

ITIL 中级课程考试技巧总结

考试介绍:

最新的 ITIL 中级考试是英语试卷，暂时不支持中文试卷，即使有也不建议使用中文试卷，翻译不太专业，ITIL 中的术语翻译不规范，导致考题理解不明白。考题是基于案例场景的单项选择题，参见最后考题，每门考试中考题的数量一共为 8 题。每题有 4 个选项，四个选项的得分分别为：

- 5 分，正确答案。选项描述完全匹配 ITIL 的原则
- 3 分，次优答案，选项描述中一般只含有一个错误
- 1 分，错误答案，描述中有多个地方有错误
- 0 分，完全错误，完全不符合 ITIL 的原则

考试满分是 40 分，得分高于 70%（28 分）通过。可以看出如果每题都选择了次优 3 分的答案，总分 24 分，是不能通过考试的。所以在考试中学员需要尽量选中 5 分的选项，避免选中 0 分和 1 分的选项。

应试技巧:

根据考题的难易度分为：

- 简单，不用看案例，直接根据 4 个选项的描述，排除与 ITIL 理论不相符合的选项即可
- 中等，不看案例场景只能排除 2 个，必须根据案例所描述的场景或是其中所提到的关键问题，才能排除 3 分选项，案例的关键内容一般出现在场景描述的后半部分。
- 较难，阅读 4 个选项，发现描述都非常正确，但是根据案例场景结合 ITIL 的理论进行分析后才能排除另外 3 个选项，这类难度较大的考题非常少，最多只在一次考试中出现 1 题。

考试中首先需要读懂题目，看每一题问的是什么。例如，有题目是问连续性性管理的，而在选项中有说的是可用性管理相关的目标或是活动，就算说得非常正确，也肯定不会是最佳答案。英语阅读能力强阅读速度快的学员考试时候会比较占优势，针对阅读能力一般，阅读速度也不是太快的学员总结了以下的答题步骤，在考试时可以省去许多不必要的阅读时间。

1. 先不要阅读案例场景，先阅读 4 个选项，找出内容上的区别
2. 根据 ITIL 的理论优先排除 2 项，简单的考题错误比较明显，可能有这样一些特征
 - a) 违反 ITIL 的理论：考题中问的是作为容量经理怎么开展容量管理工作才是最好的方式，选项 A 中提到“Meet with application developers to understand how applications use resources during different levels of demand.”。这个错误就很明显，根据 ITIL 的原理容量的需求来源肯定不是开发人员这边的，应该是业务部门。A 被排除
 - b) 实施过程太过具体：ITIL 是管理理论，不是技术理论，讲的是管理思想和指导，出现具体的数字的一般都是错误的。选项 D 中提到“Continue with this consolidating approach until the average server utilization is 80%.”。服务器的平均使用率是 80%。80% 这个使用率级别的设定太主观，80% 的设定是否有合理性呢？80% 是高还是低？还是恰到好处？ITIL 提倡的是 PDCA 持续改进，监控当前的数据，统计分析后找出改进措施。所以这类选项大多数情况向是错的。排除 D。
 - c) 牛头不对马嘴：选项中的描述和问题不相关，虽然说的很对也符合 ITIL 的原理，但所答非所问。这类题目通常是考验学员概念的掌握，以及流程的边界是否清晰。
3. 如果以上步骤还不能判断，那就需要查看案例，为节约时间阅读时间，一般案例从整段文字的中下部开始阅读，通常案例描述前半部分是铺垫，案例中所描述问题的场景基本都出现在场景的后半部分。查看哪一个选项能解决案例中所描述的威胁、客户不满意、服务质量低等问题。
 - a) 最后的样题属于简单的考题，不需要到这一步就能做出正确的判断，B 和 C 的区别在于 C 是满足未来的容量，B 是立足于当前的交易量，预测未来的交易量，B 选项在描述做容量管理的过程时，把当前的交易量作为参考值，优先满足当前的业务容量要求，再满足未来的容量要求，更匹配 ITIL 容量管理的原则
 - b) 这题的场景案例成了摆设，没有看案例就已经选中了 5 分的选项，但从未来出题的趋势来看，这类简单的题目可能会越来越少，更多的题目是要做到第三步才能完成正确的判断

以上的 3 个步骤是 ITIL 中级包括高级考试的答题思路，能够有效减少学员在考试时对于的考题阅读时间，掌握正确的答题步骤和筛选技巧，提升考试的通过率。避免在一些无用信息的上花费大量的阅读理解时间。

附录考题

场景:

FSC, a financial services company, provides online brokerage services. Customers use these services to undertake research on investments and submit trade orders online at a significant discount over trades executed with traditional brokerage firms. FSC guarantees that orders submitted during trading hours will be executed within one minute.

FSC pioneered online brokerage services, and rapidly grew to dominance in its market segment in the late 1990s. It gained market share at the expense of traditional firms, which it portrayed in its television commercials as being very out-of-date.

In recent years, however, competition has emerged from those traditional brokerage firms. FSC retains market leadership, but no longer dominates. Other firms are now able to offer the same one minute guarantee and there is constant pressure on the price of trades.

During the Company's initial period of rapid growth, little attention was paid to formal capacity planning. Whenever the average utilization of a server exceeded 30%, an additional server was ordered. This simplistic approach meant that servers usually ran significantly under capacity. This was an expensive strategy, but the aggressive drive for market share was seen as sufficient justification. In fact, on one occasion last year, this strategy delivered a major advantage. On that day, FSC was able to meet its one minute commitment, while other firms' servers crashed due to unexpectedly high transaction volumes. FSC prides itself on the fact that it has NEVER breached its one minute commitment during trading hours.

FSC now finds itself under increasing pressure to reduce prices, which has forced the company to cut costs. Not wanting to sacrifice its performance guarantee to customers, FSC has reduced costs in other areas. Last month, the company had to reduce its workforce for the first time, and all departments have been instructed to identify areas for additional savings.

FSC recently announced a plan to add online banking to the services it provides. Customers will be able to easily move funds between their banking accounts and their investment accounts and pay bills online. Access to customers' accounts will be available 24 hours a day, seven days a week. This new online banking service has been identified as being absolutely critical for FSC's future success. As a result, service design and development costs are not an issue. However, there is significant pressure not to purchase more capacity than required.

问题:

You have been appointed as the Capacity Manager for FSC and you have been asked to reduce costs through server consolidation.

Which one of the following options is the MOST appropriate way to achieve this?

You should:

- A. Meet with application developers to understand how applications use resources during different levels of demand.

Identify optimal utilization levels for processor, memory and disk utilization.

Analyze the current utilization levels for processor, memory and disk utilization.

Use this data to identify which servers have excess capacity and should be consolidated.

- B. Meet with customers to understand their experiences such as trade execution time, and relate this to resource utilization.

Meet with the business to learn about business activity and expected future growth.

Use modeling techniques to recommend a consolidation strategy based on expected transaction volumes.

Investigate new technologies such as on-demand computing to handle peak workloads.

- C. Meet with representatives of the business to gather future transaction volumes. Analyze historical transaction data to identify trends.

Combine this data with resource utilization statistics to gain an understanding of the impact of business activity.

Use modeling techniques to determine what capacity is required to support anticipated transaction volumes and use this to formulate a server consolidation strategy.

- D. Start collecting data on resource utilization and create a baseline.

Identify any servers operating at less than 10% capacity and consider them as candidates for consolidation.

Complete an initial consolidation exercise by moving work between servers, then re-baseline the utilization data.

Continue with this consolidating approach until the average server utilization is 80%.