



ITIL® 4 Strategist: Direct,  
Plan and Improve

# Sample Paper 1

Answers and Rationales


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## Sample Paper 1: Answers and rationales

Q	A	Syllabus Ref	Rationale
1	D	7.2.c	<p>A. Incorrect. This answer focuses on process mapping and suggests excluding staff from defining the future state. This answer does not reflect the guidance for value stream mapping, which encourages engagement of all value stream stakeholders in both the current state and future state mapping, as well as identifying waste and improvement opportunities. "Once the current state of the value stream has been defined, the group should determine improvements that can be made and map what the future state will look like after they are implemented. This exercise is usually focused on identifying waste and improving the flow." Ref 3.3.4</p> <p>B. Incorrect. This answer misses the critical importance of value stream mapping being performed by the entire team, providing the most holistic view of the end-to-end value stream. Development of current state and future state mapping, as well as identifying waste and improvement opportunities should be conducted as a whole team effort. "Once the current state of the value stream has been defined, the group should determine improvements that can be made and map what the future state will look like after they are implemented. This exercise is usually focused on identifying waste and improving the flow." Ref 3.3.4</p> <p>C. Incorrect. Although 'organizational change management' is undoubtedly useful in transitioning from one state to another, the relevant issue in the question was the development of value stream maps, which is best accomplished through engagement of all value stream stakeholders in both the current state and future state mapping, as well as identifying waste and improvement opportunities. "Once the current state of the value stream has been defined, the group should determine improvements that can be made and map what the future state will look like after they are implemented. This exercise is usually focused on identifying waste and improving the flow." Ref 3.3.4</p> <p><b>D. Correct. This answer involves all value stream stakeholders, and the development of current and future state maps as a group. It also includes a definition of throughput metrics that will facilitate measuring improvements. "Once the current state of the value stream has been defined, the group should determine improvements that can be made and map what the future state will look like after they are implemented. This exercise is usually focused on identifying waste and improving the flow." Ref 3.3.4</b></p>
2	D	2.1.b	<p>A. Incorrect. This may be needed at a later stage, but the existing rules may have been defined based on organizational objectives that are no longer relevant or appropriate. "Automating controls or building them into technology relieves people of the effort of making the control work. Controls managed in this way should directly align with and support the achievement of high-level objectives."</p>

Q	A	Syllabus Ref	Rationale
			<p>Ref 2.5.2.1</p> <p>B. Incorrect. Controls are “means of managing a risk”, and the risk register is one possible source of information about risks that need to be managed. But firstly, the network engineer must understand the organizational objectives they are trying to achieve, otherwise they may implement controls that are not appropriate for the organization. “Automating controls or building them into technology relieves people of the effort of making the control work. Controls managed in this way should directly align with and support the achievement of high-level objectives.” Ref 2.5.2.1, 1.2.1</p> <p>C. Incorrect. It may be appropriate to talk to the vendor about what controls are available and how they are commonly used. But firstly, the network engineer must understand the organizational objectives they are trying to achieve, otherwise they may implement controls that are not appropriate for the organization. “Automating controls or building them into technology relieves people of the effort of making the control work. Controls managed in this way should directly align with and support the achievement of high-level objectives.” Ref 2.5.2.1</p> <p><b>D. Correct. “Automating controls or building them into technology relieves people of the effort of making the control work. Controls managed in this way should directly align with and support the achievement of high-level objectives.” Ref 2.5.2.1</b></p>
3	B	5.2.c	<p>A. Incorrect. This answer focuses on encouraging staff members to provide feedback, but does not address the relevant challenge of staff feeling that management is not listening nor caring about their concerns. “Communication is a two-way process; in addition to actively eliciting feedback, static feedback channels should be available and known to stakeholders.” This necessitates establishing formal feedback channels where staff feel safe to voice their concerns and suggestions. For their part, management must respond to all feedback to encourage continued feedback and engagement. Ref 6.1.6</p> <p><b>B. Correct. This answer focuses on establishing formal feedback channels where staff feel safe to voice their concerns and suggestions. This will open up channels to listen to staff concerns. It is important, however, for management to respond to all feedback to encourage continued feedback and engagement. “Communication is a two-way process; in addition to actively eliciting feedback, static feedback channels should be available and known to stakeholders.” Ref 6.1.6</b></p> <p>C. Incorrect. In this answer, management is taking action to recognize and celebrate the work and success of the teams, which may prove helpful, but it does not address the relevant challenge of staff feeling that management is not listening, nor caring, about their concerns. In fact, this approach can produce negative results as it may come across as insincere. It is important to establish formal feedback channels where staff feel safe to voice their concerns and suggestions. When feedback is given, management must respond to encourage continued feedback and engagement. Ref 6.1.6</p>

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			D. Incorrect. This answer focuses on bridging the culture between company staff and the staff at acquired companies. Although this may prove helpful, it does not address the relevant challenge of staff feeling management is not listening nor caring about their feedback. For that, it is important to establish formal feedback channels where staff feel safe to voice their concerns and suggestions. For their part, management must respond to all feedback to encourage continued feedback and engagement. Ref 6.1.6
4	B	3.3	<p>A. Incorrect. The management team should promote collaboration and transparency between the organization and its consumers to build trust and validate the usefulness of measurements, which are 'common controls'. Data that is not valuable might indicate that excessive control is behind the unnecessary measurement and reporting of that data. "Measurements should be limited to those that can be actively used to make informed decisions." Ref 2.5.2.1</p> <p><b>B. Correct. "It is impractical, however, to measure everything. Measurements should be limited to those that can be actively used to make informed decisions." The management team should avoid doing so, and use the guiding principle 'focus on value' to identify the data needed to make better decisions. Ref 2.5.2.1</b></p> <p>C. Incorrect. The management team should pay attention to unintentional consequences as a way of identifying controls that are excessive. A control to enforce mandatory fields on records can inadvertently lead to staff using placeholder data to be able to save the record and continue working. Ref 2.5.2.1</p> <p>D. Incorrect. The management team should review external factors, "when designing organizational measures, it is important to account for external factors, particularly legal factors, which are often enforced by regulatory authorities and should be considered mandatory". Ref 2.5.2.1</p>
5	B	4.1	<p><b>B. Correct.</b></p> <p><b>(2) The ITIL guiding principles should be considered throughout direction, planning, and improvement, because the scope of 'continual improvement' is the entire SVS. Ref 1.7</b></p> <p><b>(3) Implementing individual improvement initiatives will not have the same positive impact as embedding a commitment to continual improvement into the organization's culture. In almost every case, an organization with a strong culture of continual improvement will also have a strong governance capability that allows them to allocate resources, and provide the management and leadership required for successful improvement initiatives. Ref 5.1</b></p> <p>A. C. D. Incorrect.</p> <p>(1) Continual improvement is always important, and it is everybody's responsibility. Everyone who contributes in any way to the provision of a service must constantly look for improvement opportunities. Ref 5.1</p> <p>(4) It should be a holistic approach. Focusing on external requirements only does not address the need for a holistic approach. "Direction, planning, and improvement should</p>

