ITIL® Intermediate Lifecycle Stream:

SERVICE TRANSITION CERTIFICATE

Sample Paper 1, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

This booklet contains the scenarios upon which the 8 examination questions will be based. All questions are contained within the Question Booklet and each question will clearly state the scenario to which the question relates. In order to answer each of the 8 questions, you will need to read the related scenario carefully.

On the basis of the information provided in the scenario, you will be required to select which of the four answer options provided (A, B, C or D) you believe to be the optimum answer. You may choose ONE answer only, and the Gradient Scoring system works as follows:

- If you select the CORRECT answer, you will be awarded 5 marks for the question
- If you select the SECOND BEST answer, you will be awarded 3 marks for the question
- If you select the THIRD BEST answer, you will be awarded 1 mark for the question
- If you select the DISTRACTER (the incorrect answer), you will receive no marks for the question

In order to pass this examination, you must achieve a total of 28 marks or more out of a maximum of 40 marks (70%).
Scenario One

A banking company has decided to use ITIL guidance as the basis for its IT service management framework. One of the first processes the bank wants to work on is change management. The bank currently has multiple change management processes in place and each is entirely based on the technical group performing the change, e.g., the server group, the application group, etc. Within the different groups the change activities are not being followed consistently. Change approvals are more ad hoc, and are based on the size of the change, rather than being assessed on the risk associated with the change.

The bank recognizes that implementing consistent change management requires them to develop and implement a single process that will be followed across all of IT and that one of the keys to success will be consistent change assessment and authorization.

During the awareness campaign there has been significant resistance from various stakeholders. The major concern is that putting in place a more formal change management process will increase the level of bureaucracy and decrease the IT organization’s capability to respond quickly to new or changing business requirements. The stakeholders fear this will result in IT service provision that falls further behind current requirements, or that staff will try to bypass the new process.

One of the goals for the organization is to reduce the number of major incidents that are change-related. Currently about 70% of all major incidents are caused by failed changes. The chief information officer (CIO) at the bank feels that the only way to reduce the number of failed changes is to implement a single process that is documented with complete process workflows, procedures and roles and responsibilities.
Scenario Two

A small, centralized IT organization provides services to four very different lines of business.

Recently, several projects were implemented to change major systems across each business area. Several key stakeholders complained that these enhancements did not result in the expected improvements. In fact, some changes on systems had unintended impacts on other business areas.

Based on this feedback, IT implemented a formal change evaluation process to assist the other service transition processes already in place and ensure the issues recently experienced by stakeholders would be avoided in any future changes.

The new change evaluation process provides an evaluation plan for the change manager. The plan identifies how to evaluate any change in order to understand its intended effects and identify potential unintended effects.

The change manager does not see how this will help and complains that this alone will not be enough. The change manager suggests that the change evaluation process needs to go further by seeking to better understand the effects of a change on the business and by providing more helpful outputs to improve service transition capabilities. The current process manager for service validation and testing is not sure what should be done.
Scenario Three

The chief executive officer (CEO) of an insurance company has called a meeting with the newly hired chief information officer (CIO) to discuss complaints regarding inadequate IT service quality. Business management is pressing the CEO to consider outsourcing all, or parts, of IT to address their concerns.

The CIO has performed an assessment and believes that IT can deliver better service quality if a more structured service management approach is adopted. The CIO has implemented ITIL in previous IT organizations and believes this is the right approach.

In meetings with senior IT managers it is revealed that ITIL was tried previously and failed. At the time, IT staff didn’t think that any changes were necessary and so they refused to accept and use ITIL practices.

Faced with possible outsourcing, some IT staff are willing to try ITIL again but others are still resistant.

The CIO knows that a successful ITIL programme must focus on managing organizational change in addition to implementing new practices. The CIO decided to hire an organizational change expert to address the potential staff resistance and assist in the smooth adoption and use of ITIL.
**Scenario Four**

The recently hired chief information officer (CIO) of a large company is planning quality improvements. The CIO is aware that the business has criticized IT for providing poor-quality services and that it has diminishing faith in IT’s ability to support future business strategies. The CIO wants to ensure that IT service management efforts and funding benefit the business. The CIO has met with the chief executive officer (CEO) to better understand the top-priority issues that the business is critical of.

Business concerns are that:

- IT has rolled out applications and upgrades which have unexpectedly impacted services that the business field agents use to record sales, resulting in a loss of revenue
- Some of the service and service level requirements the business passes to IT for changes seem to be lost, forgotten or ignored by IT
- IT seems to implement some projects on their own and the business cannot determine their value

Based on the CEO’s feedback, the CIO believes that the way IT brings new services and improvements to the business is not well managed and that implementing some service transition processes will address the issues and will demonstrate IT’s value.
Scenario Five

A global company has been using the ITIL guidance for two years. Their focus has been on incident and problem management and the service desk.

The organization would like to move to a service lifecycle approach, starting with service transition. A key to success is ensuring that service transition can support the organization’s aggressive move to cloud-based services. Service transition must also focus on delivering what the business requires as a priority, within financial and other resource constraints.

You are the newly designated service transition manager. Having once worked in one of the company’s largest business units, you understand the competitive nature of the industry in which the company operates and the need to rapidly deploy new and innovative services. You also know that IT has not always responded as quickly as needed, prompting some business units to bypass IT and deploy externally hosted cloud-based services in support of some internal business processes. These business units are now struggling to support and manage changes to these services and are working with IT to:

(1) Bring some of the services back in-house.
(2) Integrate the services with other production services.
(3) Eliminate obsolete services that have failed to deliver value but are still being used.

To establish an ongoing commitment to service transition, both business and IT management must be convinced that service transition can address the challenges facing the organization and deliver measurable benefits.
Scenario Six

An organization has a mature service desk and request fulfilment, incident, problem and change management in place. The current focus of change management is on service assets that are business critical or subject to regulatory control. The organization now wants to implement service asset and configuration management (SACM), but there is disagreement among key stakeholders about how to structure and maintain their configuration item (CI) information and the configuration management system (CMS).

