



ITIL® 4 Specialist: Plan,
Implement and Control

Sample Paper 1

Answers and Rationales

 PeopleCert

Official Training Materials



Sample Paper 1: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	B	ITIL4PIC_2.2.3	<p>A. Incorrect. The organization has had limited success with isolated improvements. A more holistic approach is needed. "The value stream should be considered holistically to ensure end-to-end efficiency and value creation, not just local improvements." Ref CE: 3.2.3.1</p> <p>B. Correct. They have been looking at isolated improvements and therefore not yet looking at value streams. The aspect of 'changes to practices and value streams' is not yet covered. "Change enablement provides assistance with: the continual improvement practice across the organization; major change initiatives (often managed as portfolios, programmes, and projects; changes to practices and value streams; changes to processes and procedures; changes to individual products and services; changes to service components or configuration items." Ref CE: 3.2.3.2</p> <p>C. Incorrect. The organization has had limited success with isolated improvements. Focusing on improvements to specific products will not produce different results. The organization needs to understand the impact of improvements at a systemic level. "The value stream should be considered holistically to ensure end-to-end efficiency and value creation, not just local improvements." Ref CE: 3.2.3.1</p> <p>D. Incorrect. The organization has had limited success with isolated improvements. Focusing on improvements to specific configuration items will not produce different results. The organization needs to understand the impact of improvements at a systemic level. "The value stream should be considered holistically to ensure end-to-end efficiency and value creation, not just local improvements." Ref CE: 3.2.3.1</p>

Q	A	Syllabus Ref	Rationale
2	C	ITIL4PIC_2.2.2	<p>A. Incorrect. Firstly, appointing a change manager is part of the 'change enablement initiation' activity. Secondly, customers do not appoint change managers on behalf of their service providers. "Change enablement initiation... A dedicated change manager is also appointed as part of this activity and Change enablement activities are performed by the service provider. They may involve customers, suppliers, and partners." Ref CE: Table 3.2</p> <p>B. Incorrect. A change coordinator can indeed submit an RFC as part of the activities of this process, but not in change review and planning. "Change model and procedure improvement initiation: The change manager or change coordinator registers improvement initiatives to be processed with the involvement of the continual improvement practice or initiates a change request (if change models and procedures are included in the scope of the change enablement practice)." Ref CE: Table 3.2</p> <p>C. Correct. Improving change models and automation are indeed part of the activities of this process. "Change review and planning: ... They identify opportunities for change model and standard change procedures optimization, including standardization of new change types." Ref CE: Table 3.2</p> <p>D. Incorrect. Informing stakeholders about changes to change-related procedures is indeed part of the activities of this process, but not in change review and planning. "Change model and procedure update communication: If the change model is successfully updated, it is communicated to the relevant stakeholders, together with updated procedures and other relevant documentation. This is usually done by the change manager and/or the service or resource owner." Ref CE: Table 3.2</p>

Q	A	Syllabus Ref	Rationale
3	C	ITIL4PIC_2.1.2	<p>A. Incorrect. Making sure the potential negative impact of individual changes is minimized is one of the ways to decrease change-related risks. "Minimization of risks is achieved by reducing the impact of every individual change, enabling a quick automated return to the previous stable state in case of change failure, and automated configuration management." Ref CE: 2.4.2</p> <p>B. Incorrect. Automating the activities needed to execute a rollback after a failed change is one of the ways to decrease change-related risks. "Minimization of risks is achieved by reducing the impact of every individual change, enabling a quick automated return to the previous stable state in case of change failure, and automated configuration management." Ref CE: 2.4.2</p> <p>C. Correct. "... introducing more stakeholders in the authorization step... would lead to ineffective and delayed change realization." "Minimization of risks is achieved by reducing the impact of every individual change, enabling a quick automated return to the previous stable state in case of change failure, and automated configuration management." Ref CE: 2.4.2</p> <p>D. Incorrect. Decreasing the amount of manual activities needed in configuration management is one of the ways to decrease change-related risks. "Minimization of risks is achieved by reducing the impact of every individual change, enabling a quick automated return to the previous stable state in case of change failure, and automated configuration management." Ref CE: 2.4.2</p>
4	D	ITIL4PIC_2.1.3	<p>A. Incorrect. This is one of the ways to balance the expectations from different stakeholders. "Making sure the expected value is understood from the viewpoint of and by all stakeholders, following the guiding principle 'focus on value', among others." Ref CE: 2.2</p> <p>B. Incorrect. This is one of the ways to balance the expectations from different stakeholders. "Tracking and responding to the unintended negative and positive effects of changes on stakeholders and their objectives that are not necessarily directly linked to the changes in question." Ref CE: 2.2</p> <p>C. Incorrect. This is one of the ways to balance the expectations from different stakeholders. "Considering the stakeholders' interest in transparency and communications at the right level and in the right format when it comes to tracking the progress of value enabled by the changes, rather than just the technical details." Ref CE: 2.2</p> <p>D. Correct. Technical details do not address the stakeholders' expectations alone. "Changes that are implemented with technical precision, but which fail to enable the desired outcomes, fall short of expectations." Ref CE: 2.2</p>