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			acknowledge complexity and apply a holistic approach.” Ref 5, 8.3.2
6	C	6.1	<p>A. Incorrect. The goal is to increase repeat business, so the key performance indicator(s) must measure achievement of the goal. “When an organization defines KPIs for each success factor, it is an indication that those KPIs will provide evidence of achievement, or lack of it.” Ref 4.2.3.3</p> <p>B. Incorrect. The stated goal is to increase repeat business. This key performance indicator is neither specific, nor measures an increase in repeat business. “When an organization defines KPIs for each success factor, it is an indication that those KPIs will provide evidence of achievement, or lack of it.” Ref 4.2.3.3</p> <p><b>C. Correct. This key performance indicator measures an increase in recommendations resulting in increased sales (the stated goal), and has specific measures ('by 20%') and timeframe ('by end of fiscal year'). “When an organization defines KPIs for each success factor, it is an indication that those KPIs will provide evidence of achievement, or lack of it.” Ref 4.2.3.3</b></p> <p>D. Incorrect. This key performance indicator does not directly measure the goal - to increase repeat business. “When an organization defines KPIs for each success factor, it is an indication that those KPIs will provide evidence of achievement, or lack of it.” Ref 4.2.3.3</p>
7	B	1.1.c	<p>A. Incorrect. This describes the act of creating policies. A policy is “formally documented management expectations and intentions, used to direct decisions and activities”. Ref 1.2.1.2</p> <p><b>B. Correct. Improvement is defined as “a deliberately introduced change that results in increased value for one or more stakeholders”. Ref 1.4</b></p> <p>C. Incorrect. Planning is “arranging a method of achieving an end, or creating a detailed programme of action”. Ref 1.3</p> <p>D. Incorrect. Direction is “leading, conducting, or guiding someone, or ordering something. This includes setting and communicating the vision, purpose, objectives, and guiding principles for an organization or team. It may also include leading or guiding the organization or team towards its objectives”. Ref 1.2</p>
8	C	2.1.a	<p>A. Incorrect. This answer focuses on communication of the organization's strategic plan, and doesn't address the key issue of the question - how to ensure all IT teams' activities are in alignment with the company strategy. “When the organization's mission and strategy are understood, objectives can cascade from them, translating the strategy from one organizational level to the next. This ensures the organization's strategy, tactics, and operations are aligned, and allows the reporting of accomplishments through feedback loops. Senior leaders can, therefore, monitor performance and make appropriate business decisions.” Ref 2.1.3</p> <p>B. Incorrect. 'Organizational change management' is appropriate when there is a need for changes in an organization. Change is not the issue raised in the question. The question focuses on how to ensure all IT teams' activities</p>

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			<p>are in alignment with the organization's strategy. "When the organization's mission and strategy are understood, objectives can cascade from them, translating the strategy from one organizational level to the next. This ensures the organization's strategy, tactics, and operations are aligned, and allows the reporting of accomplishments through feedback loops. Senior leaders can, therefore, monitor performance and make appropriate business decisions." Ref 2.1.3</p> <p><b>C. Correct. Cascading goals from the company strategy, through every tier, ensures alignment between the organization's strategic tiers, the management tiers and the operational tiers directly to individual activities and goals. "When the organization's mission and strategy are understood, objectives can cascade from them, translating the strategy from one organizational level to the next. This ensures the organization's strategy, tactics, and operations are aligned, and allows the reporting of accomplishments through feedback loops. Senior leaders can, therefore, monitor performance and make appropriate business decisions." Ref 2.1.3</b></p> <p>D. Incorrect. While a RACI chart can help with clarity, it doesn't address the concern raised in the question - how to ensure all IT teams' activities are in alignment with the company's strategy. "When the organization's mission and strategy are understood, objectives can cascade from them, translating the strategy from one organizational level to the next. This ensures the organization's strategy, tactics, and operations are aligned, and allows the reporting of accomplishments through feedback loops. Senior leaders can, therefore, monitor performance and make appropriate business decisions." Ref 2.1.3</p>
9	B	4.3	<p>A. Incorrect. The executive team have already established a new strategic plan for the company that entails a lot of change. The challenge for the CIO is to help prepare the organization to successfully transition to a new way of working, which is best accomplished with a change readiness assessment. "A change readiness assessment estimates an organization's preparedness to transition to a new way of working. Many factors can impact an organization's, department's, or team's ability to successfully adapt to change. Assessing these factors before starting a change initiative highlights those which may impede its success." Ref 3.1.3, 3.1.3.3</p> <p><b>B. Correct. The executive team have already established a new strategic plan for the company that entails a lot of change. A change readiness assessment "estimates an organization's preparedness to transition to a new way of working. Many factors can impact an organization's, department's, or team's ability to successfully adapt to change. Assessing these factors before starting a change initiative highlights those which may impede its success". Ref 3.1.3, 3.1.3.3</b></p> <p>C. Incorrect. Although benchmarking an organization to others in similar organizations may provide helpful information, the challenge for the CIO is to help prepare the</p>