The technical managers want the CMS to capture information about hardware components plus all of the 50 attributes they currently maintain in a spreadsheet.

The application managers want the CMS to contain very detailed application information. They want their own CMS so they can limit access.

The service desk wants to see CI information related to incidents and problems but not all the technical details. They need CIs linked to services to effectively determine priorities.

Change management wants to see the CI relationships to conduct impact analysis. The change manager believes that a single configuration management database (CMDB) should hold information on services, systems and components.

Working as a consultant within the change management and SACM teams, you have been asked to give guidance on how best to determine a realistic initial scope for SACM and meet key stakeholders’ needs.
Scenario Seven

The IT department of a very small company has implemented process improvements across all of IT. While initial efforts were focused on incident and change management, there is now interest in maturing the capabilities around service asset and configuration management (SACM). The goal is to define and implement this process over the next nine months, and then begin work on the release and deployment management process.

There are several roles already established for change management, including a process owner and a process manager as well as a change advisory board (CAB) structure. Given the small size of the company and the low complexity of the systems, the change manager is able to handle all of the performance and risk evaluations. The incident management process manager also maintains the integrated service management tool suite for all process areas, and is responsible for the incident management process.

The incident management process manager is concerned about the additional effort required to maintain a configuration management system (CMS) and suggests that creating a dedicated configuration management system (CMS) and tools administrator role should be considered to handle technical housekeeping of the CMS.

There is disagreement among the newly appointed SACM process owner and other process owners and managers as to what the appropriate roles should initially be for the SACM process and in which order they should be introduced.
**Scenario Eight**

A company has maturing incident, problem and change management processes and has made good progress with its initial recording of service asset and configuration management data in spreadsheets.

The processes are each successful in terms of their own execution and goals. However, the chief information officer (CIO) is noticing some trends that are not common among mature IT organizations, such as:

- Inconsistent process documentation and execution across incident, problem and change management
- Staff are frequently solving similar issues on new or changed services during release and in early operations
- Unexpected service outages due to changes

The CIO feels that what is needed to help rectify the issues that these trends illustrate is to formally implement service transition (ST). Funding for this is available and in order to obtain it, the CIO has been asked to articulate what ST requires to be successful.
ITIL® Intermediate Lifecycle Stream:

SERVICE TRANSITION CERTIFICATE

Sample Paper 1, version 6.1

Gradient Style, Complex Multiple Choice

QUESTION BOOKLET

Gradient Style Multiple Choice
90 minute paper
8 questions, Closed Book

Instructions

1. All 8 questions should be attempted.
2. You should refer to the accompanying Scenario Booklet to answer each question.
3. All answers are to be marked on the answer grid provided.
4. You have 90 minutes to complete this paper.
5. You must achieve 28 or more out of a possible 40 marks (70%) to pass this examination.
**Question One**

**Refer to Scenario One**

You have been hired as an ITSM consultant and have been asked to provide guidance on the development and implementation of change management within the bank.

Which one of the following options is the BEST course of action for this organization?

A. Develop a change management process that will be implemented across the entire IT organization and, in order to address the specific issues, ensure that the process includes:

- A range of different change models to handle different types of changes
- A change authorization matrix indicating sign-off levels for the various types of changes
- A risk model to be used by all of IT for assessment and evaluation activities

B. Develop a change management process that will be implemented across the entire IT organization and, in order to address the specific issues, ensure that the process includes:

- A policy where there is zero tolerance for unauthorized changes
- A single change advisory board (CAB) to handle the change requests consistently across the organization
- A risk model to be used by the change management team for assessment and evaluation activities

C. Develop change management processes matched to different business units that will cover the whole organization and, in order to address the specific issues, ensure that the process includes:

- An approval process that minimizes bureaucracy by allowing local authorization for standard changes
- Regular audits for compliance and relevance carried out by a central change manager role
- Detailed reporting of change statistics to the central change role

D. Develop a change management process that will be implemented across the entire IT organization and, in order to address the specific issues, ensure that the process includes:

- A single CAB that considers all change requests
- Central assessment of risk by the change management team to ensure changes are as low risk as possible
- Escalation of all change-related incidents to problem management to identify the root cause and enable continual improvement
Question Two

Refer to Scenario Two

Based on ITIL best practices, which one of the following options provides the MOST appropriate response to the issues raised by the change manager?

A. The evaluation plans are the appropriate outputs from change evaluation; however, the change manager may need training on how to use the plans. The evaluation plans should be used by the change management team to measure any deviations between intended benefits and actual performance after changes are complete. The results will provide accurate, fact-based views of every change and avoid perception-based judgements by the business stakeholders, therefore enabling a better dialogue about performance and a better understanding of impacts.

B. Evaluation plans are important, but are not an output of change evaluation. The change evaluation process also needs to produce evaluation reports. Evaluation reports are needed by change management to accept or reject changes based on the analysis of actual versus predicted performance. To produce accurate reports, change evaluation may need to work with business relationship management to engage users and customers during the evaluation in an effort to fully understand the impact of identified risks and issues.

C. The evaluation plans should be supplemented by evaluation reports that identify risks and issues before a change is implemented. However, the change manager needs to direct complaints about improved outputs to the service validation and testing (SV&T) process. The evaluation plans are inputs to SV&T so that proper evaluation activities can occur during service validation. Change evaluation is performing correctly, and the change manager needs to channel his expectations for additional reports and test results to the SV&T process manager.

D. The change manager is correct: change evaluation should be producing more outputs. Change evaluation is accountable for producing evaluation plans and also for evaluating the predicted and actual performance before a change is implemented. An interim evaluation report should be provided to SV&T when additional testing is needed to better understand potential impacts. When testing is complete, a final evaluation report is provided to change management so that an effective decision can be made about whether or not to authorize a change.
**Question Three**

**Refer to Scenario Three**

You have been hired as the organizational change expert.

Which one of the following sets of activities would BEST help to improve acceptance for adopting ITIL in this organization?