Q	A	Syllabus Ref	Rationale
5	D	ITIL4PIC_2.3.2	<p>A. Incorrect. Although keeping the change advisory board might be the best course of action, the relevant processes and procedures need to be revised and scrutinized. "If the organization already has a CAB in place, its effectiveness and efficiency should be thoroughly reviewed and any processes and procedures that are justified with 'because we have always done it like this' should be heavily scrutinized." Ref CE: 4.2</p> <p>B. Incorrect. Although keeping the change advisory board might be the best course of action, adding more stakeholders to change authorization is likely to slow things down and create unnecessary bureaucracy. "The purpose of a CAB is to enable the planning and implementation of changes, not to create additional bureaucracy, slow things down, or complicate matters." Ref CE: 4.2</p> <p>C. Incorrect. Although disbanding the change advisory board might be the best course of action, an organization with many dependencies between teams will still need the capability of forming similar structures to assess and authorize changes. "Even if a CAB does not exist or there is no reason to create such a permanent body (and, with modern work practices, the demand is decreasing) there might be a need to put together temporary teams of stakeholders to assess and authorize a change, oversee its deployment and release, and analyse the results." Ref CE: 4.2</p> <p>D. Correct. Although disbanding the change advisory board might be the best course of action, an organization with many dependencies between teams will still need the capability of forming similar structures to assess and authorize changes. "Even if a CAB does not exist or there is no reason to create such a permanent body (and, with modern work practices, the demand is decreasing) there might be a need to put together temporary teams of stakeholders to assess and authorize a change, oversee its deployment and release, and analyse the results." Ref CE: 4.2</p>

Q	A	Syllabus Ref	Rationale
6	D	ITIL4PIC_2.5.1	<p>A. Incorrect. RFCs can originate from inside and outside the organization. "RFCs can come from many sources from both inside and outside of the organization, and procedures should be created and communicated to support the initiation of RFCs by suppliers and other third parties, where applicable." Ref CE: 6.1</p> <p>B. Incorrect. Procedures should be created in the organization for handling RFCs from partners and suppliers. "RFCs can come from many sources from both inside and outside of the organization, and procedures should be created and communicated to support the initiation of RFCs by suppliers and other third parties, where applicable." Ref CE: 6.1</p> <p>C. Incorrect. Internal and external RFC procedures can be different. "RFCs can come from many sources from both inside and outside of the organization, and procedures should be created and communicated to support the initiation of RFCs by suppliers and other third parties, where applicable." Ref CE: 6.1</p> <p>D. Correct. "Change authorization is often done within the organization, but where there are dependencies on third parties, they may also be involved with this step, especially when significant resources or contractual modifications are required, or when dealing with complex changes with unknown impacts." Ref CE: 6.1</p>
7	A	ITIL4PIC_2.5.2	<p>A. Correct. APIs are one of the aspects to consider. "Aspects like change schedules, potential resource conflicts, interdependencies between products (via APIs or similar), dependencies on platform software (e.g. database engines or development frameworks), and tooling compatibility should be assessed." Ref CE: 6.2</p> <p>B. Incorrect. The change schedules of a service provided are one of the aspects to consider and can have an impact on the organization's change schedules. "Aspects like change schedules, potential resource conflicts, interdependencies between products (via APIs or similar), dependencies on platform software (e.g. database engines or development frameworks), and tooling compatibility should be assessed." Ref CE: 6.2</p> <p>C. Incorrect. The development and deployment practices can be different, but the dependencies between these should be considered. "Similar to internal collaboration, where one team, product or service cannot 'run ahead' too far, the capability of suppliers needs to be considered in areas such as supporting agile development or leveraging a highly automated deployment and release environment." Ref CE: 6.2</p> <p>D. Incorrect. The planning of change enablement is also dependent on third parties. "When designing the change enablement practice or planning for a specific change, it is not enough to look only at internal teams and processes. Depending on the technical architecture used for the organization's products and services, there can exist several dependencies on the policies and procedures of third parties." Ref CE: 6.2</p>

