



ITIL® 4 How to Implement

# Sample Paper 2

Question Booklet | Multiple Choice

Examination Duration | 1 Hour and 30 Minutes

PeopleCert

Official Training Materials

## **Copyright**

Published by PeopleCert International Ltd.

Publication printed in Greece or reproduced electronically in Greece.

Copyright© 2023 PeopleCert International Ltd.

All rights reserved. No part of this publication may be reproduced or transmitted in any form and by any means (electronic, photocopying, recording or otherwise) except as permitted in writing by PeopleCert International Ltd. Enquiries for permission to reproduce, transmit or use for any purpose this material should be directed to the publisher.

## **Disclaimer**

This publication is designed to provide helpful information to the reader. Although every care has been taken by PeopleCert International Ltd in the preparation of this publication, no representation or warranty (express or implied) is given by PeopleCert International Ltd as publisher with respect as to the completeness, accuracy, reliability, suitability or availability of the information contained within it and neither shall PeopleCert International Ltd be responsible or liable for any loss or damage whatsoever (indicatively but not limited to, special, indirect, consequential) arising or resulting of virtue of information, instructions or advice contained within this publication.

**First edition PeopleCert International Ltd. copyright 2023**

## Sample Paper 2:

### 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. What is a benefit of using ITIL as a guidance for IT service management?
  - A. ITIL helps to co-create value through IT services
  - B. ITIL offers a universal architecture for IT services
  - C. ITIL provides a standard for IT service quality
  - D. ITIL defines quality objectives for IT services
  
2. Which ITIL concept is designed to support strategic, tactical, and operational decisions across an organization?
  - A. Four dimensions of service management
  - B. Guiding principles
  - C. Service value chain
  - D. Management practices
  
3. Which statement about value streams is **CORRECT**?
  - A. Each value stream should include all six value chain activities
  - B. Each value stream should address a specific use case
  - C. Each value stream should create a new service
  - D. Each value stream should include suppliers or partners
  
4. Which statement about management practices and the four dimensions of service management is **CORRECT**?
  - A. Technical management practices are focused on information and technology
  - B. Service management practices are focused on the value streams and processes
  - C. Management practices address all types of organization's resources
  - D. The general management practices are focused on the organization and people
  
5. An organization uses regular measurement and reporting to identify and plan actions which make the SVS more effective and efficient.  
  
Which maturity level does this indicate?
  - A. Level 2: Managed
  - B. Level 3: Defined
  - C. Level 4: Quantitative
  - D. Level 5: Optimizing
  
6. An organization needs to identify functional requirements for the software tools supporting service management processes and cross-team collaboration.  
  
Which section of the ITIL practice guides should the organization use for this?
  - A. Organizations and people
  - B. Value streams and processes
  - C. Information and technology
  - D. Partners and suppliers

7. An organization has service management practices based on recommendations from the earlier versions of ITIL.

Which **TWO** sections of the ITIL 4 practice guides should the organization consider when planning assessment and improvement of the practices?

1. Scope
2. Key metrics
3. Capability assessment and development
4. Value streams and processes

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

8. A service provider has well defined practices integrated into an effective management system. The service provider is aiming to achieve capability level 4 for some of their management practices. Different members of the service provider's ITSM team have different views on how this can be achieved.

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

- A. Use 'value streams and processes' sections of the practice guides to design processes of each practice
- B. Use 'organizations and people' sections of the practice guides to assign responsibilities across the organization
- C. Use 'key metrics' sections of the practice guides to define KPIs for each practice
- D. Use 'information and technology' sections of the practice guides to identify information flows between the practices

9. A service provider is selecting a new ITSM toolset. The implementation team aims to ensure effective automation and integration of multiple management practices. The team collected functional requirements from the practice managers, but some requirements look confusing and contradict each other.

How should the team use ITIL practice guides to achieve this goal?

- A. Use 'value streams and processes' sections to identify activities that need to be automated
- B. Use 'information and technology' sections to identify functional requirements for automation
- C. Use 'partners and suppliers' sections to identify which activities can be outsourced
- D. Use 'capability development and assessment' sections to identify functional requirements for automation

10. What is the purpose of mapping activities in the form of value streams?

- A. To create a visual categorization of stakeholders
- B. To decrease the complexity of practices
- C. To identify inefficiencies, delays, and bottlenecks
- D. To assign roles and responsibilities

11. An organization is planning an ITSM implementation project. The implementation team has considered the key components of the service value system and key types of the organization resources to be included in the project scope. The organization has limited resources and aims to complete the implementation in two months.

What other considerations should the team take into account to ensure that the organization benefits from the implementation?

- A. Consider the organization's service value chain
- B. Consider the organization's governance
- C. Consider which management practices should be included
- D. Consider the four dimensions of service management

12. An organization is scoping an annual ITSM assessment to understand how the IT department supports the business and to assess improvements achieved over the year. Based on the organization's objectives, the ITSM team has considered the importance of management practices for the organization and dependencies between the practices.