A. Focusing on IT staff, go ahead with the chief information officer’s (CIO’s) ITIL implementation and:

   - Arrange for the chief executive officer (CEO) and CIO to lead an IT staff meeting to present the ITIL programme and its benefits
   - Conduct a cultural assessment to identify key areas within the organization to target with specific messages
   - Create a communication plan based on the cultural assessment that supports two-way communication and includes ways to obtain feedback from the IT staff
   - Immediately deliver ITIL training to key IT staff members

B. Focusing on IT staff, do the following:

   - Create a project team made up of key influencing staff from across the IT organization
   - Create a stakeholder map to help understand stakeholder’s interests and a communication plan aimed at quickly delivering appropriately targeted messages
   - Provide ITIL training to all appropriate staff members, including non-IT staff
   - Arrange workshops with the CIO, the project team and selected IT staff, including those who are negatively impacted by, and strongly opposed to, the change. Discuss how adopting ITIL will benefit both the IT staff and the business

C. Focusing on IT staff, move forward with the CIO’s ITIL implementation and:

   - Conduct a cultural assessment to identify key areas within the organization that are most at risk of not understanding or resisting the ITIL implementation
   - Target communications immediately at those groups who are resistant to the transition
   - Create a commitment planning chart to show the current commitment level of the targeted individuals and groups and to track whether the communications are having a positive affect
   - Create a stakeholder map to proactively monitor and address “employee shock” as the transition proceeds

D. Focusing on the project, move forward with the CIO’s ITIL implementation and:

   - Create a stakeholder map to identify stakeholder’s interests in, and perceptions of, the change
   - Develop a communication plan targeted at those individuals who are sympathetic to the change to create positive feedback and a positive environment
   - Speak privately with staff members who are negatively impacted by the change to minimize the impact of their resistance and attempt to gain their acceptance
   - Conduct a cultural assessment to monitor acceptance of the programme and to identify opportunities for improvement
Question Four

Refer to Scenario Four

Which one of the following collections of service transition processes and value statements BEST addresses the concerns of the chief executive officer (CEO)?

A.

<table>
<thead>
<tr>
<th>Service transition process</th>
<th>Value statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transition planning and support</td>
<td>Delivers new functionality to the business while protecting the integrity of existing services.</td>
</tr>
<tr>
<td>Service validation and testing</td>
<td>Quality management assures releases and ensures that the integrity of a release package and its constituent components are maintained throughout service transition.</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>Ensures that staff have a clear and common understanding of the value that their services provide to customers and the ways in which benefits are realized from the use of those services.</td>
</tr>
</tbody>
</table>

B.

<table>
<thead>
<tr>
<th>Service transition process</th>
<th>Value statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release and deployment management</td>
<td>Ensures that release and deployment plans are defined and agreed with the business, deploys releases, enables customers to optimize their use of services, protects the integrity of existing services and permits handover to service operation.</td>
</tr>
<tr>
<td>Transition planning and support</td>
<td>Plans and coordinates the resources to ensure that the requirements defined in service strategy are encoded into the service design and effectively realized in service operation.</td>
</tr>
<tr>
<td>Service validation and testing</td>
<td>Confirms that customer and stakeholder requirements are correctly defined and validates that a service will deliver the required utility.</td>
</tr>
</tbody>
</table>

C.

<table>
<thead>
<tr>
<th>Service transition process</th>
<th>Value statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release and deployment management</td>
<td>Creates and tests release packages that consist of compatible configuration items, deploys releases into production and permits handover to service operation.</td>
</tr>
<tr>
<td>Service validation and testing</td>
<td>Enables IT to improve the quality of services by ensuring that reliable and secure knowledge, information and data are available throughout the service lifecycle.</td>
</tr>
<tr>
<td>Change evaluation</td>
<td>Sets stakeholder expectations correctly and provides effective and accurate information to change management to ensure that changes which could affect service capability and introduce risk are not transitioned unchecked.</td>
</tr>
</tbody>
</table>

Question continues overleaf
D.

<table>
<thead>
<tr>
<th>Service transition process</th>
<th>Value statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release and deployment management</td>
<td>Ensures that release and deployment plans are defined and agreed with the business, deploys releases into production, enables customers to optimize their use of services, protects the integrity of existing services and permits handover to service operation.</td>
</tr>
<tr>
<td>Service validation and testing</td>
<td>Ensures that services are fit for purpose and fit for use, and provides objective evidence that new or changed services will support the customers' requirements.</td>
</tr>
<tr>
<td>Change evaluation</td>
<td>Evaluates the intended and, where possible, unintended effects of a change and provides outputs that change management can use to decide whether or not to authorize the change based on its ability to deliver value.</td>
</tr>
</tbody>
</table>
Question Five

Refer to Scenario Five

As the service transition manager, which one of the following sets of service transition activities is the BEST choice to present to the business?

A. • Document end-to-end supply chains and ensure contracts are in place with suppliers of externally-hosted cloud-based services
   • Reduce the percentage of incidents that are caused by changes to cloud-based services
   • Increase the number of continual service improvement initiatives implemented within the service transition lifecycle
   • Automate activities where possible in an effort to derive maximum value from the cloud architecture

B. • Ensure the percentage of the service lifecycle budget allocated to service transition activities is appropriate, given current financial constraints
   • Ensure strategic and tactical projects adopt service transition practices
   • Consider the impact of cloud computing on the design, implementation and operation of service transition
   • Establish a quality rating system that ensures service transition and release plans are complete, based on templates and aligned with IT strategies

C. • Ensure customer and stakeholder organizations have a clear understanding of the service transition practice and its capabilities
   • Create configuration item (CI) types, release models, change models and standard changes that support a cloud architecture
   • Ensure the service transition processes are robust enough to function effectively in the highly automated environment that a cloud architecture requires
   • Ensure the effective use of resources by managing changes to existing services, including the transfer and retirement of services

D. • Produce planning templates and a structured approach that enables IT to deliver what the business considers a priority within financial and other resource constraints
   • Ensure service transition tools, activities, authorities, roles and responsibilities are designed to work seamlessly across both physical and virtual environments
   • Ensure service transition plans are aligned with the business, IT and service management strategies and plans
   • Ensure the SACM process and configuration information can support the dynamic nature of a cloud architecture
**Question Six**

**Refer to Scenario Six**

Based on ITIL best practices which one of the following approaches would you recommend as the BEST initial scope approach for service asset and configuration management (SACM) to meet the organization’s needs?

