



ITIL® 4 Specialist:
High-velocity IT

Sample Paper 1

Question Booklet | Multiple Choice

Examination | 1 hour 30 minutes


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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 28 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided.
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. A banking organization has moved the majority of its services online and is closing down its branch offices.

What is this an example of?

- A. Digital organization
- B. Safety culture
- C. High-velocity IT
- D. Continuous delivery

2. An organization is undergoing a digital transformation, and is encouraging the adoption of new behaviour patterns. An investigation has revealed that some team members avoid experimentation and prefer to search or wait for a single correct solution.

Which **TWO** key behaviour patterns are **MOST LIKELY** to be affected by this attitude?

- 1. Accept ambiguity and uncertainty
- 2. Commit to continual learning
- 3. Help get customers' jobs done
- 4. Trust and be trusted

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

3. An organization has several value streams for the creation of new services. The organization has found that users are not sufficiently informed about the changes which will affect them, and that user complaints about new services have not been escalated to the correct teams.

Which practice would **MOST** help to improve this situation?

- A. Problem management
- B. Risk management
- C. Service design
- D. Service desk

4. An organization wants to develop software quickly.

What is the **BEST** way to incorporate security requirements into the development efforts?

- A. Train all developers in information security management so they can take responsibility for the security of the products they develop
- B. Assign an information security management expert to each development team so they can provide guidance to developers
- C. Maintain a separate information security management team that reviews and approves all production software
- D. Add security controls to production software after it has been developed to speed up the development process

5. What do Lean and Agile consider a barrier to high performance?

- A. Large batch sizes of work
- B. Limiting work-in-progress
- C. Pulling versus pushing work
- D. Making work visible

6. Which statement about high-velocity IT is **CORRECT**?
- A. It requires continuous deployment
 - B. It always considers time as a measure
 - C. It relates only to product warranty
 - D. It is always a worthwhile investment
7. Which **BEST** describes Toyota Kata?
- A. An approach for identifying what is good for society
 - B. An approach that helps to improve throughput by improving flow and reducing waste
 - C. An approach to identifying how parties collaborate to co-create value
 - D. An approach to scientific experimentation that helps to form and sustain new habits
8. A service is meeting all the requirements for utility and warranty, but customer and user experience are not good.
- Which practice will contribute **MOST** to understanding what experiences would be valued by users and customers?
- A. Service desk
 - B. Service catalogue management
 - C. Business analysis
 - D. Software development and management
9. An organization is considering adoption of AIOps tools to improve reliability and resilience of its IT services.
- What is the **BEST** way for the organization to achieve this through the use of AIOps?
- A. By resolving incidents faster
 - B. By detecting suspicious changes to services
 - C. By creating and updating knowledge articles
 - D. By proactively monitoring service health
10. A centralized IT department is adopting site reliability engineering to increase the resilience and performance of IT systems.
- What is this an example of?
- A. High-velocity IT
 - B. Digital technology
 - C. IT transformation
 - D. Digital transformation
11. Due to the monolithic nature of their legacy information systems, an organization is unable to fully reap the benefits of more modern software engineering techniques such as agile and Continuous Integration/Continuous Delivery (CI/CD).
- Which practice includes designing loosely-coupled service, technical, and information elements that would enable smaller, more frequent changes?
- A. Software development and management
 - B. Deployment management
 - C. Business analysis
 - D. Architecture management

12. An organization is introducing a service for two business units, which have different requirements for service hours. The result of the different requirements is that the service should be available for 24 hours per day, and will need to be designed with high levels of redundancy. Neither customer sees it as their responsibility to invest in such a solution.

Which practice ensures that this situation is managed appropriately?

- A. Relationship management
- B. Service desk
- C. Architecture management
- D. Risk management

13. An organization wants to increase the percentage of visitors that perform certain actions when visiting its website, such as providing contact information and making purchases. Constant arguments regarding which features to change in support of this objective have led to wasted time and effort.

Which approach can the organization use to both achieve its objective and reduce the arguments associated with making changes?

- A. Produce a minimum viable product and base changes on the feedback obtained from customers
- B. Calculate the cost of delay associated with each feature change and prioritize accordingly
- C. Use design thinking and make changes that balance the needs and interests of all stakeholders
- D. Use A/B testing and base decisions on how visitors react to different versions of website features

14. A business analyst has recognized that business managers have conflicting hypotheses about their needs for departmental improvement. They also find it difficult to articulate their requirements.

Which approach is **BEST** for obtaining requirements?

- A. Conduct an interview based on a carefully prepared script of detailed questions
- B. Allocate a week to analyse how the department works, and then make logical conclusions
- C. Develop multiple prototypes of a possible solution, and adopt what works best
- D. Ask the director to enforce what the business analyst considers to be the most plausible solution

15. A team has been established to find ways to release software more frequently and reliably. The team is exploring the relationship between Continuous Integration/Continuous Delivery (CI/CD), and the organization's 'deployment management' practice.

In the context of continuous delivery, which would be involved in the 'deployment management' practice?