What other consideration should the team take into account to define the scope of the assessment?

- A. Consider the practices with known issues and inefficiencies
- B. Consider the practices supporting the organization's strategy
- C. Consider the practices supporting the important ones
- D. Consider the practices combined in the ITIL specialist training programmes

13. Customers complain that it takes very long to implement the features they requested from the service provider. To respond to this feedback, service provider's executive team has made organizational agility its primary strategic focus for the coming year. To support this focus, the service provider is aiming to improve products' scalability, and ensure timely delivery of projects.

What other strategic objective should the service provider define?

- A. To attract and retain competent, knowledgeable, and motivated staff
- B. To improve management of relationships and stakeholder satisfaction
- C. To increase responsiveness in transforming business requirements into operational solutions
- D. To improve management of risks, security, and compliance

14. An organization's IT director managed to persuade the Chief Financial Officer (CFO) that an ITSM implementation programme would lead to significant cost optimization. The CFO has approved funding for the programme.

How should the programme manager build the relationship with the CFO to ensure CFO's continual support?

- A. Monitor the CFO's interest
- B. Report to the CFO at the end of the programme
- C. Keep the CFO involved when there is a chance
- D. Fully engage the CFO

15. A service provider is implementing a new ITSM toolset. The implementation is introducing an improved self-service interface for users of the service provider's services. The users have been very unhappy with the previous interface and are looking forward to the new one.

How should the users be treated by the implementation team in the context of this project?

- A. The team should monitor the users but avoid engaging them directly
  - B. The team should inform the users and engage them when relevant
  - C. The team should keep the users satisfied without engaging them
  - D. The team should fully engage the users and make them lead the implementation
16. An ITSM implementation team has identified the key stakeholders of the implementation, their influence and interest. Some stakeholders are skeptical about the project. The message about the project objectives and activities has been tailored for every stakeholder group.

What should the implementation team do **NEXT** to increase chances for support from all stakeholders?

- A. Create a list and a map of stakeholder groups
  - B. Assign roles to stakeholders
  - C. Keep all key stakeholders engaged
  - D. Develop a communication plan for each stakeholder group
17. Which risk arises from an ITSM implementation team disregarding the importance of carefully planning processes and roles?
- A. Inadequate change management
  - B. Failure to anticipate organizational and cultural shifts
  - C. Scope creep
  - D. Insufficient resources allocated to the project
18. What is a consequence for the organization if its leaders have no interest in a planned ITSM implementation?
- A. Scope creep
  - B. Failure to create value for the organization
  - C. Incorrect configuration of the ITSM software
  - D. Unclear expectations
19. An organization is implementing a new ITSM toolset. The implementation project includes migration from the legacy systems, external consultancy, and training for the users.

Which costs associated with this project should be categorized as integration costs?

- A. Costs of the software licenses
- B. Costs of the consulting services
- C. Costs of transferring user data from the current systems
- D. Costs of transitioning users from the current systems

20. Which cost is directly related to the tool implementation recommendation from a system integrator?
- A. Software licensing fees
  - B. Software maintenance services fees
  - C. Integration services fees
  - D. Consulting and professional services fees
21. What is the purpose of using organizational change management (OCM) when implementing improvements to service management?
- A. OCM helps to motivate and engage people
  - B. OCM prevents improvements from rolling back to the previous state
  - C. OCM reduces the costs of improvements
  - D. OCM helps to implement improvements faster
22. How does OCM help to sustain improvement after the implementation?
- A. OCM runs communication programmes to share any expected benefits with stakeholders
  - B. OCM keeps stakeholders engaged and focused on the expected outcomes
  - C. OCM communicates improvement objectives to stakeholders
  - D. OCM identifies, understands, and overcomes resistance
23. An organization is undergoing a large-scale ITSM implementation. The implementation team has noticed that some teams are sabotaging the planned changes. The implementation team is trying to overcome the resistance by demonstrating quick wins, and using storytelling, but some employees continue objecting to the changes.

What should the implementation team do to overcome the resistance?

- A. Provide channels for audible unhappiness
  - B. Involve the resisting employees to drive the initiative
  - C. Identify those who refuse to accept the changes
  - D. Analyze the employees' perception of the initiative
24. A service provider is reviewing the incident resolution value stream. The purpose of the value stream has been agreed with all relevant stakeholders. The ITSM team has observed the current workflow of incident resolution and created a value stream map.

What should the team do **NEXT**?

- A. Plan improvements to the value stream
- B. Create a 'to be' value stream map
- C. Reflect on the observed value stream
- D. Do the value stream walk

25. A service management team is reviewing a service value stream. The team has done the value stream walk and mapped the as-is value stream. The team is now analyzing the value stream map.

What metrics should the team analyze to identify inefficiencies in the value stream?