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			<p>organization to successfully transition to a new way of working, which is provided by a 'change readiness assessment'. A 'change readiness assessment' "estimates an organization's preparedness to transition to a new way of working. Many factors can impact an organization's, department's, or team's ability to successfully adapt to change. Assessing these factors before starting a change initiative highlights those which may impede its success". Ref 3.1.3, 3.1.3.3</p> <p>D. Incorrect. Understanding the maturity of internal processes does not help people successfully adapt to change. The challenge for the CIO is to ensure their team is able to successfully adapt to new ways of working. A 'change readiness assessment' "estimates an organization's preparedness to transition to a new way of working. Many factors can impact an organization's, department's, or team's ability to successfully adapt to change. Assessing these factors before starting a change initiative highlights those which may impede its success". Ref 3.1.3, 3.1.3.3</p>
10	B	4.4	<p>A. Incorrect. Although the number of users impacted may have some influence on prioritization, the primary concern of any improvement outcome is "likely to be on moving the organization closer to achieving its vision". "Defined outcomes should all contribute to the achievement of the desired state, but some will be more critical than others." Ref 5.4.3.1</p> <p><b>B. Correct. 'Improvement outcomes' are evaluated primarily on how well they support the vision of the organization. Higher priority is given to the ones that "are likely to be on moving the organization closer to achieving its vision". "Defined outcomes should all contribute to the achievement of the desired state, but some will be more critical than others." Ref 5.4.3.1</b></p> <p>C. Incorrect. Although the effort (or cost) to achieve an 'improvement outcome' is a consideration, improvement outcomes are evaluated primarily on how well they support the vision of the organization. Higher priority is given to the ones that "are likely to be on moving the organization closer to achieving its vision." "Defined outcomes should all contribute to the achievement of the desired state, but some will be more critical than others". Ref 5.4.3.1</p> <p>D. Incorrect. Although user dissatisfaction may highlight 'improvement opportunities', each must be prioritized based primarily on how well it supports the vision of the organization. Higher priority is given to the ones that "are likely to be on moving the organization closer to achieving its vision". "Defined outcomes should all contribute to the achievement of the desired state, but some will be more critical than others." Ref 5.4.3.1</p>
11	C	4.6.b	<p>A. Incorrect. Knowledge of experienced team members can prove valuable in other contexts or projects. Also, organizations have limited resources and assigning new teams to every project might not be viable. "If the expected results of the improvement were not achieved, or were achieved in a way that differed from what was planned, the initiative should be reviewed, and stakeholders should be</p>

Q	A	Syllabus Ref	Rationale
			<p>told why it failed. This requires a thorough analysis of the improvement initiative, documenting and communicating the lessons learned. The documentation should include a description of what could be done differently in the next iteration, based on the experience gathered." Ref <i>ITIL® 4 Continual Improvement Official Practice Guide 2.4.1.4</i></p> <p>B. Incorrect. Without analysis of the lessons learned, there is no evidence that funding is the issue, or that increased funding will solve future problems. "If the expected results of the improvement were not achieved, or were achieved in a way that differed from what was planned, the initiative should be reviewed, and stakeholders should be told why it failed. This requires a thorough analysis of the improvement initiative, documenting and communicating the lessons learned. The documentation should include a description of what could be done differently in the next iteration, based on the experience gathered." Ref <i>ITIL® 4 Continual Improvement Official Practice Guide 2.4.1.4</i></p> <p><b>C. Correct. "If the expected results of the improvement were not achieved, or were achieved in a way that differed from what was planned, the initiative should be reviewed, and stakeholders should be told why it failed. This requires a thorough analysis of the improvement initiative, documenting and communicating the lessons learned. The documentation should include a description of what could be done differently in the next iteration, based on the experience gathered." Ref <i>ITIL® 4 Continual Improvement Official Practice Guide 2.4.1.4</i></b></p> <p>D. Incorrect. "Technology should not always be relied upon, as too much automation can increase costs and reduce organizational resilience." Ref 8.3.6</p>
12	D	1.2.c	<p>A. Incorrect. Governance is "the means by which an organization is directed and controlled". Compliance is "both the act and result of ensuring that a standard or set of guidelines is followed, or that proper, consistent accounting or other practices are being employed". Ref 1.6.1.1</p> <p>B. Incorrect. Management is a set of "coordinated activities to define, control, supervise, and improve something". Compliance is "both the act and result of ensuring that a standard or set of guidelines is followed, or that proper, consistent accounting or other practices are being employed". Ref 1.6.1.1</p> <p>C. Incorrect. Improvement is "a deliberately introduced change that results in increased value for one or more stakeholders". Compliance is "both the act and result of ensuring that a standard or set of guidelines is followed, or that proper, consistent accounting or other practices are being employed". Ref 1.6.1.1</p> <p><b>D. Correct. Compliance is "both the act and result of ensuring that a standard or set of guidelines is followed, or that proper, consistent accounting or other practices are being employed". Ref 1.6.1.1</b></p>
13	B	3.1	<p>A. Incorrect. The use of a 'Kanban board' provides "full visualization of the process workflow", it is not suitable for evaluating how well future solutions would work. Ref 7.3.3.7</p>

Q	A	Syllabus Ref	Rationale
			<p><b>B. Correct. "If risks are not properly understood, teams could be directed to undertake projects that are certain to fail. If team members notice risks, but do not see evidence of preventative actions, they may lose confidence in their project, increasing the likelihood of failure." Ref 1.2.1.3</b></p> <p>C. Incorrect. 'Measurement and reporting' might help identify an issue, but it would not help to predict issues in advance. When measuring and reporting data is collected, processed, and reported on to validate that desired actions are being performed or that agreed objectives are being met. Ref 4.1.3, Table 4.1</p> <p>D. Incorrect. "When the organization's mission and strategy are understood, objectives can cascade from them, translating the strategy from one organizational level to the next. This ensures the organization's strategy, tactics, and operations are aligned." This will not help the team to think about how well a proposed solution will work. Ref 2.1.3</p>
14	C	7.2.d	<p>A. Incorrect. A project management office may help in the long term, but it does not help to make all work visible, especially incidents and operational tasks. "Those who struggle to oversee, prioritize, and manage work often find Kanban useful. People can have trouble planning work because they cannot visualize the steps involved. Kanban boards target this issue by facilitating a full visualization of the process workflow." Ref 7.3.3.7</p> <p>B. Incorrect. IT management should provide priorities, but this does not address the immediate need to better manage chaos, especially incidents and operational tasks. "Those who struggle to oversee, prioritize, and manage work often find Kanban useful. People can have trouble planning work because they cannot visualize the steps involved. Kanban boards target this issue by facilitating a full visualization of the process workflow." Ref 7.3.3.7</p> <p><b>C. Correct. Making work visible by using a simple Kanban board is "easy and risk free to implement, it asks no change of the current process, scales very well and does not generate extra costs on application". It helps to "manage and measure workflows". Ref 7.3.3.7</b></p> <p>D. Incorrect. The core issue in the question is the management of chaos, especially incidents and operational tasks. "Those who struggle to oversee, prioritize, and manage work often find Kanban useful. People can have trouble planning work because they cannot visualize the steps involved. Kanban boards target this issue by facilitating a full visualization of the process workflow." Ref 7.3.3.7</p>
15	D	1.3	<p>A. Incorrect. Removing risk can be one objective, but it is not always the primary objective. "Achieving desired outcomes requires resources, and therefore costs, and is often associated with risk. Service providers help consumers to achieve outcomes and, in doing so, adopt some of the associated risks and costs. However, service relationships can introduce new risks and costs and can negatively affect some of the desired outcomes, while supporting others. These concepts are reflected in many aspects of direction, planning, and improvement. For example, the object of an</p>