- A. Automating the deployment of changes that have passed all tests in the production environment
- B. Supporting an agreed frequency and level of automation of deployments to production environment
- C. Running root-cause analyses and post-mortems following failed deployments
- D. Designing and improving the architecture needed to automate deployments

16. An organization wants to introduce chaos engineering. Various experiments will be conducted in the production environment to see how it responds.
- Which is an example of an extra service continuity management measure to support this way of working?
- A. Logging information about bandwidth, throughput, response times, and other performance data during the periods of experimentation
 - B. Investigating the results of the experiments to identify potential vulnerabilities in the production environment
 - C. Validating backup network connectivity and testing it for the anticipated workload
 - D. Providing a clear set of service models to understand the impact of service outages on business activities
17. A service provider has created new services to improve business processes. The services have the right functionality and meet all service levels expected by the customers. The sponsors have complained that the improvement in business process performance is not as much as they expect.
- What action should the service provider take **NEXT**?
- A. Review the warranty of the service
 - B. Review the utility of the service
 - C. Review the user training
 - D. Review sponsors' understanding of service levels
18. A service provider spends a long time carefully planning and designing its new services with its customers and users. There is high customer and user satisfaction with the services when they are introduced. The satisfaction levels dramatically reduce for most services during the first year of live operation.
- Which is the **BEST** approach to improve this situation?
- A. Continually review and improve the design of the live services
 - B. Improve the measurement and metrics of the new services
 - C. Increase the length of the initial service design activity
 - D. Offer free service upgrades to customers when their satisfaction levels start to dip
19. An organization has introduced Continuous Integration/Continuous Delivery (CI/CD) to continuously enhance their software with new and better features and bug fixes. Pressure to quickly release these changes often leaves little time for testing activities.
- Which approach would the 'service validation and testing' practice recommend to ensure that adequate testing occurs?
- A. Conduct testing throughout the development lifecycle
 - B. Stop deployments that cause testing failures
 - C. Leverage chaos engineering principles to help test service reliability
 - D. Automate the installation of software in the testing environment

20. A financial organization is adopting a DevOps approach to the development and management of digital products. The organization is subject to strict regulation and undergoes external audits every year.
- Which practice would **BEST** help to support the HVIT objective of assured conformance?
- A. Risk management
 - B. Relationship management
 - C. Availability management
 - D. Infrastructure and platform management
21. A service provider has been delivering services based on one of their products for five years. The average duration of a contract with a service consumer is two years.
- What is this an example of?
- A. Different perspectives on the service value chain
 - B. Different perceptions of a value stream
 - C. Different perspectives on digital product lifecycle
 - D. Different views on relationship management
22. An organization has invested heavily in automation so they can significantly increase the speed of the processing and shipment of customer orders.
- What is this an example of?
- A. Continuous delivery
 - B. Digital product
 - C. IT transformation
 - D. Digital transformation
23. Which is the **BEST** example of the 'organizations and people' dimension in the context of high-velocity IT?
- A. Automating the flow of data between Dev and Ops
 - B. Integrating business and IT staff in a single team
 - C. Using shared communication systems to improve collaboration
 - D. Understanding how suppliers contribute to a value stream
24. A manager often focuses on avoiding risk, and blames staff when things go wrong. The manager also does not listen to suggestions and allow experimentation. This has resulted in a lack of innovation in the manager's team, and several of the team's senior members have left the organization.
- Which **TWO** behaviours from safety culture would allow this manager to increase innovation and retain more staff?
1. Focus on inclusion and ignore toxic relationships
 2. Treat failures as improvement opportunities
 3. Encourage continual organizational learning
 4. Encourage collaboration and discourage conflict
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

25. A service provider plans to launch a number of mobile phone apps into a new and volatile market where speed to market and regular enhancements are essential to build competitive advantage.

What contribution is made by the 'software development and management' practice to achieving this advantage?

- A. Analysing and documenting user requirements to ensure that their expectations are met
 - B. Leveraging infrastructure as code to support the need to make rapid changes to the apps
 - C. Ensuring that the definition of done includes non-functional requirements to reduce the likelihood that the apps will fail in the live environment
 - D. Prioritizing the requirements so that the expenditure used to develop the mobile apps provides the appropriate return on investment
26. An organization has been experiencing outages which have mainly been attributed to the age of its technology and the fact that many components are several versions behind what is supported by the vendor.
- Which practice includes guidance to help remedy this type of technical debt?
- A. Monitoring and event management
 - B. Infrastructure and platform management
 - C. Service desk
 - D. Incident management
27. An organization has found that poor website speed is having an impact on customer experience and is causing the organization to lose sales. The organization has challenged the IT department to remedy the matter prior to the launch of a new marketing campaign.
- Which is the **BEST** technique that the capacity and performance management practice can consider to address this problem?
- A. ChatOps
 - B. Site Reliability Engineering (SRE)
 - C. AIOps
 - D. Chaos engineering
28. An organization is prioritizing a backlog of initiatives. Only one out of the four initiatives can be included in the next sprint. All four initiatives have similar forecasted return on investment, but different impact if the implementation is postponed.
- Which initiative should be included in the next sprint?
- A. If initiative A is postponed, there will be a direct loss of £1000, possible indirect losses of £2000, and a major reputational impact
 - B. If initiative B is postponed, there will be a direct loss of £800, possible indirect losses of £3000, and a major reputational impact
 - C. If initiative C is postponed, there will be a direct loss of £1200, possible indirect losses of £2000, and no other impact
 - D. If initiative D is postponed, there will be a direct loss of £1000, possible indirect losses of £3000, and no other impact