- A. Key workflow metrics, such as Lead Time
  - B. Key service quality metrics, such as Net Promoter Score
  - C. Key practice performance metrics, such as Practice Effectiveness
  - D. Key economic metrics, such as Return on Investment
26. A service provider has an effective change enablement practice which ensures that all changes are thoroughly planned and controlled. However, other practice managers and service owners complain that change plans rarely take their sense of urgency and deadlines into account.

How should the service provider address this issue?

- A. Adjust expectations of service owners and practice managers to the change plans and procedures
  - B. Allow other practices to bypass change enablement controls when an urgent change is needed
  - C. Identify the role of changes in the service value streams and optimize the value streams
  - D. Identify the needs of other practices and add resources to change implementations to meet the needs
27. Which statement about the relationship between practices and value streams is **CORRECT**?
- A. Each management practice has a dedicated value stream
  - B. Value streams replace practices in the management system
  - C. Each value stream involves several management practices
  - D. Value streams help to define a clear organizational structure
28. Incident resolution value stream is based on the incident management practice and involves other management practices.

What is a reason for including other management practices in this value stream?

- A. Incident resolutions often require changes
- B. Incidents should be resolved as quickly as possible
- C. Incident management practice does not include permanent solutions for incidents
- D. Incident resolutions often include workarounds

29. At the beginning of the twenty-first century, IT services and management systems were standardized.

What effect did this have on IT organizations?

- A. Business and IT formed joint product teams
  - B. IT service delivery was delegated to external providers
  - C. IT team was recognized as a service provider
  - D. Business services were increasingly digitized
30. Which industry trend has led to closer integration of business and IT teams?
- A. Outsourcing of IT services
  - B. Development of cloud computing
  - C. Standardization of IT management systems
  - D. Digitization of business services
31. A customer and an IT service provider have a contract which includes a standard functionality and a mutually agreed level of availability, capacity, and security.

What type of service relationship does this indicate?

- A. Cooperative
  - B. Partnership
  - C. Basic
  - D. Integrated
32. A service provider has accumulated a large amount of data and would like to use that data to make management practices more proactive.

What type of ITSM tool should the service provider use for this?

- A. Workflow management and collaboration tools
  - B. Work planning and prioritization tools
  - C. Knowledge management tools
  - D. Analysis and reporting tools
33. Which software tools are helpful when evaluating how planned changes would affect service performance and availability?
- A. Workflow management and collaboration tools
  - B. Work planning and prioritization tools
  - C. Analysis and reporting tools
  - D. Service configuration management tools
34. What is the risk of defining functional requirements for an ITSM tool implementation based only on standard tool capabilities and ITIL recommendations?
- A. Failing to address customer's needs and requirements
  - B. Higher costs of customization and testing
  - C. Increased complexity of the implementation
  - D. Extra costs for integrations and future implementations

35. Which ITIL product helps to prioritize requirements and define the scope when planning an ITSM tool implementation?
- A. ITIL tool certification
  - B. ITIL maturity model
  - C. ITIL user community
  - D. ITIL core publications

36. An organization is committed to reduce monthly financial losses caused by IT incidents to zero by the end of the year.

What is this an example of?

- A. Critical success factor
  - B. Measurement
  - C. Key performance indicator
  - D. Operational report
37. An ITSM implementation team has been informed that service desk team does not have enough capacity to manage incoming calls. To confirm this, the ITSM implementation team decided to monitor the number of calls dropped by users before they have been connected to an agent.

What is this an example of?

- A. Key performance indicator
  - B. Measurement
  - C. Analytical report
  - D. Critical success factor
38. To meet the new 'time to close a ticket' objectives, service desk agents sometimes ask users to close the current ticket and to open a new one.

What is this an example of?

- A. Positive intended effect of measurements on people's behaviour
- B. Positive unintended effect of measurements on people's behaviour
- C. Negative intended effect of measurements on people's behaviour
- D. Negative unintended effect of measurements on people's behaviour

39. An organization has implemented a service management measurement and reporting system. The ITSM team together with an external consultant has selected key metrics and measurement tools, created a system of KPIs and developed report forms. The reports are generated as designed, but very few people in the organization find the information in the reports relevant for their decision-making.

Which steps should have been made by the ITSM team to make the reporting system more useful?

- A. The team should have identified objectives and success factors
  - B. The team should have identified products and services
  - C. The team should have identified indicators and dashboards
  - D. The team should have identified practices and value streams
40. A service provider has well-established and effective management practices and a system of service quality reports which are generated and reviewed monthly. When major incidents or other significant events happen, it is reflected in the reports. However, the service provider has very limited visibility of the service quality status on a daily basis.

Which type of report should the service provider introduce to improve this situation?

- A. Project performance reports
- B. Operational reports
- C. Analytical reports
- D. User satisfaction reports

**This page is intentionally blank**

**PeopleCert**