Q	A	Syllabus Ref	Rationale
			<p>improvement may be to reduce risks or eliminate unnecessary costs." Ref 1.8</p> <p>B. Incorrect. Achieving a balance is important but doesn't need to be equal between outcomes. The business will determine the importance of the balance based on its need and what it defines as optimal value. "Achieving desired outcomes requires resources, and therefore costs, and is often associated with risk. Service providers help consumers to achieve outcomes and, in doing so, adopt some of the associated risks and costs. However, service relationships can introduce new risks and costs and can negatively affect some of the desired outcomes, while supporting others. These concepts are reflected in many aspects of direction, planning, and improvement. For example, the object of an improvement may be to reduce risks or eliminate unnecessary costs." Ref 1.8</p> <p>C. Incorrect. Removing cost can add to value, but it is not always required. "An organization may, however, choose to accept additional risk, increased costs, or diminished outcomes if doing so will create the possibility of increased value as they choose to measure it. For example, pursuing new and unproven technologies may introduce significantly greater risk, but this may be acceptable if the potential rewards are correspondingly great." Ref 1.8</p> <p><b>D. Correct. VOCR is always a balance struck by the organization's need and how this aligns to its vision and mission. In some cases, this can include accepting diminished outcomes, if the organization views this as creating more value in a particular situation. "An organization may, however, choose to accept additional risk, increased costs, or diminished outcomes if doing so will create the possibility of increased value as they choose to measure it. For example, pursuing new and unproven technologies may introduce significantly greater risk, but this may be acceptable if the potential rewards are correspondingly great." Ref 1.8</b></p>
16	C	5.3	<p>A. Incorrect. This answer misses the importance of taking a holistic approach. "Across the service value chain and value streams, people contribute best when they can collaborate and coordinate their efforts. The guiding principles of 'collaborate and promote visibility' and 'think and work holistically' are important when establishing the interfaces between organizations and people involved in value chain activities." A holistic approach would require looking at the end-to-end approach, rather than just a single phase. Ref 7.3.1.6</p> <p>B. Incorrect. This answer misses the importance of taking a holistic approach. "Across the service value chain and value streams, people contribute best when they can collaborate and coordinate their efforts. The guiding principles of 'collaborate and promote visibility' and 'think and work holistically' are important when establishing the interfaces between organizations and people involved in value chain activities." A holistic approach would require looking at the end-to-end approach, rather than just the activities of a single practice. Ref 7.3.1.6</p>

Q	A	Syllabus Ref	Rationale
			<p><b>C. Correct. “Across the service value chain and value streams, people contribute best when they can collaborate and coordinate their efforts. The guiding principles of ‘collaborate and promote visibility’ and ‘think and work holistically’ are important when establishing the interfaces between organizations and people involved in value chain activities.” In reviewing the end-to-end approach of how services are planned, designed and delivered, a holistic approach is being taken. Ref 7.3.1.6</b></p> <p>D. Incorrect. This answer misses the importance of taking a holistic approach. “Across the service value chain and value streams, people contribute best when they can collaborate and coordinate their efforts. The guiding principles of ‘collaborate and promote visibility’ and ‘think and work holistically’ are important when establishing the interfaces between organizations and people involved in value chain activities.” A holistic approach would require looking at the end-to-end approach, rather than just the activities of a single practice. Ref 7.3.1.6</p>
17	C	5.2.a	<p>A. Incorrect. In this situation, it is the change in focus from local installation to the cloud solution, not the detailed description service descriptions or design, that is the problem. Therefore, this approach does not identify an appropriate message. “Identify the message: What will persuade stakeholders to support and engage with the initiative?” Ref 6.2.2</p> <p>B. Incorrect. This answer focuses only on customer stakeholders, who already support the subscription-based cloud solution. This also does not address the internal resistance to the change in focus. “Define what is needed from each stakeholder: The amount of support required from each stakeholder should be considered. What actions must they perform?” Ref 6.2.2</p> <p><b>C. Correct. This answer focuses on identifying the key stakeholders stated in the question, part of a successful stakeholder communication plan involves understanding “What will persuade stakeholders to support and engage with the initiative?” Ref 6.2.2</b></p> <p>D. Incorrect. Although having a visible company vision and mission statement is helpful, the company vision and mission are not in question, only the change in focus with the delivery method for an existing product. Therefore, this approach does not identify an appropriate message. “Identify the message: What will persuade stakeholders to support and engage with the initiative?” Ref 6.2.2</p>
18	C	5.1	<p>A. Incorrect. ‘Organizational change management’ should begin as soon as planning begins and be “woven throughout the work of direction, planning, and improvement”. Ref 6.3.2</p> <p>B. Incorrect. ‘Organizational change management’ should begin as soon as planning begins and be “woven throughout the work of direction, planning, and improvement”. Ref 6.3.2</p> <p><b>C. Correct. ‘Organizational change management’ should begin as soon as planning begins and be “woven throughout the work of direction, planning, and improvement”. Ref 6.3.2</b></p>

