



ITIL® 4 How to Implement

Sample Paper 1

Question Booklet | Multiple Choice

Examination Duration | 1 Hour and 30 Minutes

PeopleCert

Official Training Materials

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Sample Paper 1:

Question Booklet

Multiple Choice

Examination Duration: 1 Hour and 30 Minutes

Instructions

1. You should attempt all 40 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 26 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 90 minutes to complete this exam.
6. This is a 'closed book' exam. No material other than the exam paper is allowed.

1. Why do organizations adopt ITIL?
 - A. To achieve optimal level of information security
 - B. To gain optimal value from IT services
 - C. To ensure success of IT projects
 - D. To reduce the number of IT staff

2. What is **MOST LIKELY** to remain unchanged for a long time even in a constantly changing business environment?
 - A. Business stakeholders
 - B. Guiding principles
 - C. Service offerings
 - D. Service outcomes

3. Which ITIL concept describes how organizations facilitate outcomes for stakeholders?
 - A. Service relationship management
 - B. Continual improvement
 - C. The service value system
 - D. The 'release management' practice

4. Which dimension of service management addresses optimization of workflows and elimination of waste?
 - A. Partners and suppliers
 - B. Value streams and processes
 - C. Information and technology
 - D. Organizations and people

5. Which maturity level in the ITIL maturity model indicates that the SVS is performing based on measurements and reports?
 - A. Level 1: Initial
 - B. Level 2: Managed
 - C. Level 3: Defined
 - D. Level 4: Quantitative

6. Which section of the ITIL 4 practice guide provides definitions of the practice-specific objects, documents, and records?
 - A. Organizations and people
 - B. General information
 - C. Automation and tooling
 - D. Capability levels

7. Which section of the ITIL4 practice guide describes the exchange of data and software systems related to the practice?
 - A. Key metrics
 - B. Information and technology
 - C. Partners and suppliers
 - D. Practice scope

8. A service provider has discovered that although the practices are well-developed and effective they are often applied in isolation. The service provider aims to effectively integrate management practices and improve cooperation between teams for better service quality and customer satisfaction.

How should the service provider use ITIL practice guides to achieve this?

- A. Use 'value streams and processes' section of the practice guides to analyse and improve service value streams
- B. Use 'organizations and people' section of the practice guides to identify and assign roles
- C. Use 'information and technology' section of the practice guides to identify and implement software tools
- D. Use 'key metrics' section of the practice guides to measure and improve practices

9. An organization is looking to improve performance and effectiveness of the service delivery. The organization's management practices are well-organized, but there is no formalized measurement or capability evaluation in place.

How should the organization use ITIL practice guides to improve the situation?

- A. Use 'value streams and processes' section of the practice guides to analyse and improve service value streams
- B. Use 'practice success factors' section of the practice guides to identify metrics and capability criteria
- C. Use 'recommendation for the practice success' section of the practice guides to plan improvements aligned with the guiding principles
- D. Use 'purpose and description' section of the practice guides to understand and assess practice's purpose and benefits

10. Why is it essential to identify and understand existing value streams in an organization?

- A. It helps to ensure all employees are assigned to a value stream
- B. It helps to understand how products and services are created and delivered
- C. It helps to reduce the number of processes
- D. It helps to understand roles and competencies across the organization

11. An organization has recently acquired an IT service provider business. It turned out that many problems of the acquired business had been unclear when the acquisition decision was made. The executive management team is now preparing for a complex assessment of the acquired business.

How should the organization use the ITIL maturity model in this situation?

- A. To evaluate the acquired service provider's compliance to the ITSM standards
- B. To assess service management system of the acquired service provider
- C. To assess performance of IT products and services of the acquired service provider
- D. To evaluate the financial performance of the acquired service provider

12. A service provider is planning an ITSM improvement programme. The implementation team has considered management practices and other components of the SVS to be included in the programme scope.

What other consideration should the team take into account?

- A. The team should consider the four dimensions of service management
- B. The team should consider governance
- C. The team should consider the guiding principles
- D. The team should consider continual improvement

13. An organization has been using a lot of service management metrics and reports for many years. The number of reports has been growing, and it is hard to say which of them are relevant and trustworthy. The service management team wants to establish an effective measurement and evaluation system.

What should be the **FIRST** step to achieve this?