A. Create a policy that defines the initial scope for SACM. Work with the key stakeholders to define and agree on the configuration items (CIs) to be controlled and the number and types of attributes that will be shared. Focus on creating a configuration management system (CMS) that relies on a federated configuration management database (CMDB). This will allow CI relationships to be maintained, as well as flexibility in terms of the level of detail kept at the local level.

B. Create a policy that defines the scope for SACM. The scope should meet each manager’s need to have different levels of detail. Stakeholders will be allowed to track their own attributes in their spreadsheets or other databases to facilitate a quickly implemented and widely accepted SACM process. Security controls will provide access on a need-to-know basis. Such an approach will offer rapid and achievable benefits to all parties, while avoiding a costly, long-term project which delivers full technical details.

C. Create a policy that defines the scope for SACM, focusing initially on migrating to a common CMS architecture based on a single database. Work with stakeholders to agree on the level of detail to be captured in configuration records, taking into account both the stakeholders’ requirements and the requirements of other service management processes. Reduce costs and the resources required to maintain configuration information by eliminating the multiple existing databases and the redundant work they create.

D. Create a policy that defines the scope for SACM to be the same as change management. Thus, all services, systems and physical components that are under the control of change management will also be under the control of SACM, and the changes will be captured in a single repository of information. The SACM process owner will work with key stakeholders to determine what attributes will be maintained for the CIs, driven by the required degree of change control.
**Question Seven**

**Refer to Scenario Seven**

Which one of the following options is the MOST appropriate approach for the service asset and configuration management (SACM) process roles and responsibilities?

A. Given the very different responsibilities and duties, three separate staff roles should be established and staffed first, namely a SACM process manager, a configuration analyst, and a configuration librarian. This provides the appropriate checks and balances between roles. Once the SACM process has been implemented, a dedicated configuration management system (CMS) and tools administrator role should be considered, along with a release and deployment manager.

B. The CMS and tools administrator role should be defined and staffed, in order to properly assess the current service management tool portfolio for configuration management capabilities. Given the significant upfront work typically needed for planning the CMS, this role would ensure that the tools would be ready to manage the process designed by the process owner. A release and deployment process owner should also be identified to begin planning efforts for that process.

C. The priority should be a combined change, configuration and release (CCR) manager role. This role, most likely filled by the existing change manager, would work with the SACM process owner to define the scope of the SACM process. Depending on the operational requirements, separate roles for configuration analyst, librarian, CMS and tools administration, and release and deployment practitioner should be evaluated at a later date when more is known about the implementation plans.

D. SACM process manager and configuration analyst roles should be defined and staffed first. The SACM process manager will be needed to plan and coordinate process activities and begin an awareness campaign to win support for the process. The configuration analyst role can focus on the scope, process and procedures. In time, the organization can evaluate the need for additional roles such as configuration librarian, CMS and tools administrator and the release and deployment manager.
Question Eight

Refer to Scenario Eight

Which of the following options lists the MOST appropriate critical success factors for service transition?

A. • Integrating with other lifecycle stages and processes
   • Developing good-quality systems, tools, processes and procedures
   • Being able to understand service and technical configurations and their dependencies

B. • Having clearly defined relationships with programme and project management
   • Establishing a culture that enables knowledge to be shared fully
   • Demonstrating improved cycle time to deliver changes and less variation in the predicted cost, quality and time

C. • Maintaining a stable production environment
   • Developing a workforce with the necessary knowledge and skills
   • Demonstrating that the benefits of improving service transition processes outweigh the costs

D. • Defining clear accountabilities, roles and responsibilities
   • Creating and maintaining knowledge in a form that people can find and use
   • Automating processes to eliminate errors and improve efficiency
ITIL® Intermediate Lifecycle Stream:

SERVICE TRANSITION CERTIFICATE

Sample Paper 1, version 6.1

Gradient Style, Complex Multiple Choice

ANSWERS AND RATIONALES
### Answer Key:

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Question</th>
<th>Correct: 5 Marks</th>
<th>2nd Best: 3 Marks</th>
<th>3rd Best: 1 Mark</th>
<th>Distracter: 0 Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>1</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>Two</td>
<td>2</td>
<td>B</td>
<td>D</td>
<td>C</td>
<td>A</td>
</tr>
<tr>
<td>Three</td>
<td>3</td>
<td>B</td>
<td>A</td>
<td>D</td>
<td>C</td>
</tr>
<tr>
<td>Four</td>
<td>4</td>
<td>D</td>
<td>B</td>
<td>C</td>
<td>A</td>
</tr>
<tr>
<td>Five</td>
<td>5</td>
<td>D</td>
<td>C</td>
<td>B</td>
<td>A</td>
</tr>
<tr>
<td>Six</td>
<td>6</td>
<td>A</td>
<td>C</td>
<td>D</td>
<td>B</td>
</tr>
<tr>
<td>Seven</td>
<td>7</td>
<td>C</td>
<td>D</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Eight</td>
<td>8</td>
<td>A</td>
<td>D</td>
<td>B</td>
<td>C</td>
</tr>
</tbody>
</table>


**Question Rationale**

This question focuses on the need to develop a change management process that provides both effectiveness in assessing, evaluating and authorizing different types of changes, as well as efficiencies in handling the change volume. A relevant change management process also has to allow for appropriate levels of risk, and must allow low-risk changes to proceed with minimal bureaucracy to allow available resources to be concentrated where they will deliver the maximum benefit.