Q	A	Syllabus Ref	Rationale
8	C	ITIL4PIC_2.3.1.a	<p>A. Incorrect. This is the responsibility of change authority. "The change authority is responsible for the assessment and authorization of a change during its lifecycle (from initiation to completion)." Ref CE: 4.1.2</p> <p>B. Incorrect. This is the responsibility of change authority. "The change authority is responsible for the assessment and authorization of a change during its lifecycle (from initiation to completion)." Ref CE: 4.1.2</p> <p>C. Correct. Communication of the decisions is the responsibility of the change manager. "The change manager is typically responsible for: formally communicating decisions of change authorities to affected parties" Ref CE: 4.1.1</p> <p>D. Incorrect. This is a responsibility of the change authority. "It is important to make sure that changes are authorized based on resource, cost, and priority considerations. The change authority is responsible for the assessment and authorization of a change during its lifecycle." Ref CE: 4.1.2</p>
9	B	ITIL4PIC_2.2.1	<p>A. Incorrect.</p> <p>'1. The assessment of a change's impact' refers to the "Current change models and standard change procedures" input but</p> <p>'2. The approved approach to standard changes' is part of one of the activities in the change lifecycle management process. "Key inputs: Current change models and standard change procedures." Ref CE: Table 3.1</p> <p>B. Correct.</p> <p>'2. The approved approach to standard changes' refers to the "Current change models and standard change procedures" input and</p> <p>'3. The commitments made by suppliers' refers to "SLAs with consumers and suppliers/partners". "Key inputs: Current change models and standard change procedures... SLAs with consumers and suppliers/partners." Ref CE: Table 3.1</p> <p>C. Incorrect.</p> <p>'3. The commitments made by suppliers' refers to "SLAs with consumers and suppliers/partners" but</p> <p>'4. A request to authorize a change' is part of the activities in the change lifecycle management process "Key inputs: Current change models and standard change procedures... SLAs with consumers and suppliers/partners." Ref CE: Table 3.1</p> <p>D. Incorrect.</p> <p>'1. The assessment of a change's impact' and '4. A request to authorize a change' are part of the activities in the change lifecycle management process and are not included in the key inputs of the change enablement planning and optimization process. "Key inputs: Change records; Current change models and standard change procedures; Policies and regulatory requirements; Configuration information IT asset information; Service catalogue; SLAs with consumers and suppliers/partners; Financial guidelines and constraints; Risk information; Capacity and performance information; Continuity policies and plans." Ref CE: Table 3.1</p>

Q	A	Syllabus Ref	Rationale
10	C	ITIL4PIC_2.4.2	<p>A. Incorrect. While an important recommendation, this does not specifically address the challenge of disjointed improvements across practices. The best recommendation is to automate the value stream. "Changes can originate from any practice, process, or service, and changes need to be deployed and released. When analysing the change enablement supported value streams for automation opportunities, map the inputs and outputs of related practices and their processes as well. This includes, but is not limited to deployment management, release management, problem management, service request management, project management, service configuration management, and continual improvement." Ref CE: 5.2.1</p> <p>B. Incorrect. While an important recommendation, this does not specifically address the challenge of disjointed improvements across practices. The best recommendation is to automate the value stream. "Changes can originate from any practice, process, or service, and changes need to be deployed and released. When analysing the change enablement supported value streams for automation opportunities, map the inputs and outputs of related practices and their processes as well. This includes, but is not limited to deployment management, release management, problem management, service request management, project management, service configuration management, and continual improvement." Ref CE: 5.2.1</p> <p>C. Correct. The best way to address the challenge of disjointed improvements across practices is to automate the value stream. "Changes can originate from any practice, process, or service, and changes need to be deployed and released. When analysing the change enablement supported value streams for automation opportunities, map the inputs and outputs of related practices and their processes as well. This includes, but is not limited to deployment management, release management, problem management, service request management, project management, service configuration management, and continual improvement." Ref CE: 5.2.1</p> <p>D. Incorrect. While an important recommendation, this does not specifically address the challenge of disjointed improvements across practices. The best recommendation is to automate the value stream. "Changes can originate from any practice, process, or service, and changes need to be deployed and released. When analysing the change enablement supported value streams for automation opportunities, map the inputs and outputs of related practices and their processes as well. This includes, but is not limited to deployment management, release management, problem management, service request management, project management, service configuration management, and continual improvement." Ref CE: 5.2.1</p>