- A. Select metrics and measurement tools
- B. Aggregate the measurement data
- C. Define the objectives
- D. Form a system of key performance indicators

14. An organization is starting a large ITSM implementation initiative. The initiative is likely to have an impact on internal and external users, employees, partners, and suppliers. The leaders of the initiative want all communications and stakeholder management activities to be relevant to the stakeholders' position in the project.

What should the leaders of the implementation use to ensure this?

- A. Measurement and evaluation system
- B. Stakeholder mapping
- C. Continual improvement model
- D. Customer satisfaction reports

15. An organization is planning an ITSM implementation initiative. The stakeholders agreed to exclude some organizational units from the scope of the initiative. The ITSM team wants to make sure that every member of the organization understands how the initiative is going to affect them.

How should the ITSM team reflect the scoping decisions in the implementation purpose, vision, and mission documents to achieve this?

- A. Exclude both in-scope and out-of-scope items from the documents
- B. Only include out-of-scope items
- C. Include both in-scope and out-of-scope items
- D. Only include in-scope items

16. An organization is implementing new ITSM software. The implementation team has identified that internal users of the organization are not interested in the initiative. They also have no influence on the implementation.

How should the implementation team manage relationships and communications with the users?

- A. Involve users in project planning
 - B. Inform users about every detail
 - C. Monitor and occasionally inform users
 - D. Keep users engaged and satisfied
17. What is a consequence of stakeholders having unclear expectations from ITSM implementation?
- A. Less effective utilization of software licensing
 - B. Slower adoption of changes by the organization
 - C. Lack of implementation scope clarity
 - D. Insufficient funding of the implementation project
18. How does lack of skilled team members affect ITSM tools implementations?
- A. It leads to resistance and poor adoption of the tool
 - B. It leads to errors in the software system configuration
 - C. It leads to changes in the scope of service configuration management
 - D. It leads to inadequate change management
19. An organization has invited a strategic advisor to help with the planning of ITSM initiatives.
- Which cost type is this an example of?
- A. Software maintenance services fees
 - B. Consulting and professional services fees
 - C. Integration costs
 - D. Training and education costs
20. An ITSM implementation often requires transfer of records from old systems to the new ITSM solution.
- Which cost category does this fall under?
- A. Software licensing fees
 - B. Consulting and professional services fees
 - C. Integration costs
 - D. Software support services costs
21. What statement about organizational change management (OCM) in ITSM implementations is **CORRECT**?
- A. ITSM implementations depend on effective OCM
 - B. ITSM implementations focused on tools do not require OCM
 - C. ITSM implementations never require OCM
 - D. ITSM implementations using ITIL do not require OCM

22. Which statement about organizational change plans is **CORRECT**?
- A. Organizational change plans should be communicated to every member of the organization
 - B. Organizational change plans should only be communicated to the top management of the organization
 - C. All relevant stakeholders should be aware of the organizational change plans
 - D. Organizational changes should be kept confidential until they are completed

23. A service provider is implementing a service management system. The implementation team understands the importance of empowering people. To empower the affected team members, the service provider has sent the team to the relevant training.

What else should the service provider do to empower the team members?

- A. The team members should be warned about consequences of not adopting the changes
 - B. The team members should be inspired by a presentation from the top management
 - C. The team members should be given relevant authority to lead the changes
 - D. The team members should celebrate the training achievements
24. A service provider delivers IT services to internal and external customers. The ITSM implementation team is analyzing the incident resolution value stream.

How should the team take different types of customer into consideration during the value stream analysis?

- A. Define a universal value stream for all types of customer
 - B. Adjust the incident resolution workflow to address different types of customer
 - C. Focus the analysis exclusively on the internal customers
 - D. Develop a tailored value stream for every individual customer
25. A service provider has been receiving complaints from customers about delays in the processing of service requests. An ITSM implementation team needs to ensure effective and timely processing of all service requests. All service requests have a clearly described fulfilment process, but some of them are repeatedly fulfilled after the agreed deadline.

What should the team do **FIRST** to optimize the request processing workflows?

- A. Perform a stakeholder mapping
- B. Identify the workflow's constraints
- C. Evaluate the workflow's constraints
- D. Create an improvement plan

26. A service provider is reviewing the request fulfilment value stream. The value stream walk has revealed that requests that need a change implementation are often fulfilled with delays which results in users complaining.