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			D. Incorrect. 'Organizational change management' should begin as soon as planning begins and be "woven throughout the work of direction, planning, and improvement." Ref 6.3.2
19	C	1.2.a	<p>A. Incorrect. A mission statement is "a short but complete description of the overall purpose and intentions of an organization", that states what is to be achieved, but not how it is to be done. Ref 1.2.1.1</p> <p>B. Incorrect. This answer focuses on how and why actions are taken, not the purpose of the organization. A mission statement is "a short but complete description of the overall purpose and intentions of an organization", that states what is to be achieved, but not how it is to be done. Ref 1.2.1.1</p> <p><b>C. Correct. This is the correct definition of a mission statement. A mission statement is "a short but complete description of the overall purpose and intentions of an organization", that states what is to be achieved, but not how it is to be done. Ref 1.2.1.1</b></p> <p>D. Incorrect. 'Key performance indicators' are a way of measuring performance against a management objective. A mission statement is "a short but complete description of the overall purpose and intentions of an organization", that states what is to be achieved, but not how it is to be done. Ref 1.2.1.1</p>
20	D	1.2.d	<p>A. Incorrect. The nature or maturity level do not dictate how policies and guidelines are used. "Policies direct decisions and behaviour. In most organizations, failing to follow company policies results in disciplinary action, which can include termination of employment" and "as the name implies, guidelines guide employees as they perform activities or make decisions. They provide general recommendations on how to act in different situations or how to do something to achieve the desired results. Guidelines are sometimes used where no specific policy applies, or where the organization does not aim to dictate behaviour but rather to assist people who are unsure what to do". Ref 1.2.1.2</p> <p>B. Incorrect. Guidelines and policies can cover similar topics, but they are separate and distinct. "Policies direct decisions and behaviour. In most organizations, failing to follow company policies results in disciplinary action, which can include termination of employment." "As the name implies, guidelines guide employees as they perform activities or make decisions. They provide general recommendations on how to act in different situations or how to do something to achieve the desired results. Guidelines are sometimes used where no specific policy applies, or where the organization does not aim to dictate behaviour but rather to assist people who are unsure what to do." Ref 1.2.1.2</p> <p>C. Incorrect. Use of a policy versus a guideline is not dependent on internal or external requirements. A policy contains the "formally documented management expectations and intentions, used to direct decisions and activities". "Policies direct decisions and behaviour. In most organizations, failing to follow company policies results in disciplinary action, which can include termination of employment". "As the name implies, guidelines guide employees as they perform activities or make decisions. They provide general recommendations on</p>

Q	A	Syllabus Ref	Rationale
			<p>how to act in different situations or how to do something to achieve the desired results. Guidelines are sometimes used where no specific policy applies, or where the organization does not aim to dictate behaviour but rather to assist people who are unsure what to do.” Ref 1.2.1.2</p> <p><b>D. Correct. A policy contains the “formally documented management expectations and intentions, used to direct decisions and activities”. Policies are used to direct actions and decisions, and adherence to policy is mandatory. “As the name implies, guidelines guide employees as they perform activities or make decisions. They provide general recommendations on how to act in different situations or how to do something to achieve the desired results. Guidelines are sometimes used where no specific policy applies, or where the organization does not aim to dictate behaviour but rather to assist people who are unsure what to do.” Ref 1.2.1.2</b></p>
21	D	7.2.b	<p>A. Incorrect. Every organization must regularly evaluate IT services, but this answer misses the challenge the CIO faces; reallocating resources to support the company initiative without reduction in IT service levels. For this, the guiding principle ‘optimize and automate’ would help identify areas where work is being done manually where it could be automated, freeing up staff time. Ref 8.3.6</p> <p>B. Incorrect. Although understanding the value of IT is important, it misses the challenge the CIO faces; reallocating resources to support the company initiative without reduction in IT service levels. For this, the guiding principle ‘optimize and automate’ would help identify areas where work is being done manually where it could be automated, freeing up staff time. Ref 8.3.6</p> <p>C. Incorrect. ‘Organizational change management’ is helpful in any transformation and should be used. This answer misses the challenge the CIO faces; reallocating resources to support the company initiative without reduction in IT service levels. For this, the guiding principle ‘optimize and automate’ would help identify areas where work is being done manually where it could be automated, freeing up staff time. Ref 8.3.6</p> <p><b>D. Correct. This answer applies the guiding principle ‘optimize and automate’ by identifying areas in the value chain that can be optimized or automated which can free up staff time to work on the company initiative without reduction in IT service levels. Ref 8.3.6</b></p>
22	C	2.1.a	<p>A. Incorrect. Improving the handling of service requests is an operational plan, not a high level strategic approach. Operation is “the routine running and management of an activity, product, service, or other configuration item”. Ref 1.3.1.3</p> <p>B. Incorrect. Identifying customer needs for new services is a tactic that will contribute to the strategy of increasing revenue by introducing a new range of services. Tactics are “the specific methods by which a strategy is enacted”. Ref 1.3.1.2</p> <p><b>C. Correct. Strategies are high level approaches to achieving objectives. This answer summarizes the</b></p>

Q	A	Syllabus Ref	Rationale
			<p><b>objective of increasing revenue and links it to the plan to introduce new services. The tactics and operational plans in the question will contribute to this strategy. "These levels are, at a minimum, strategic, tactical, and operational. The three levels should be closely linked to each other and to the organizational objectives."</b></p> <p><b>A strategy is "a broad approach or course of action defined by an organization for achieving its objectives".</b></p> <p><b>Ref 1.3.1, 1.3.1.1</b></p> <p>D. Incorrect. Preparing implementation plans is an operational plan not a high level strategic approach. Operation is "the routine running and management of an activity, product, service, or other configuration item".</p> <p>Ref 1.3.1.3</p>
23	C	1.1.f	<p>A. Incorrect. This is an example of a logical/technical control which may take the form of "required fields, scripting, automated workflows". Ref 1.2.1.3</p> <p>B. Incorrect. This is an example of a physical control which may take the form of "an electronic badge entry system, a metered intake valve". Ref 1.2.1.3</p> <p><b>C. Correct. "Controls are countermeasures or safeguards that provide reasonable assurance that objectives will be achieved and undesired events will be either prevented or detected and corrected." Organizational/procedural controls may be "policies, organization, ownership, training, processes". Ref 1.2.1.3</b></p> <p>D. Incorrect. This is an example of a logical/technical control which may take the form of "required fields, scripting, automated workflows". Ref 1.2.1.3</p>
24	A	3.2	<p><b>A. Correct. The board of directors are "responsible for their organization's governance". Ref 2.2.1, Table 2.1</b></p> <p>B. Incorrect. Shareholders are "responsible for appointing directors and auditors to ensure effective governance". Ref 2.2.1, Table 2.1</p> <p>C. Incorrect. The audit committee is "responsible for supporting the board of directors by providing an independent assessment of management performance and conformance". Ref 2.2.1, Table 2.1</p> <p>D. Incorrect. A 'service management office' is "a group or department that functions as a centre of excellence for service management, ensuring continual development and the consistent application of management practices across the organization". Ref 7.2.2</p>
25	D	1.1.d	<p><b>D. Correct.</b></p> <p><b>(1) and (4) Correct. An operating model "is a conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself". Ref 1.6.2</b></p> <p>A. B. C. Incorrect.</p> <p>(2) Incorrect. Clear policies and procedures for daily operations are not required for an operating model. Ref 1.6.2</p> <p>(3) Measures and reports to demonstrate performance are not required as part of an operating model. An operating model "is a conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself".</p>