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11	A	ITIL4PIC_2.1.3.b	<p>A. Correct. Change models can include the testing of hypotheses. "Change models may also be helpful when dealing with uncertainty in complex situations. For example, a process determined by the change model may include the safe-to-fail testing of several hypotheses before one or some of the solutions are implemented." Ref CE: 2.2.1</p> <p>B. Incorrect. Authorization rules are determined for all types of changes and not all changes use change models. "Change models provide guidance for handling normal changes. Organizations usually develop change models that determine procedures and roles for the assessment, authorization, and ongoing control of changes based on their type." Ref CE: 2.2.1</p> <p>C. Incorrect. Change models can be used in complex situations. "Change models may also be helpful when dealing with uncertainty in complex situations. For example, a process determined by the change model may include the safe-to-fail testing of several hypotheses before one or some of the solutions are implemented." Ref CE: 2.2.1</p> <p>D. Incorrect. Change models can describe all four dimensions of service management. "The models may determine an approach to the change enablement practice in all four dimensions of service management, which is shown in Table 2.1." Ref CE: 2.2.1</p>
12	A	ITIL4PIC_2.4.1	<p>A. Correct. Orchestration tools are used for "Integration of multiple workflow management and collaboration tools for better visibility and closer collaboration." Ref CE: Table 5.1</p> <p>B. Incorrect. Analysis and reporting tools are used for "review of records and creation of reports for individual changes as well as for periodic assessment of change models and the practice." Ref CE: Table 5.1</p> <p>C. Incorrect. Work planning and prioritization tools are used for "Planning, prioritization, and assignment of tasks to teams and team members, visualisation and optimization of workload, identification and prevention of resource conflicts." Ref CE: Table 5.1</p> <p>D. Incorrect. Knowledge management tools are used for "Capturing and sharing of lessons learned, guidelines, and good practices." Ref CE: Table 5.1</p>

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13	B	ITIL4PIC_3.1.2	<p>A. Incorrect. The impact on the organization can be significant. "Any unauthorized change caused by manual, process, or technology errors can negatively impact the objectives and outcomes of the changes and releases, often significantly impacting the organization." Ref DM: 2.4.2</p> <p>B. Correct. The effectiveness of changes, releases, and deployments is linked. "The success of service moves depends on the effective and efficient management of changes and releases, which in turn depends on timely deployments that align with requirements and objectives. Alignment of the deployment to the change and release requirements, as well as key aspects such as schedule and cost, must be managed effectively." Ref DM: 2.4.2</p> <p>C. Incorrect. All four dimensions of service management are relevant. "Ensuring effective deployment requires orchestrating resources in all four dimensions of service management." Ref DM: 2.4.2</p> <p>D. Incorrect. All four dimensions of service management are relevant. "Ensuring effective deployment requires orchestrating resources in all four dimensions of service management." Ref DM: 2.4.2</p>
14	D	ITIL4PIC_3.4.1	<p>A. Incorrect. Service configuration management tools check the service components rather than the environments. "Automation tools: Service configuration management tools. Application in deployment management: Compare the components on various parameters." Ref DM: Table 5.1</p> <p>B. Incorrect. "Automation tools: Environment configuration and management tools. Application in deployment management: Check the target platform(s) against set of parameters and attributes." Ref DM: Table 5.1</p> <p>C. Incorrect. "Automation tools: Work planning and prioritization tools. Application in deployment management: Activity planning; Scheduling deployments; Deployment tracking." Ref DM: Table 5.1</p> <p>D. Correct. "Automation tools: Workflow management and collaboration tools. Application in deployment management: Record management; Integration in the value streams; Communication and collaboration between teams." Ref DM: Table 5.1</p>

