to a significant growth in the number of customers that the company serves.

The company has implemented all of the service design, service transition and service operation processes to some extent, and is now developing other processes based on ITIL service strategy. As a result of this latest activity they have recognized that their existing service management tool is limited in its ability to support several existing processes, and all of the planned new ones. The supplier of the existing tool is reducing its investment in future development of the tool and is, therefore, unwilling to commit to any additional new

facilities or functionality. This has now become an issue for the company and, as a result, they are looking to replace the existing tool with a more comprehensive alternative.

The company plans to develop a requirements specification for the replacement tool and is redwining the areas that need to be considered, including its deployment throughout the organization. The budget for the new tool is limited, therefore it is essential that the new tool can be implemented and used as quickly as possible in order to obtain maximum return on investment (ROI).

Which one of the following options provides the BEST description of the areas that should be addressed by the requirements specification for the new tool?

### Options:

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**A-** The usability and functionality of the new tool

The ability to customize the tool to the organization's requirements

The planned use of the tool within the organization, together with the number of customers and users of the services and their geographical locations

The plans for the deployment and the associated documentation needed for the tool.

**B-** The utility and warranty of the new tool

The conformance of the tool to international open standards

The planned use of the tool within the organization, together with the type and number of licenses required for its deployment

The timing of the deployment and the associated tool training and education.

**C-** The utility and warranty, and service acceptance criteria of the new tool

The ability to customize the tool to the organization's requirements

The number of potential users of the tool together with the number of licenses and their geographical locations required for its deployment



The timing of the deployment and the associated tool documentation.

**D-** The utility and warranty, and service acceptance criteria of the new tool

The ability to migrate data from existing tools and to integrate with other tools

The planned use of the tool within the organization, together with the type and number of licenses required for its deployment

The type and timing of the deployment and the associated tool training and education.

**Answer:**

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D

## Question 7

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**Question Type:** MultipleChoice

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A major international company owns shopping malls in many countries. They are responsible for the security, safety and comfort of shoppers visiting the stores in the mall and the facilities management of the locations. The company relies on IT services provided by its IT division. The IT division consists of a corporate IT department at the company's headquarters and a local IT team at each mall. The IT division obtains IT services and products from over 100 different suppliers globally.

The management of suppliers within the IT division is currently performed by the local IT teams in each country, often by the most appropriate technical manager. This has resulted in inconsistent processes and levels of service across the countries.

The management team realizes that this is an ineffective use of IT resources and will have an impact on the future growth of the company. They are currently reviewing the situation and wish to develop supplier management processes that are more closely aligned

to ITIL practices. The management team recently conducted a survey of all of the local IT teams within the different countries to collect details about the number and type of contracts and suppliers.

The IT division has developed and implemented many other ITIL processes over the last two years, which has led to significant improvements. The management team would like to build on this success and develop and implement a supplier management process. You have recently joined the corporate IT department and have been given the results of the survey carried out by the management team.

Refer to Scenario

Which one of the following options is the BEST sequence of activities to adopt in order to implement a supplier management process and to bring the current situation under control?

### Options:

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- A-** 1. Design and develop a supplier management process.
  - 2. Define and agree a supplier policy.
  - 3. Use the results of the survey to categorize each supplier to determine the type of relationship required.
  - 4. Establish and populate a supplier and contract management information system (SCMIS) from the survey feedback.
  - 5. Deploy the process in the corporate IT department as a pilot.
  - 6. Agree which individuals in the corporate IT department and local IT teams are accountable for the management of each contract and supplier.
  - 7. Deploy the process in the remaining countries and conduct a program of awareness and training.
- B-** 1. Define and agree a supplier policy.
  - 2. Design and develop a supplier management process.

3. Use the results of the survey to categorize each supplier to determine the type of relationship required.
4. Establish and populate a SCMIS from the survey feedback.
5. Agree which individuals in the corporate IT department and local IT teams are accountable for the management of each supplier.
6. Deploy the process in all countries and conduct a program of awareness and training.
7. Identify where there are duplicate or multiple contracts in place with suppliers and instigate an initiative to review these with the relevant suppliers.