Q	A	Syllabus Ref	Rationale
			Ref 1.6.2
26	A	6.1	<p><b>A. Correct. A metrics cascade is a way of connecting service metrics with the organization's goals and objectives. "For an organization to make good decisions, it must measure the right things. This can be done by connecting what is measured to the organization's desired outcomes and the purpose it wants to fulfil." Ref 4.2.2.1</b></p> <p>B. Incorrect. This answer focuses on service metrics in isolation. "For an organization to make good decisions, it must measure the right things. This can be done by connecting what is measured to the organization's desired outcomes and the purpose it wants to fulfil." Ref 4.2.2.1</p> <p>C. Incorrect. While a business case is important, it doesn't address the relevant concern here of ensuing IT services are aligned with company objectives. "For an organization to make good decisions, it must measure the right things. This can be done by connecting what is measured to the organization's desired outcomes and the purpose it wants to fulfil." Ref 4.2.2.1</p> <p>D. Incorrect. Value stream mapping is important to understand and optimize service delivery, but does not address the relevant concern of the question; ensuring IT services are aligned with company objectives. "For an organization to make good decisions, it must measure the right things. This can be done by connecting what is measured to the organization's desired outcomes and the purpose it wants to fulfil." Ref 4.2.2.1</p>
27	D	4.5	<p>A. Incorrect. While a value stream map is helpful when designing or optimizing a new IT service, the challenge here is to gain funding and support for the new service. This is accomplished through a business case. A business case "should clearly identify the proposal and the benefits and risks involved, from demand to value. It should answer the questions often asked by senior management, explaining why the proposal is needed and justifying the investment." Ref 2.4.3.1</p> <p>B. Incorrect. While a proof of concept can be helpful in gaining support, it would be better to use it as part of an overall approach to gaining funding and executive support. A business case is used to communicate and advocate for funding and support for a proposal. A business case "should clearly identify the proposal and the benefits and risks involved, from demand to value. It should answer the questions often asked by senior management, explaining why the proposal is needed and justifying the investment." Ref 2.4.3.1</p> <p>C. Incorrect. While an overall IT transformation is helpful, the question specifically calls for an approach to gaining funding and executive support for a new IT service. This is frequently accomplished with a business case. A business case is used to communicate and advocate for funding and support for a proposal. A business case "should clearly identify the proposal and the benefits and risks involved, from demand to value. It should answer the questions often asked by senior management, explaining why the proposal is needed</p>

Q	A	Syllabus Ref	Rationale
			and justifying the investment". Ref 2.4.3.1 <b>D. Correct. A business case is used to communicate and advocate for funding and support for a proposal. A business case "should clearly identify the proposal and the benefits and risks involved, from demand to value. It should answer the questions often asked by senior management, explaining why the proposal is needed and justifying the investment." Ref 2.4.3.1</b>
28	B	5.2.c	A. Incorrect. Instant messaging is a useful communication method in some cases, but is inappropriate in this case due to the sensitive nature of the project. It is also better to use a mix of communication methods. "Instant messaging is not always appropriate. Messages in this format are often informal and utilize shortened language, which can leave them open to misinterpretation." Ref 6.1.5 Table 6.2 <b>B. Correct. Due to the need to handle communications sensitively, mixing up communication methods and providing a method for anonymous feedback is the most appropriate in this case. "Multiple channels could be needed, based on the type of feedback and the need for privacy or anonymity for those submitting it." Ref 6.1.6</b> C. Incorrect. In sensitive cases it is appropriate to mix up communication methods and not rely on a single method. Email is a useful method but better for short communications and including lots of detail could lead to recipients not reading messages. "Email is particularly useful for short, factual exchanges of information, especially where written documentation is helpful". "General good practice is keep emails as brief as possible". Ref 6.1.5 Table 6.2 D. Incorrect. In some cases, it is appropriate to publish all feedback, but in a case where resistance is expected anonymity should be protected. This level of openness might discourage some stakeholders from sharing important information. "Anonymity might be required to provide the feeling of security; however, in order to address the feedback, it is useful to know the source." Ref 6.1.6
29	C	5.2.b	A. Incorrect. "Email is particularly useful for short, factual information exchanges, especially where written documentation is helpful", so it would not be the best method of communication for building relationships. Ref 6.1.5, Table 6.2 B. Incorrect. While "It is possible to infer certain aspects of a person's emotional state while using a telephone through their tone of voice, volume, and language choices", a face-to-face meeting is more likely to resolve conflict. Ref 6.1.5, Table 6.2 <b>C. Correct. Face-to-face communication is the best approach where there is need to build the relationship and resolve issues. "One-on-one interactions are the best way of having good interactions and build relationships. They should always be considered when resolving issues." Ref 6.1.5, Table 6.2</b> D. Incorrect. While social media can be useful for internal communication, "It requires a good understanding of the technologies of use," and "many organizations have policies governing social media's use." Face-to-face communication

