



ITIL®4 How to Implement

Sample Paper 1

Answers and Rationales

PeopleCert

Official Training Materials

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Sample Paper 1: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	B	1.1	ITIL supports organizations in gaining optimal value from IT and digital services.
2	B	1.2	A guiding principle is a recommendation that guides an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure.
3	C	1.2	The purpose of the SVS is to ensure that the organization continually co-creates value with all stakeholders through the use and management of products and services. ... The ITIL SVS describes how all the components and activities of the organization work together as a system to enable value creation.
4	B	1.2	The 'value streams and processes' dimension defines the activities, workflows, controls, and procedures needed to achieve agreed objectives.
5	D	1.3	At level 4, the SVS is data-driven, and performance is quantitatively evaluated.
6	B	2.1	The "General information" section includes: <ul style="list-style-type: none"> • General information • Purpose and description • Terms and concepts • Scope • Practice success factors • Key metrics.
7	B	2.1	The "Information and technology" section includes: Information exchange Automation and tooling
8	A	2.2	The organization aims to achieve better 'integration of the service value streams'. This is addressed in the 'value streams and processes' section of ITIL practice guides.
9	B	2.2	'Practice success factors' is one of the sections supporting practices' regular review, assessment, and improvement.
10	B	2.3	Identifying and understanding value streams allows the organization to comprehend what it delivers and the manner of delivery.
11	B	3.1	The ITIL maturity and capability assessment evaluates service management within an organization.
12	A	3.1	Scoping considerations include SVS components, the four dimensions of service management, and selection of management practices.
13	C	3.1	There are several steps involved in establishing a measurement and evaluation system based on a purpose and a set of objectives. Step 1: Define the objectives. The first step is the most important. It is defining objectives and agreeing what the measurement and evaluation system will be used for. All following steps depend on the quality of the objective-setting.
14	B	3.2	A stakeholder map helps determine stakeholders' influence and interest in the implementation. It shows the stakeholders' level of influence and interest, clarifies which ones are likely to oppose or criticize the initiative, and which could be advocates and supporters.
15	C	3.2	Both in-scope and out-of-scope items should be included when drafting the purpose, vision, and mission.

Q	A	Syllabus Ref	Rationale
16	C	3.2	Stakeholders with low influence and low interest should be monitored and informed but not communicated with about everything.
17	C	3.3	Unclear expectations can lead to misunderstandings, dissatisfaction, and scope changes during ITSM implementation, which can impact project success.
18	B	3.3	Lack of skilled resources can lead to suboptimal configuration of the ITSM solution.
19	B	3.4	Consulting and professional service: Expenses incurred by hiring external consultants, experts, or service providers to assist with ITSM implementation planning, configuration, and customization.
20	C	3.4	Integration costs include expenses for data migration from legacy systems to the new ITSM solution.
21	A	4.1	Organizational change management (OCM) is concerned with the people side of change. Whatever is being changed in relation to IT service management (ITSM) process improvement, technology change, new service introduction, service improvement, and so on, all involves people. Regardless of the scope, size or nature of the improvement initiative, there will be an impact on people.
22	C	4.1	Communicating change plans and progress to relevant stakeholders is within the scope of OCM.
23	C	4.2	Empowerment involves giving people the competencies and authority to act and decide, ensuring their involvement in the change.
24	B	5.1	Service value streams may differ for different consumers; for example, incidents can be solved and communicated differently for internal and external customers, for B2B and B2C products, or for services based on products developed in-house or sourced externally.
25	B	5.2	Theory of constraints provides a way of looking at process flow and determining where bottlenecks may be a constraining value. Main steps to apply are: <ul style="list-style-type: none"> • Identify the process's constraints • Decide how best to exploit the processes constraints • Subordinate everything else to the above decisions • Evaluate the process constraints • Remove the process constraints and re-evaluate the process.
26	C	5.3	The workflow of a service value stream is formed of activities from multiple practices. The value stream should be considered holistically to ensure end-to-end efficiency and value creation, not just local improvements. Requirements and constraints of the involved practices should be considered.
27	B	5.4	Service value streams are created to combine activities and resources from multiple practices to address specific scenarios, enhancing the organization's ability to deliver value.
28	B	5.4	Once designed, value streams should be subject to continual improvement.
29	B	6.1	Although outsourcing is a good option for many infrastructure services, internal application software development and management still demonstrated a good differentiation potential for many organizations.

Q	A	Syllabus Ref	Rationale
30	D	6.1	As business services become increasingly digitized, organizations adopt product management methods for IT products and digital business products. This requires closer collaboration within product teams, which may include business and IT members. Application teams are often integrated into the respective business units to focus on managing the digital business products and related business services.
31	B	6.2	In a basic service relationship, suppliers provide commodity products or services.
32	A	7.1	The workflow of a service value stream is formed of activities from multiple practices. Workflow management and collaboration tools: used to structure, optimize and automate workflows of the service management processes; to manage lifecycle of the key service management objects (incidents, problems, changes, and others); keep records of actions; exchange information between the team members involved in the processes.
33	B	7.1	Service configuration management tools: used to record, analyze, and visualize relationships between service components; this makes them very useful in all activities including diagnosis of service malfunctions or evaluation of the impact (actual or planned) of events and changes on services and users.
34	B	7.2	ITIL practice guides and the practice-based criteria found in the ATV software assessment model can be used to align existing and future tool functionality with ITIL best practices and structure communications with end-customers based on ITIL as a common language.
35	D	7.2	ITIL practice guides and the practice-based criteria found in the ATV software assessment model can be used to align existing and future tool functionality with ITIL best practices and structure communications with end-customers based on ITIL as a common language.
36	C	8.1	Service quality metrics include: Service Level Agreement (SLA) Compliance, Net Promoter Score (NPS) for service customers and users. Net promoter score (NPS) is a market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or a service to a friend or colleague.
37	B	8.1	By defining measurable targets, an organization sets the direction for activities and sets expectations for outcomes.
38	B	8.1	Analytical reports are usually produced in a printed, paginated form and sent to interested parties. In some cases, analytical reports may require a release authorization.
39	A	8.2	Adopt an approach that will be understood and accepted by the target audience. Steer the focus on the content, not on approaches and formats.

Q	A	Syllabus Ref	Rationale
40	B	8.2	<p>Operational reports help to quickly identify deviations from plans and objectives as they happen, so that necessary corrective measures are triggered. Dashboards are a special form of an operational report. They have several key properties:</p> <ul style="list-style-type: none"> • They present only the most important indicators • All data is presented on a single screen (hence the automotive analogy) • They are available online (unlike printed reports). <p>Data updates can happen in real time, every several minutes, on demand, or according to an agreed schedule. Information about a managed object is transmitted in a condensed form, allowing a quick identification of, and response to, any deviation.</p>

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