**MOST CORRECT (5)**

A  
This solution provides a range of approaches – defined and maintained via change models – to address the different levels of risk in business areas while at the same time minimizing bureaucracy. The change authorization matrix will allow changes to be authorized at the appropriate levels, speeding up lower risk and routine change but ensuring appropriate attention is paid to potentially more dangerous changes. The risk model will be used across the organization, and will help ensure that the right changes are dealt with at the right levels.

**SECOND BEST (3)**

B  
This is not a bad answer but it does not address the efficiencies that can be gained by introducing change models. While it is possible that some major incidents are the result of unauthorized changes, the scenario states that failed changes are causing the major incidents; therefore a “zero tolerance” policy will not have the desired benefit. The CAB will be relevant, but not for every type of change and the need for change models matching change type to specific procedures is lacking. Risk needs to be considered consistently across the entire organization, not just by the change management team.

**THIRD BEST (1)**

C  
While the idea of minimizing bureaucracy may be appealing to the IT staff, this suggestion regarding the approval process still does not address the main concern which is assessing changes based on the associated risk. Such an approach is also likely to result in continued inconsistencies in terms of how “normal changes” are handled across the organization. The lack of consistency will most likely result in more staff resources being used, due to the need to specialize and be aware of multiple approaches. Also, the extra reporting, auditing and central control will add a layer of cost and bureaucracy that is not necessary.

**Distracter (0)**

D  
The degree of bureaucracy and control here would simply stop the changes happening at all or ensure they are not put through the process. The CAB will not have the time or resources to consider every change request. Escalating all change-related incidents to problem management will likely overwhelm that process and is a reactive approach as the goal is to reduce and prevent major incidents from happening in the first place.

**Syllabus Unit / Module supported**

ITIL SL: ST03 Service transition processes

**Blooms Taxonomy Testing Level**

Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.

Application – The candidate must apply their knowledge of change models and assess the range of approaches sufficiently to determine which will meet the need described in the scenario. The key is detecting that there are different levels of risk which indicate a variety of models and authorization levels to address the needs.

**Subjects covered**

Categories Covered:
- Change models
- Assess and evaluate the change
- Risk categorization
- Authorizing the change

**Book Section Refs**

ST 4.2.4.1 – Service transition processes – Change management – Policies, principles and basic concepts – Policies  
ST 4.2.4.5 – Service transition processes – Change management – Policies, principles and basic concepts – Change models and workflows  
ST 4.2.5 – Service transition processes – Change management – Process activities, methods and techniques (Figure 4.2 Example of a process flow for a normal change)  
ST 4.2.5 – Service transition processes – Change management – Process activities,
<table>
<thead>
<tr>
<th>Difficulty</th>
<th>Hard</th>
</tr>
</thead>
</table>

methods and techniques (Figure 4.5 Criteria for delegating authority via a change hierarchy)
**QUESTION**

<table>
<thead>
<tr>
<th>Two</th>
<th>Scenario</th>
<th>Two</th>
</tr>
</thead>
</table>

**Question Rationale**

This question focuses on application of the change evaluation process and its outputs to other processes. As referenced in the scenario, candidates must determine how change evaluation can:
- Assist better understanding of the intended and unintended effects of a change on the business
- Provide more helpful outputs to improve service transition capabilities

**MOST CORRECT (5)**

B

This response correctly identifies the evaluation report as the main output from the change evaluation process to change management, and correctly states that the evaluation report is based on the analysis of actual versus predicted performance. It also suggests engaging customers and users in an effort to better understand the effects of a change.

**SECOND BEST (3)**

D

This response starts out correctly by recognizing more outputs are needed from the change evaluation process; however, it incorrectly describes the purpose of the interim evaluation report and also incorrectly states that service validation and testing receives the interim report. This answer fails to describe ways that change evaluation can better understand the effects of a change.

**THIRD BEST (1)**

C

This response correctly states that change evaluation reports are needed that will identify risks and issues, but wrongly states that the reports only relate to changes before they are implemented (vs. before and after they are implemented). This response wrongly states that the change evaluation process is currently performing correctly in the organization, despite the fact that it is missing its main activities and outputs. This response also inappropriately mixes service validation and testing in the middle of the change evaluation activities. The change evaluation plans are used by change evaluation, and the change evaluation process provides the evaluation reports to change management. This response fails to describe ways that change evaluation can assist with better understanding of the effects of a change.

**DISTRACTER (0)**

A

This response completely misrepresents the change evaluation process for several reasons. It fails to acknowledge the evaluation report, which is the main output for the process. Also, it is not intended that the change management team should execute the evaluation plan. It also describes using the evaluation plan after the change is implemented, instead of before. This response fails to identify more helpful outputs and also fails to describe ways that change evaluation can better understand the effects of a change.

---

**Syllabus Unit/Module supported**

ITIL SL: ST03 Service transition processes

**Blooms Taxonomy/Testing Level**

Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.

Application – The candidate must use their knowledge of the change evaluation, service validation and testing and change management process interfaces to identify which of the answer options contains the correct information.

**Subjects covered**

Categories Covered:
- Change evaluation outputs and interfaces

**Book Section Refs**

ST 4.6.5 – Service transition processes – Change evaluation – Process activities, methods and techniques (Figure 4.33 Change evaluation process flow)
ST 4.6.6.3 – Service transition processes – Change evaluation – Triggers, inputs, outputs and interfaces – Outputs
ST 4.6.6.4 – Service transition processes – Change evaluation – Triggers, inputs, outputs and interfaces – Interfaces