29. Which **TWO** of the service value chain activities are the **MOST** closely related to the high-velocity IT objective of 'fast development'?
- A. 'Obtain/build' and 'design and transition'
 - B. 'Design and transition' and 'deliver and support'
 - C. 'Deliver and support' and 'obtain/build'
 - D. 'Design and transition' and 'resilient operations'
30. Which statement is **CORRECT** when considering a transformation to high-velocity IT?
- A. It is acceptable to take risks which may lead to competitive advantage
 - B. High-velocity IT focuses on using data to improve the performance of physical devices
 - C. The impact on the culture of the organization does not need to be considered
 - D. Risks can be minimized by making a significant change rather than incremental improvements
31. An employee has some concerns at work but does not share this information with others because they fear that this would damage their reputation and position.
- What is **PRIMARILY** concerned with preventing this situation?
- A. Design thinking
 - B. Integration of duties
 - C. Safety culture
 - D. Toyota Kata
32. A service provider has recently adopted a high-velocity IT approach using agile software development. The time taken to deliver new functionality has decreased rapidly, however the related services have experienced a sharp increase in interruptions caused by incidents.
- Which is the **BEST** action to take to address these issues?
- A. Improve prioritization to ensure that investments are used to develop the most urgent functional requirements
 - B. Revert to a waterfall software development approach until the cause of the issues is identified
 - C. Increase collaboration with the service consumer in order to focus more attention on how value is co-created
 - D. Extend the definition of done to include the fulfillment of operational non-functional requirements
33. Recently, there have been errors in a business-critical service which have led to incidents. Support teams have used a variety of resolutions to try to restore service. Some of the resolutions have led to further incidents.
- Which activity should be employed to address the technical debt created by these resolutions?
- A. Perform problem analysis to understand the cause(s) of the incidents and propose a way to prevent new incidents
 - B. Use chaos engineering tools to proactively identify problems, so that the organization can use redundancy in the most effective way
 - C. Route all incidents of this type directly to a specialist problem control team to enable a swift problem diagnosis and resolution
 - D. Analyse the incident resolutions to identify the most effective one and use that resolution for similar incidents in the future

34. Which high-velocity IT objective involves researching new products and services, and continuously evaluating existing products and services?
- A. Valuable investments
 - B. Fast development
 - C. Resilient operations
 - D. Assured conformance
35. A service provider is developing an application for a new service consumer. During a prototyping session with potential users conflicting requirements were identified that could increase the cost of the application and threaten its viability.
- Which practice would **BEST** help to prioritize the conflicting requirements?
- A. Relationship management
 - B. Service validation and testing
 - C. Information security management
 - D. Risk management
36. An organization has a high number of IT changes and is concerned about the speed of deployment. Many changes are initiated without understanding the impact of the workload on the people involved in the changes.
- Which technique for fast development would **MOST** help to resolve this situation?
- A. Kanban
 - B. Retrospectives
 - C. Infrastructure as code
 - D. Loosely coupled information system architecture
37. A service provider adopted a high-velocity IT approach to developing some of its services six months ago. Updates are now deployed regularly and successfully. However, there is evidence that the number of service failures is increasing. The development teams have suggested revising the definition of done to resolve the issues.
- How can the 'availability management' practice contribute to improving the definition of done?
- A. By ensuring that when releases are moved to the live environment all software components are verified to ensure requirements are met
 - B. By ensuring that test activities are developed around an up-to-date definition of done
 - C. By ensuring that achievable warranty requirements are negotiated and agreed with customers
 - D. By ensuring that code is understandable, maintainable, and able to support future changes
38. An organization has adopted agile ways of working and is using continuous integration/continuous delivery. The organization's 'business analysis' practice is modelled on waterfall ways of working. There is a linear flow from establishing customer requirements to verifying those requirements during build, test and deployment.
- How should the 'business analysis' practice change to better align itself with the new ways of working?
- A. Retain the step of establishing customer requirements but minimize all other activities
 - B. Establish customer requirements at the start of the engagement with the customer
 - C. Combine the business analysis role with other development roles
 - D. Make the business analysis activities the responsibility of the business relationship manager

39. Which high-velocity IT objective applies to all of the service value chain activities?

- A. Fast development
- B. Valuable investments
- C. Assured conformance
- D. Resilient operations

40. An organization wants to make sure that their plans to manage information security incidents will be effective.

What would be the **BEST** approach to take to ensure this?

- A. Engage a supplier to independently test the plans and recommend how they should be improved
- B. Use chaos engineering to test the plans by injecting security incidents on a regular basis
- C. Test the plans regularly by walking through them with the relevant teams
- D. Add controls to the plans to prevent, detect, and correct security incidents

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