- C-**
1. Carry out a further review of the suppliers used by each store in each country.
  2. Establish and populate the SCMIS from the results of the exercise.
  3. Design and develop a supplier management process.
  4. Define and agree a supplier policy.
  5. Appoint a supplier manager from the corporate IT department to manage all contracts and all suppliers.
  6. Deploy the process in all countries and conduct a program of awareness and training.
  7. Renew all contracts to try to obtain better terms and conditions.

- D-**
1. Define and agree a supplier policy.
  2. Agree which individuals in the corporate IT department and local IT teams are accountable for the management of each supplier.
  3. Use the results of the survey to categorize each supplier to determine the type of relationship required.
  4. Establish and populate a SCMIS from the survey feedback.
  5. Design and develop a supplier management process.
  6. Deploy the process in all countries and conduct a program of awareness and training.
  7. Work with the service level manager to ensure that all contracts correctly underpin service level agreements.

**Answer:**

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D

## Question 8

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### Question Type: MultipleChoice

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#### Scenario

A company provides an internet-based gift delivery service which is highly dependent upon IT services provided by the internal IT organization. A year ago the customer payments service that supports the gift ordering website regularly experienced poor availability. The organization hired a service management consultant to assess why the IT services were performing poorly and to rectify the situation.

As part of the solution, the consultant implemented service level management and adopted the role of interim service level manager. Service level agreements were negotiated with the business and agreed. The necessary underpinning agreements were negotiated and put in place. Regular monitoring and reporting was implemented. Monthly service review meetings with the business unit managers were established to discuss IT service performance and any issues and improvements. Within a year of the start of the initiative the gift ordering website IT service was performing at 98.7% availability, a significant improvement.

This month's service review meeting was attended by the chief executive officer (CEO) after concerns were expressed about the most recent availability figure for the customer payments service, which was 94%. This covered the period which included one of the traditionally most popular gift ordering times. The consultant stated that the poor availability was almost entirely due to an incident that occurred during one of the busiest periods and, as a result, the overall monthly availability percentage was low. Initial investigation has shown that the service desk used the SLA to designate the incident as a 'Priority 2'. This was however lower than the 'Priority 1' the business believed the incident should have been. The subsequent delay in restoration of the service meant some customer orders were lost.

The CEO reminded the consultant that a repeat of such an incident would not only have a major effect on monthly revenues but also seriously affect the company's reputation. The consultant agreed that this was unacceptable and committed to review this issue and report back to the CEO.

Refer to Scenario

### **Options:**

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- A-** The SLM should agree with the business managers to set up a service improvement plan (SIP) to address the issue. Differing views relating to the cause of the low availability mean it should be investigated thoroughly to establish whether the slow restoration of service was due to a lack of understanding by the service desk, incorrect service level targets in the SLA or simply that, owing to the type of failure, restoration was always going to take that length of time. Appropriate action can then be taken to rectify the issue.
- B-** The issue is with the service desk and its incorrect interpretation of the SLA and failure to escalate the issues. The SLM should agree to set up a SIP for the service desk. The operational level agreement (OLA) with the service desk should be reviewed to ensure that it underpins the SLAs. The SIP should include the retraining of the service desk staff. A complete review of the service desk tools should ensure that they can be used to prioritize incidents correctly by passing through targets agreed into the priority matrix of the toolset.
- C-** The issue is clearly a breakdown in understanding regarding the critical business periods and the matching of these to the availability targets in the SLAs. The SLM should agree with the business managers to set up a SIP to investigate the issue. The SLAs should be reviewed with the business to ensure that they match with the business needs and, if necessary are updated. Review and update any underpinning agreements as necessary to ensure that they support the targets in the SLAs.
- D-** The SLM should conduct an investigation by reviewing incidents and problems. Ask the IT service desk and support staff what ideas they have to resolve the issue. Review the impact on all other SLAs. OLAs contracts and procedures. Review the maturity associated with the service level management process and take steps to improve this process if necessary. Create a SIP with an associated business case for presentation to the chief executive officer (CEO).

**Answer:**

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A

## Question 9

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**Question Type: MultipleChoice**

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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 on-line 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?

### **Options:**

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**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:**

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C



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