Q	A	Syllabus Ref	Rationale
			would be better because it does not come with these risks. Ref 6.1.5, Table 6.2
30	C	7.2.a	<p>A. Incorrect. Although all the dimensions are interrelated, and to some degree organizations and people are involved, the best answer is the 'partners and suppliers' dimension, as the question centers around establishing working relationships with new partners and suppliers. The 'partners and suppliers' dimension recommends that service providers should "carefully consider how and when to engage a partner or supplier, and should diligently manage the relationship with the supplier alongside the services being supplied". Ref 7.3.2</p> <p>B. Incorrect. Although all the dimensions are interrelated, and to some degree information and technology are involved, the best answer is the dimension of partners and suppliers, as the question centers around establishing working relationships with new partners and suppliers. The 'partners and suppliers' dimension recommends that service providers should "carefully consider how and when to engage a partner or supplier, and should diligently manage the relationship with the supplier alongside the services being supplied". Ref 7.3.2</p> <p><b>C. Correct. Although all the dimensions are interrelated, the question specifically identifies the challenges of establishing working relationships with new partners and suppliers, making the dimension of partners and suppliers where the challenges best fit. The 'partners and suppliers' dimension recommends that service providers should "carefully consider how and when to engage a partner or supplier, and should diligently manage the relationship with the supplier alongside the services being supplied." Ref 7.3.2</b></p> <p>D. Incorrect. Although all the dimensions are interrelated, and to some degree value streams and processes are involved, the best answer is the 'partners and suppliers' dimension, as the question centers around establishing working relationships with new partners and suppliers. The 'partners and suppliers' dimension recommends that service providers should "carefully consider how and when to engage a partner or supplier, and should diligently manage the relationship with the supplier alongside the services being supplied". Ref 7.3.2</p>
31	A	6.1	<p><b>A. Correct. This is an example of a success factor that supports an organizational goal. If IT risks are prioritized based on how they contribute to business risks, then the IT department will be helping to reduce business risks for customers. "A success factor describes a condition or characteristic that must be achieved for something to be considered successful" and "objectives at each level of the organization should support the objectives of its higher levels. For example, objectives set for an individual should support the team's objectives. That team's objectives must support the department's objectives. They will cascade up and ultimately will support the organization's objectives and mission". Ref 4.2.3.1, 4.2.2.4</b></p> <p>B. Incorrect. This success factor has no reference to customer</p>

Q	A	Syllabus Ref	Rationale
			<p>or business risks. The IT department could implement many controls that have no relevance to business risks. "A success factor describes a condition or characteristic that must be achieved for something to be considered successful." Ref 4.3.2.1</p> <p>C. Incorrect. The IT department is not responsible for how customers prioritize their business risks. This might be a success factor for the customer, but not for the IT department. "A success factor describes a condition or characteristic that must be achieved for something to be considered successful." Ref 4.2.3.1</p> <p>D. Incorrect. This success factor has no relationship to business risks, it only addresses the risks to the IT department. "A success factor describes a condition or characteristic that must be achieved for something to be considered successful." Ref 4.2.3.1</p>
32	B	2.1.b	<p>A. Incorrect. This answer focuses on training staff on the existing policy and does not address the need to increase the flexibility of IT staff to achieve better results. Ref 2.5.2, Table 2.3</p> <p><b>B. Correct. This answer focuses on development of guidelines for IT staff. This supports the objective to reduce strict adherence with policy, which is accomplished through establishing guidelines that provide "recommendations which allow some discretion in their use." Ref 2.5.2.3</b></p> <p>C. Incorrect. Policies are used to direct actions and decisions, and conformance to policy is mandatory. "An organization's policies are part of its control landscape" and "any exceptions to the policy should be stated in the document". Ref 2.5.2.1, Table 2.3</p> <p>D. Incorrect. Regardless of culture of the organization, policies play an important role in effective direction, planning, improving and governing modern IT. The objective to reduce strict adherence with policy can be accomplished through establishing guidelines that provide "recommendations which allow some discretion in their use". Ref 2.5.2.3</p>
33	B	7.1	<p><b>B. Correct</b> <b>(2) (3) "As each value stream is implemented, relevant practices contribute to it. Some are involved in the value stream activities; others contribute by providing information to support decisions in the value stream."</b> <b>Ref 7.3.3.2</b></p> <p>A. C. D. Incorrect.</p> <p>(1) Governance is not provided by a practice but come from the service value system. "Direction comes from many parts of the ITIL SVS, but the governance component typically plays a particularly prominent role." Ref 1.6.1</p> <p>(4) A process is "A set of interrelated or interacting activities that transform inputs into outputs. Processes define the sequence of actions and their dependencies." Ref Official Practice Guides 3.2</p>
34	B	4.1	<p>A. Incorrect. An agreed high-level direction for the improvement effort is an output of the 'what is the vision?' step, which has already been made. Ref 5.4.1</p> <p><b>B. Correct. The next step of the improvement model is</b></p>

Q	A	Syllabus Ref	Rationale
			<p><b>'where do we want to be?' and this involves creating "a prioritized list of improvements with associated smart objectives and balanced KPIs". Ref 5.4.3</b></p> <p>C. Incorrect. The implementation of the new tools and processes required would be part of the 'take action' step. Ref 5.4.5</p> <p>D. Incorrect. "If an improvement delivers the expected value, the initiative's focus should shift to marketing the successes and reinforcing any new methods introduced." This would occur during the 'how do we keep the momentum going?' step. Ref 5.4.7</p>
35	A	4.2	<p><b>A. Correct. The scoping for and purpose of an assessment is critically important to its success. By focusing on this, the assessment is much more likely to produce meaningful insights. "Understanding the objectives of any assessment programme is essential. If more than one type of assessment method is to be used, each assessment's role must be clearly defined. If their objectives are too broad, the assessment will likely be expensive and time-consuming. However, a narrow scope is unlikely to deliver enough information." Ref 3.1.4</b></p> <p>B. Incorrect. A scope that is too broad will undermine the effectiveness of the assessment's ability to produce meaningful analysis and recommendations for the area of concern (in this case, 'incident management', not the entire service desk team). "Understanding the objectives of any assessment programme is essential. If more than one type of assessment method is to be used, each assessment's role must be clearly defined. If their objectives are too broad, the assessment will likely be expensive and time-consuming. However, a narrow scope is unlikely to deliver enough information." Ref 3.1.4</p> <p>C. Incorrect. The proposed scope (service management practices) is far too broad for the stated concern of timely and effective incident resolution. "Understanding the objectives of any assessment programme is essential. If more than one type of assessment method is to be used, each assessment's role must be clearly defined. If their objectives are too broad, the assessment will likely be expensive and time-consuming. However, a narrow scope is unlikely to deliver enough information." Ref 3.1.4</p> <p>D. Incorrect. Although it is tempting to use a broad scope in an effort to give the assessor the opportunity to identify causes for the specific concerns, the more focused an assessment is on the stated issue, the more likely it is to produce meaningful insights and recommendations. "Understanding the objectives of any assessment programme is essential. If more than one type of assessment method is to be used, each assessment's role must be clearly defined. If their objectives are too broad, the assessment will likely be expensive and time-consuming. However, a narrow scope is unlikely to deliver enough information." Ref 3.1.4</p>
36	C	2.1.c	<p>A. Incorrect. "Governance decisions are made at the highest levels of an organization, but most decisions should be made by other teams or areas in the organization. As much authority as possible should be delegated, so long as</p>