Q	A	Syllabus Ref	Rationale
15	C	ITIL4PIC_3.3.2	<p>A. Incorrect. Continuous integration refers to "Integrating, building, and testing code within the software development environment". It will not help the teams to improve deployment to the live environment. Ref DM: 2.2.2</p> <p>B. Incorrect. 'Practice-based' team structure refers to a setup where a dedicated team is responsible for deployments. "Many organizations adopt organizational structures based on the practices or groups of practices. It is not uncommon to see dedicated change enablement (aka change management) teams, release teams, deployment teams, and testing teams, sometimes combined into an umbrella department under a name such as service transition or similar. This approach provides the organization with dedicated resources shared across many products, services and technology domains. These teams sometimes evolve to centers of excellence which may become service providers focused on a particular area of service management, as described below. The most important requirement to such teams is to be able to effectively participate in the end-to-end value streams of the service provider and to understand all products, services, and technologies in scope well enough." Ref DM: 4.2.1.2</p> <p>C. Correct. "Deployment managers and practitioners belong to teams, each of which is focused on a particular product- or technology-defined scope such as a single product, service, platform, or a set of features. This type of deployment team is empowered to build and deliver value quickly by moving new or changed hardware, software, documentation, processes, or any other component within the team's responsibility to live environments. It may also be involved in deploying components to other environments for testing or staging. The product-based teams are cross functional teams and perform all or most activities throughout the product lifecycle, from planning to development to deployment, release, and operations." Ref DM: 4.2.1.1</p> <p>D. Incorrect. Continuous deployment means that "changes go through the pipeline and are automatically put into the production environment, enabling multiple production deployments per day." With multiple teams responsible for different components, this would require adoption of a product/service-based team structure. Ref DM: 2.2.2, 4.2.1</p>

Q	A	Syllabus Ref	Rationale
16	A	ITIL4PIC_3.5.1	<p>A. Correct. Key considerations of the people sourcing area include “schedule of deployments, availability of internal resources, cost, and so on.” Ref DM: Table 6.1</p> <p>B. Incorrect. This is related to the 'tools and technologies for deployment' sourcing area, not people. Considerations include “Several areas of the deployment management practice can be enhanced through the adoption of tools and technologies. Except in minor cases, these technologies, tools, and tool-chains are sourced from specific product/service providers.” Ref DM: 6.1</p> <p>C. Incorrect. This is related to the 'technical/non-technical skills and capabilities' sourcing area, not people. Considerations include “Key considerations include the variety and complexity of technical/service environments, dynamic technology environments, lack of appropriate internal resources, and so on.” Ref DM: 6.1</p> <p>D. Incorrect. Although important for the practice, this expertise is not required for deployment execution. Relevant considerations include “schedule of deployments, availability of internal resources, cost, and so on.” Ref DM: Table 6.1</p>
17	A	ITIL4PIC_3.3.1.b	<p>A. Correct. “... acquiring, maintaining, and continually improving the skills and capabilities required for technical aspects of deployments.” Ref DM: 4.1.2</p> <p>B. Incorrect. This is part of the deployment manager role “The role requires strong planning and project management skills.” Ref DM: 4.1.1</p> <p>C. Incorrect. This is part of the deployment manager role “... effectively managing overlaps or conflicts among multiple deployments.” Ref DM: 4.1.1</p> <p>D. Incorrect. This is part of the deployment manager role “... monitoring, reporting, analysing, and improving deployment performance against defined KPIs.” Ref DM: 4.1.1</p>