What should the service provider do to ensure that all requests are fulfilled within the agreed time?

- A. Treat all service requests requiring changes as requests for change (RFC) and treat them separately
 - B. Perform changes required to fulfil requests without involving the change enablement practice constraints
 - C. Align service request processing targets and change enablement
 - D. Add more resources to the change enablement practice to meet the implementation targets
27. What is the purpose of identifying and managing service value streams in an organization?
- A. To isolate each practice for better management
 - B. To effectively apply multiple practices to specific use cases
 - C. To follow the service management best practices
 - D. To optimize role distribution within each practice
28. What is a characteristic of a service value stream?
- A. It is limited to activities from one practice
 - B. It should be continually improved
 - C. It should follow ITIL recommendations
 - D. It should enforce the silos of the organization
29. What was an important driver of bringing previously outsourced software development back into business organizations?
- A. External software development teams had higher costs
 - B. Internally developed software introduced opportunity for market differentiation
 - C. Externally developed software was always of poor quality
 - D. Internal development teams were easier to scale up when the business was growing
30. What impact does business digitization have on the organizational positioning of IT teams?
- A. IT teams are more likely to be outsourced
 - B. Business develops more formal relationships with IT teams
 - C. IT teams become more focused on IT infrastructure management
 - D. IT teams are more likely to become members of business teams
31. A manufacturer of end-user mobile phones and tablets offers a cloud storage service for user data backup.
- Which type of service relationship is this an example of?
- A. Partnership
 - B. Basic
 - C. Cooperative
 - D. Strategic

32. Which ITSM automation tools should an organization use to integrate practices into service value streams?
- A. Workflow management and collaboration tools
 - B. Work planning and prioritization tools
 - C. Knowledge management tools
 - D. Analysis and reporting tools
33. Which statement about service configuration management tools is **CORRECT**?
- A. They help to promote the new ways of working, good practices, and advice
 - B. They are used to evaluate the effect of planned changes on service users
 - C. They help to understand and highlight trends and predict future events
 - D. They are only used to automate workflows of the service management processes
34. How should an organization use ITIL to identify functional requirements for ITSM automation tools?
- A. Meet all requirements for the tool functionality described in the ITIL software development practice guide
 - B. Use mapping of the tools functionality to process activities provided in the practice guides
 - C. Apply recommendations for the tool functionality offered in the ITIL maturity model
 - D. Adjust ITIL guidance to fit the functionality of the selected tool
35. How does ITIL ATV software assessment model help to identify functional criteria during an ITSM tool implementation?
- A. The practice-based criteria of the model should be applied to every ITSM tool implementation
 - B. The model provides a list of ITSM tools meeting all functional criteria
 - C. The model is not supposed to be used to identify functional criteria
 - D. The practice-based criteria of the model help to plan the functionality of ITSM tools
36. Which metric helps to monitor and improve service quality based on user opinions about the service?
- A. Earned value analysis
 - B. Process cycle efficiency
 - C. Net promoter score
 - D. Project customer satisfaction
37. What is the purpose of defining target values for the KPIs of processes and projects?
- A. To identify corrective actions
 - B. To set the direction for activities
 - C. To validate past decisions
 - D. To justify a business case
38. What is a feature of analytical reports?
- A. They show live data on one screen
 - B. They are shared with the recipients in the form of a document
 - C. They help to identify and quickly address deviations
 - D. They are often presented on dashboards

39. An organization is introducing a new measurement and reporting system, including team and practices KPIs. Many team members are concerned that the new system may have unfair influence on how their individual performance is perceived.

What should the organization do to ensure that the new system is adopted?

- A. Focus on content and acceptance, rather than on format
 - B. Focus on the best practice, rather than on individuals' opinions
 - C. Focus on the intended influence of the KPIs, rather than on the unintended
 - D. Focus on measuring services, rather than on teams and practices
40. A service provider has well-established management practices but has been struggling to identify deviations from the agreed service quality and practice performance before they start affecting customers.

How should the service provider use measurement and reporting to improve the situation?

- A. By introducing analytical reports for the practice performance
- B. By introducing service and practice performance dashboards
- C. By introducing KPIs to motivate team members deliver better services
- D. By introducing KPIs to motivate practice managers to improve practice performance

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