Q	A	Syllabus Ref	Rationale
			<p>required outcomes are consistently produced.” Ref 2.2.2</p> <p>B. Incorrect. An assessment of skills can help the organization understand if there are any competency gaps that might impact decision-making, but it does not help the organization understand if decisions are being made by the right people or groups. Ref 2.2.2, 3.1.5</p> <p><b>C. Correct. “When everyone has a defined role and knows their scope of control, they can make decisions within that scope and drive productive action. If their scope of control is too small, decisions will be forced upwards, slowing work and overloading decision-makers [...]. One way to assess the assignment of decision-making authority is to weigh risk.” Ref 2.2.2</b></p> <p>D. Incorrect. While improving transparency is always useful, it does not help the organization in understanding if decisions are being made by the right people or groups. Ref 2.2.2</p>
37	A	2.1.c	<p><b>A. Correct. “When everyone has a defined role and knows their scope of control, they can make decisions within that scope and drive productive action.” Ref 2.2.2</b></p> <p>B. Incorrect. Creating a measurement cascade will educate staff at all levels about how their work aligns with company goals, but does not mean teams at all levels are empowered to make decisions. Ref 2.2.2, 4.2.2</p> <p>C. Incorrect. Policies are useful in communicating management expectation, and training programmes can help educate staff when policies are updated. However, this approach does not mean teams at ALL levels are empowered to make decisions. Ref 1.2.1.2, 2.2.2</p> <p>D. Incorrect. Assessments can be useful in understanding the current state of the company and its competition, and a business case can help secure the investment needed to change ways of working. However, by themselves, an assessment and business case do not make any changes to current ways of working, and do not empower teams at all levels to make decisions. Ref 2.2.2, 5.3.1, 5.4.2</p>
38	C	7.2.e	<p>A. Incorrect. Training staff and increasing awareness of the impact of wasteful work is always useful, but does not always lead to the identification and elimination of unnecessary activities. Ref 3.3.3, 6.1.1</p> <p>B. Incorrect. Updating the processes and tools for a single team can lead to local optimization of work, to the detriment of the wider organization. Ref 3.3.2</p> <p><b>C. Correct. ‘Value stream mapping’ is useful because it can help organizations identify and remove waste. Ref 3.3.3</b></p> <p>D. Incorrect. This approach assumes that the organization's perception of IT services can be mapped to value but does not address the relevant issue of identifying and eliminating unnecessary or wasteful work. This is best accomplished using value streams for each service to map the flow of work and identify opportunities to eliminate waste. Ref 3.3.3</p>
39	C	4.7	<p>A. Incorrect. Although it is important for all employees to have a clear understanding of the organizations' vision, mission and values, the question specifically refers to an approach to produce long-term improvement in IT service delivery and customer value. “In almost every case, an</p>

Q	A	Syllabus Ref	Rationale
			<p>organization with a strong culture of continual improvement will also have a strong governance capability that allows it to allocate resources and provide the management and leadership necessary for successful improvement initiatives.” Ref 5.1</p> <p>B. Incorrect. It is possible that lack of proper skills may be contributing to poor performance. Identifying and addressing skills, especially separate from a culture of continual improvement, is likely to have only short-term results. Longer term improvement “in almost every case, an organization with a strong culture of continual improvement will also have a strong governance capability that allows it to allocate resources and provide the management and leadership necessary for successful improvement initiatives”. Ref 5.1</p> <p><b>C. Correct. Long-term improvement success is the result of a culture of ‘continual improvement’. “In almost every case, an organization with a strong culture of continual improvement will also have a strong governance capability that allows it to allocate resources and provide the management and leadership necessary for successful improvement initiatives.” Ref 5.1</b></p> <p>D. Incorrect. While processes should be continually improved, it only addresses a part of the overall need for improvement. Longer-term success, “in almost every case, an organization with a strong culture of continual improvement will also have a strong governance capability that allows it to allocate resources and provide the management and leadership necessary for successful improvement initiatives”. Ref 5.1</p>
40	A	1.3	<p><b>A. Correct. “An organization may, however, choose to accept additional risk, increased costs, or diminished outcomes if doing so will create the possibility of increased value as they choose to measure it.” Ref 1.8</b></p> <p>B. Incorrect. “An organization may, however, choose to accept additional risk, increased costs, or diminished outcomes if doing so will create the possibility of increased value as they choose to measure it.” This statement holds true regardless of the technology being used. Ref 1.8</p> <p>C. Incorrect. “An organization’s GRC function should work with the governing body, management teams, auditors, and others to translate the organization’s strategies and directions into plans, policies, controls, and guidelines that are supported by methods to monitor and measure compliance”. But “an organization may, however, choose to accept additional risk, increased costs, or diminished outcomes if doing so will create the possibility of increased value as they choose to measure it”. Ref 1.8, 2.5.1</p> <p>D. Incorrect. A maturity assessment is “an estimation of the maturity of a process or an organization based on a defined framework, such as the ITIL process maturity model”. But “an organization may, however, choose to accept additional risk, increased costs, or diminished outcomes if doing so will create the possibility of increased value as they choose to measure it”. Ref 1.8, 3.1.3</p>





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