Q	A	Syllabus Ref	Rationale
18	A	ITIL4PIC_3.2.3	<p>A. Correct. The repeatable approach to deployment refers to deployment models and the practice responsible for selecting the correct model is change enablement. “The change enablement practice ensures the correct selection of a relevant deployment model; scheduling of the deployment phase of the change implementation; and acceptance of the deployment.” Ref DM: 3.2.2</p> <p>B. Incorrect. Deployment management ensures the availability of deployment models. “At the same time, the deployment management practice ensures that valid deployment models are available and correctly executed when required according to the change plan and change schedule.” Ref DM: 3.2.2</p> <p>C. Incorrect. Release management is not responsible for selecting the correct deployment models, this is the role for change enablement. “The change enablement practice ensures the correct selection of a relevant deployment model; scheduling of the deployment phase of the change implementation; and acceptance of the deployment.” Ref DM: 3.2.2</p> <p>D. Incorrect. Continual improvement is not responsible for selecting the correct deployment models, this is the role for change enablement. “The change enablement practice ensures the correct selection of a relevant deployment model; scheduling of the deployment phase of the change implementation; and acceptance of the deployment.” Ref DM: 3.2.2</p>
19	C	ITIL4PIC_3.1.3.d	<p>A. Incorrect. This is an activity which takes place after deployment execution “to confirm the equipment is functioning” and to sending notifications of the deployment results. Ref DM: Table 3.4</p> <p>B. Incorrect. This activity relates to the configuration of the target environment to ensure that the deployment will be successful. “The item is delivered to the installation location, where it is installed with the aim of causing minimal disruption to the service users.” Ref DM: Table 3.4</p> <p>C. Correct. “Continuous deployment. Changes go through the pipeline and are automatically put into the production environment, enabling multiple production deployments per day.” Ref DM: 2.2.2</p> <p>D. Incorrect. “Continuous integration. Integrating, building and testing code within the software development environment.” Ref DM: 2.2.2</p>

Q	A	Syllabus Ref	Rationale
20	B	ITIL4PIC_3.1.1	<p>A. Incorrect. Deploying software licences is typically within the scope of deployment management. "The practice is usually applied to digital and physical IT components, including software, hardware, documentation, licences, and data, within the agreed scope of environments controlled by the organization." Ref DM: 2.1</p> <p>B. Correct. Although adding or removing documentation is typically within the scope of deployment management, changes in documentation content are not. "The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes, or any other component to live environments. It may also be involved in deploying components to other environments for testing or staging." Ref DM: 2.1</p> <p>C. Incorrect. Removing hardware is typically within the scope of deployment management. "The practice is usually applied to digital and physical IT components, including software, hardware, documentation, licences, and data, within the agreed scope of environments controlled by the organization." Ref DM: 2.1</p> <p>D. Incorrect. Adding documentation is typically within the scope of deployment management. "The practice is usually applied to digital and physical IT components, including software, hardware, documentation, licences, and data, within the agreed scope of environments controlled by the organization." Ref DM: 2.1</p>
21	A	ITIL4PIC_3.2.3	<p>A. Correct. "Include the creation or update of deployment models ... in the value stream improvement plans (step 6)." and "6. Using the 'to be' VSM, plan improvements. Refer to the continual improvement practice guide for a practical improvement model." Ref DM: 3.2.3.2, 3.2.3.1</p> <p>B. Incorrect. Although the development manager is responsible for development of deployment models and should be informed, the better course of action is to include this work in the value stream plans, rather than separate it. "Include the creation or update of deployment models in the value stream improvement plans." Ref DM: 3.2.3.2</p> <p>C. Incorrect. Improvements should be planned and prioritized in the context of the value stream improvement. "The value stream should be considered holistically to ensure end-to-end efficiency and value creation, not just local improvements." Although developing deployment models is a likely decision, it should be realized in the context of the value stream improvement plan. Ref DM: 3.2.3.1, 3.2.3.2</p> <p>D. Incorrect. A better course of action is to include this work in the value stream plans, rather than separate it. "Include the creation or update of deployment models in the value stream improvement plans." Also, development of deployment models is the responsibility of deployment manager, not change manager. Ref DM: 3.2.3.2, Ref DM: Table 3.2</p>