**Difficulty**

Easy
<table>
<thead>
<tr>
<th>QUESTION</th>
<th>Three</th>
<th>Scenario</th>
<th>Three</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Question Rationale</strong></td>
<td>This question focuses on managing organizational change and on the best approach to ensuring a transition will be successful from an organizational communications perspective.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **MOST CORRECT (5)** B | This answer addresses many of the KEY activities that are required to manage the organizational change.  
- A project team is created  
- The stakeholder map and communication plan are developed quickly to be sympathetic to the sense of urgency and to demonstrate an organized, responsive plan is being created to assist the organizational comfort level of the proposed change  
- Workshops are held and include key elements, chief information officer (CIO) support and users who are negatively impacted by the change. CIO presence is a crucial element in showing executive support for the change, as is the inclusion of negatively impacted users to bring them into the team as early as possible to build the solution  
- Training is matched to those with an appropriate need and not just a blanket approach, and is not restricted to IT staff only | | |
| **SECOND BEST (3)** A | This answer addresses some of the activities required, includes some steps that are not appropriate (e.g., conducting a cultural assessment) and fails to provide the steps necessary to ‘manage’ the change.  
- The CIO’s plan is not discussed with the staff; it is presented to the staff as the solution. This does not provide the IT organization with any input into the solution and will not help with gaining support  
- Conducting a cultural assessment is (1) a service design responsibility and (b) not necessary as the scenario states that an assessment has been performed  
- Elements of this plan that are positive include the visible management support and commitment to the change and creating a communication plan that supports two-way communication  
- However, the communication plan should be based on stakeholders’ level of commitment, versus the results of a cultural assessment  
- Suggested training is limited to key staff members, not necessarily matched to requirements, and covers IT staff only | | |
| **THIRD BEST (1)** D | This answer also includes the main KEY activities that should be undertaken to address the organizational change; however, the activities are executed in an ineffective manner.  
- While talking to the ‘supportive groups’ is easier and provides positive feedback it is not the best use of time  
- Part of managing people through transitions is to ensure that users who are negatively impacted by the change are consulted immediately and are part of building the solution, as opposed to being “handled” by management privately  
- Conducting a cultural assessment is (1) a service design responsibility and (b) not necessary as the scenario states that an assessment has been performed. The purpose of a cultural assessment is to determine an organization’s readiness and level of maturity, not to monitor acceptance of a change | | |
| **DISTRACTER (0)** C | This answer does not address elements of managing organizational change that are relevant to the scenario.  
- Conducting a cultural assessment is (1) a service design responsibility and (b) not necessary as the scenario states that an assessment has been performed. This answer fails to suggest creating a communication plan  
- Targeting communications at groups who are resistant is not the best use of time. It is best to concentrate on those people who are capable of understanding and welcoming the transition  
- Creating a commitment planning chart is premature at this time as other activities are needed (e.g., establishing a project team, conducting | | |
workshops, providing training. Furthermore, a commitment planning chart would include all stakeholder, or at a minimum, key stakeholders, not just those that are resisting the change.

- The purpose of a stakeholder map is to plot interests, not monitor “employee shock”

<table>
<thead>
<tr>
<th>Syllabus Unit / Module supported</th>
<th>ITIL SL: ST04 Managing people through service transitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blooms Taxonomy Testing Level</td>
<td>Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options. Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom, in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences. Application – The candidate must use their knowledge of managing organizational change and communication strategies along with their analysis of the scenario to select the list of actions that will produce the best outcome.</td>
</tr>
</tbody>
</table>
| Subjects covered                | Categories Covered:  
|                                 | • Managing communications and commitment  
|                                 | • Managing organizational and stakeholder change |
| Book Section Refs               | ST 5.1 – Managing people through service transitions – Managing communications and commitment  
|                                 | ST 5.2 – Managing people through service transitions – Managing organization and stakeholder change  
<p>|                                 | ST 5.3 – Managing people through service transitions – Stakeholder management |
| Difficulty                      | Moderate |</p>
<table>
<thead>
<tr>
<th>QUESTION</th>
<th>Four</th>
<th>Scenario</th>
<th>Four</th>
</tr>
</thead>
</table>
| **Question Rationale** | This question is designed to test the candidate’s knowledge of the purpose and objectives of the service transition processes, and also the application of those processes in relation to the scenario. The correct answer requires that the candidate can link the following processes to the issues identified in the scenario:  
- Bullet 1 – release and deployment management (RDM)  
- Bullet 2 – service validation and testing (SV&T)  
- Bullet 3 – change evaluation | MOST CORRECT (5) D | This is the only answer in which all three statements accurately describe the associated processes. This answer also correctly addresses the issues identified in the scenario. |
| **SECOND BEST (3)** B | This is the second best option because two of the three statements are correct. However, the statement regarding service validation and testing is not complete as that process also provides assurance that a service will deliver the agreed warranty (in response to the reference to service level requirements in the scenario). Also, this option excludes change evaluation, which would address the third issue mentioned in the scenario about the business not being able to determine the value of some projects. |
| **THIRD BEST (1)** C | This answer has some merits but also some flaws. In this answer, the statement regarding release and deployment management is correct but it is not as good as the correct answer (D) as it does not reference release and deployment plans, nor does it mention protecting the integrity of existing services, both of which are relevant to the scenario. The statement regarding service validation and testing is wrong as the value statement describes knowledge management. The statement regarding change evaluation is correct but is not as good as the correct answer (D) as it does not speak to the matter of authorizing only those changes that are able to deliver value. |
| **DISTRACTER (0)** A | This answer is wrong as all of the value statements are incorrect. The transition planning and support statement is actually a release and deployment management statement and does not address the need for improved planning to ensure the business is not affected by unexpected changes. Service validation and testing does have quality assure releases but does not ensure the integrity of a release package; that is RDM’s responsibility. The knowledge management statement is correct but does not relate to any of the issues identified in the scenario. The correct answer must ensure the business understands the value of a service, not IT staff. |

**Syllabus Unit / Module supported**

ITIL SL: ST03 Service transition processes

**Blooms Taxonomy**

Testing Level

- Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.

- Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom, in workplace situations. Can separate concepts into component parts to understand their structure and can distinguish between facts and inferences.

Application – The candidate must apply their in-depth knowledge of the service transition processes and analyse the scenario to correctly select the answer option.

**Subjects covered**

Categories Covered:

- Purpose and objectives, scope and value to business of these processes

**Book Section Refs**

- ST 4.1.1 – Service transition processes – Transition planning and support – Purpose and objectives
- ST 4.4.1 – Service transition processes – Release and deployment management – Purpose and objectives
- ST 4.5.1 – Service transition processes – Service validation and testing – Purpose and objectives
- ST 4.6.1 – Service transition processes – Change evaluation – Purpose and objectives
<table>
<thead>
<tr>
<th><strong>ST 4.7.1 – Service transition processes – Knowledge management – Purpose and objectives</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Difficulty</strong></td>
</tr>
<tr>
<td>QUESTION</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td><strong>Question Rationale</strong></td>
</tr>
<tr>
<td>1. Ensuring service transition activities are aligned with business, service management and IT strategies and plans.</td>
</tr>
<tr>
<td>2. Implementing service transition in a virtual or cloud environment.</td>
</tr>
<tr>
<td>3. Ensuring service transition activities are appropriate given current financial and resource constraints.</td>
</tr>
<tr>
<td><strong>MOST CORRECT (5)</strong></td>
</tr>
<tr>
<td>• Bullet 1 – addresses both items 1 and 3 above</td>
</tr>
<tr>
<td>• Bullet 2 – addresses item 2 above</td>
</tr>
<tr>
<td>• Bullet 3 – addresses item 1 above</td>
</tr>
<tr>
<td>• Bullet 4 – addresses item 2 above</td>
</tr>
<tr>
<td><strong>SECOND BEST (3)</strong></td>
</tr>
<tr>
<td>• Bullet 1 – while beneficial, this option speaks more to customers being aware of the IT organization’s capabilities and needs rather than the other way around</td>
</tr>
<tr>
<td>• Bullet 2 – addresses item 2 above</td>
</tr>
<tr>
<td>• Bullet 3 – addresses item 2 above</td>
</tr>
<tr>
<td>• Bullet 4 – touches on item 3 above but fails to speak directly to the matter of financial constraints</td>
</tr>
<tr>
<td><strong>THIRD BEST (1)</strong></td>
</tr>
<tr>
<td>• Bullet 1 – while somewhat relevant to item 3 above, this option is very IT-centric and fails to address the need to ensure resources, including financial resources, are used in a way that supports the priorities of the business</td>
</tr>
<tr>
<td>• Bullet 2 – addresses item 1 above but doesn’t really explain why this is important (i.e., ensuring those projects that are most important to the business are managed via service transition)</td>
</tr>
<tr>
<td>• Bullet 3 – addresses item 2 above but doesn’t really provide any specifics in terms of what must be done</td>
</tr>
<tr>
<td>• Bullet 4 – touches on items 1 and 3 above but barely – it fails to mention ensuring plans are aligned with business strategies and plans and also doesn’t really explain that templates can improve the utilization of resources</td>
</tr>
<tr>
<td><strong>DISTRACTOR (0)</strong></td>
</tr>
<tr>
<td>• Bullet 1 – while important when transitioning to a cloud environment, ensuring contracts are in place is not a service transition responsibility. It is a supplier management responsibility</td>
</tr>
<tr>
<td>• Bullet 2 – while the scenario states that the business units are struggling to support the cloud-based services, there is nothing that identifies incidents as a major consideration</td>
</tr>
<tr>
<td>• Bullet 3 – while important, this option fails to explain what benefits will be derived from increasing continual service improvement initiatives</td>
</tr>
<tr>
<td>• Bullet 4 – while increased automation will be a likely part of transitioning to a cloud environment, the organization must first ensure the service transition processes are robust enough to handle the automation</td>
</tr>
</tbody>
</table>

**Syllabus Unit / Module supported**
- ITIL SL: ST02 Service transition principles
- ITIL SL: ST07 Implementing and improving service transition

**Blooms Taxonomy Testing Level**
- Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.

Application – The candidate needs to apply their knowledge of service transition principles and considerations when implementing service transition in a virtual or...
cloud environment and determine which list of options best meets the challenges in the scenario. While each answer contains some valid options, only one has four options that directly meet the scenario challenges correctly.

<table>
<thead>
<tr>
<th>Subjects covered</th>
<th>Categories Covered:</th>
<th>Book Section Refs</th>
<th>Difficulty</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Service transition principles</td>
<td>ST 3.2.1 – ST principles – Optimizing service transition performance - Metrics for alignment with the business and IT plans</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td>Metrics for alignment with the business and IT plans</td>
<td>ST 8.3 – Implementing service transition – implementing service transition in a virtual or cloud environment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implementing service transition in a virtual or cloud environment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Question Rationale

This question focuses on scoping and technology decisions that need to be made when implementing service asset and configuration management. Key considerations include:
- Working with change management to determine the configuration items (CIs) to be controlled
- Migrating to a common CMS architecture that supports the integration of multiple data sources and enables CI relationships to be maintained
- Sharing information across service management processes

**MOST CORRECT (5)**

A This is the best option since it follows ITIL guidance by allowing separate physical databases that each stakeholder group uses to meet its needs, but consolidates the commonly needed information across service areas using a CMS. Working with the stakeholders is the key here to recognizing that there are distinct as well as common information needs. All stakeholder needs can be met in addition to supporting SACM requirements and benefits. The scenario references change management as a key stakeholder and so it is implied that change management is considered in this option.

**SECOND BEST (3)**

C This option is partially accurate since it meets the SACM need for a consolidated view of information and recommends migrating to a common CMS architecture. However, it fails to recognize the needs of the stakeholders by suggesting that the level of detail to be captured in configuration records can be agreed upon, versus supporting the need to CIs of varying complexity. This answer also recommends eliminating the existing databases and moving to a single database, versus looking for ways to integrate the existing data sources into a federated view.

**THIRD BEST (1)**

D The issue with this option is the scope. It sets a limiting and narrow view by placing the current change management practices as the scope, ignoring the service desk and the other functions. This solution would inevitably result in the functions continuing to maintain their spreadsheets and databases and so fails to address the need to share information and maintain CI relationships.

**DISTRACTER (0)**

B This option does not address any of the issues in the scenario. While this option may, at first glance, please the technical and application managers as they will be allowed to track their own attributes in their own spreadsheets and databases, this option does not address the needs of the other stakeholders, nor does it represent best practice.

Syllabus Unit / Module supported
- ITIL SL: ST03 Service transition processes
- ITIL SL: ST06 Technology considerations

Blooms Taxonomy
- Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.

Testing Level
- Application – The candidate must apply their knowledge of SACM and its basic model constructs and use the issues in the scenario to distinguish which approach provides a win-win situation. Following only the guidance will miss the opportunity to meet the diverse needs of each service area, garner support for SACM and still reap shared benefits.

Subjects covered
- Categories Covered:
  - CMS planning
  - Scope of CI’s
  - Establishing requirements
  - Technology considerations

Book Section Refs
- ST 4.3.4 – Service transition processes – Service asset and configuration management – Policies, principles and basic concepts
- ST 4.3.4.3 – Service transition processes – Service asset and configuration management – Configuration management system
- ST 7.3 – Technology considerations – Configuration management system

Difficulty
- Moderate
**QUESTION**  
Seven  

**Scenario**  
Seven  

**Question Rationale**  
To analyse and understand how different roles can support service asset, configuration management (SACM) and release and deployment management process implementation and improvement opportunities.

**MOST CORRECT (5)**  
C  
Given the size of the organization, a combined change, configuration and release manager role makes sense, particularly as there is already an individual assigned to the SACM process owner role. It is appropriate to focus initially on SACM-related responsibilities to establish the process scope and plan the implementation approach. Once this is complete, more staff can be evaluated and the attention can turn to release and deployment management.

**SECOND BEST (3)**  
D  
This answer correctly focuses on the SACM process manager role but requires an upfront configuration analyst role, which may not be needed initially. There was no indication that a widespread ‘awareness campaign to win support’ was needed. It is appropriate to say that the need for additional roles will be evaluated in the future.

**THIRD BEST (1)**  
A  
There is no need for three upfront roles to be staffed by separate individuals because of any ‘check and balance’. Given the very small size of the organization, it is not likely that there will be enough configuration librarian or analyst work to justify the roles. More analysis should be done before filling those roles upfront.

**DISTRACTER (0)**  
B  
This answer just focuses on tools for the CMS as the priority role, and relegates all the configuration manager responsibilities to the process owner. While a release and deployment management process owner will be needed in time, there are more important SACM roles to fill at the present.

**Syllabus Unit / Module supported**  
ITIL SL: ST05 Organizing for service transition

**Blooms Taxonomy Testing Level**  
Level 3 Applying – Use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.

Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom, in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.

Application – The candidate must apply their knowledge of the SACM roles and distinguish how they should be prioritized in line with the needs of implementation. Roles that are responsible for planning and setting up the initial capabilities must be considered the priority. The candidate must also consider the size of the company and select a range of roles that will suffice to operate SACM fully but with limited resources.

**Subjects covered**  
Categories Covered:
- Organizing for service transition
- SACM roles and responsibilities

**Book Section Refs**  
ST 6.2.1.1 – Organizing for service transition – Functions – Examples of service transition organizational structures – Small organization
ST 6.4.7 – Organizing for service transition – Roles – Service asset and configuration management roles

**Difficulty**  
Easy
**QUESTION**

**Question Rationale**

This question focuses on the critical success factors (CSFs) most relevant to this organization in light of the trends mentioned in the scenario.

**MOST CORRECT (5)** A

- Process integration would enable better information sharing (i.e. known errors, workarounds) between service transition and service operation and would also ensure that configuration information is accurate and up to date to improve impact analysis for changes.
- Development of good-quality systems, tools, processes and procedures will assist in process integration and will also ensure consistently documented and executed processes.
- A better understanding of configurations and their dependencies will result in improved change impact analysis, leading to a reduction in the number of unexpected outages.

**SECOND BEST (3)** D

- Defining clear accountabilities, roles and responsibilities would improve the execution of processes but does not address the matter of inconsistent documentation.
- Creating and maintaining knowledge in a usable form will help reduce the fact that staff are frequently solving similar issues during release and early operations.
- Automating processes to eliminate errors may help reduce the number of unexpected outages but does not address the fact that there is no evidence in the scenario that the existing service asset and configuration management data is robust enough to support effective impact analysis for changes.

**THIRD BEST (1)** B

- There is nothing in the scenario to suggest the need for improved integration with programme and project management.
- While establishing a culture that enables knowledge sharing speaks to the fact that staff are frequently solving similar issues, there is nothing in the scenario to suggest that this is a cultural problem. It is more likely another symptom of poorly documented processes.
- While less variation in the predicted quality of changes is relevant to the scenario, there is no evidence to suggest that cycle time is an issue or that service transition is not performing within predicted cost and timeframes.

**DISTRACTER (0)** C

- This is the least correct answer as it fails to address the concerns of this organization.
- Achieving a balance between maintaining a stable live environment and being responsive to changes is a challenge that service transition must address but simply to “maintain a stable production environment” is not a CSF.
- There is nothing in the scenario to suggest staff lack the required knowledge and skill; however, there is clearly the suggestion that poor-performing processes are preventing the sharing and transfer of knowledge.
- Improving service transition processes alone does not address the matter of inconsistent documentation across the incident, problem and change management processes referenced in the scenario.

**Syllabus Unit / Module supported**

ITIL SL: ST08 Challenges, critical success factors and risks.

**Blooms Taxonomy Testing Level**

Level 4 Analysis – The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom to workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences.

Application – The candidate must analyse the scenario and select the CSFs that are useful given the need to demonstrate ROI. It is not sufficient to apply all CSFs in this case, but those that will produce the desired results.

**Subjects covered**

Categories Covered:
<table>
<thead>
<tr>
<th>Book Section Refs</th>
<th>ST 9.2 – Challenges, critical success factors and risks – Critical success factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difficulty</td>
<td>Moderate</td>
</tr>
</tbody>
</table>
- Implementing and improving service transition
- Service transition critical success factors