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22	A	ITIL4PIC_3.6.1	<p>A. Correct. "Level 1: The practice is not well organized; it's performed as initial or intuitive." Ref DM: 7.1</p> <p>B. Incorrect. "Level 2: The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref DM: 7.1</p> <p>C. Incorrect. "Level 3: The practice is well defined and achieves its purpose in an organized way, using dedicated resources and relying on inputs from other practices that are integrated into a service management system." Ref DM: 7.1</p> <p>D. Incorrect. "Level 4: The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed in the context of the service management system." Ref DM: 7.1</p>
23	A	ITIL4PIC_3.4.1	<p>A. Correct. Work planning and prioritization tools help to track deployments. "Automation tools: Work planning and prioritization tools. Application in deployment management: Activity planning; Scheduling deployments; Deployment tracking." Ref DM: Table 5.1</p> <p>B. Incorrect. This is a use of environment configuration and management tools. "Automation tools: Environment configuration and management tools. Application in deployment management: Check the target platform(s) against set of parameters and attributes." Ref DM: Table 5.1</p> <p>C. Incorrect. This is a use of workflow management and collaboration tools. "Automation tools: Workflow management and collaboration tools. Application in deployment management: Record management; Integration in the value streams; Communication and collaboration between teams." Ref DM: Table 5.1</p> <p>D. Incorrect. This is a use of deployment tools. "Automation tools: Deployment Tools. Application in deployment management: Ability to deploy the designated service components/releases to target environment(s) in a scheduled and controlled manner." Ref DM: Table 5.1</p>
24	A	ITIL4PIC_3.1.2	<p>A. Correct. This is based on the definition of deployment models. "A repeatable approach to the management of particular types of deployments." Ref DM: 2.4.1</p> <p>B. Incorrect. Service components of different sizes can warrant different deployment models. "These models may use one deployment approach or combine deployment approaches, depending on their specific services and requirements, as well as the sizes, types, and impacts of the service components that are being deployed." Ref DM: 2.4.1</p> <p>C. Incorrect. User preferences are a valid and important consideration for deployment models. "Models can be defined for deploying services or service components of similar types. Such deployment models could be defined based on several factors, including: user adoption behaviours and preferences." Ref DM: 2.4.1</p> <p>D. Incorrect. Deployment models seek to find commonalities and define repeatable approaches. "Deployment model: a repeatable approach to the management of particular types of deployments." Ref DM: 2.4.1</p>

Q	A	Syllabus Ref	Rationale
25	D	ITIL4PIC_1.2.2	<p>A. Incorrect. This activity is used for improvement of the ITAM approach and processes, not with management of individual IT assets. "ITAM stakeholders monitor and review the adoption, compliance, and effectiveness of the agreed ITAM approach and procedures." Ref ITAM: Table 3.1</p> <p>B. Incorrect. This activity is concerned with verifying that the asset type and lifecycle model are appropriate for management of a specific IT asset. "The IT asset manager reviews the selected IT asset type and lifecycle model and confirms that it is suitable for the asset." Ref ITAM: Table 3.4</p> <p>C. Incorrect. This activity is concerned with exceptions that are detected during the IT asset lifecycle, not with unauthorized assets. An unauthorized asset will not be following the asset lifecycle. "If an exception occurs during the IT asset lifecycle, the IT asset manager and the team responsible handle it in line with the organization's ITAM approach, compliance regulations, values, and established practices." Ref ITAM: Table 3.4</p> <p>D. Correct. "The correction of discrepancies may imply many types of actions, such as the removal of the unauthorized IT assets." Removal of unauthorized assets might include uninstalling software that has not been authorized. Ref ITAM: Table 3.6</p>
26	A	ITIL4PIC_1.1.3.h	<p>A. Correct. An IT asset audit is described as "A planned, structured, and documented inspection of an organization's IT assets, including data collection, examination, verification, and correction activities." Ref ITAM: 2.2.5</p> <p>B. Incorrect. Discovery may be required to support this audit, but discovery is just "Data collection and clean up, achieved through automation technology and tools, to build or verify the contents of the IT asset register." Ref ITAM: 2.2.5</p> <p>C. Incorrect. This is a planned exercise, not a continuous background activity. "Verification is a continuous background activity, while an audit is a planned verification endeavour." Ref ITAM: 2.2</p> <p>D. Incorrect. Inventory may be required to support this audit, but inventory is just "Data collection and clean up, performed as manual tasks, to build or verify the contents of the IT asset register." Ref ITAM: 2.2.5</p>

Q	A	Syllabus Ref	Rationale
27	D	ITIL4PIC_1.3.1	<p>A. Incorrect.</p> <p>1. "The IT asset analyst is responsible for ensuring that the organization's IT assets are properly managed and maintained." Ref ITAM: 4.1.3</p> <p>2. This person does not manage and communicate the ITAM approach, integrate ITAM into value streams, or report on IT compliance. "This role is typically responsible for: managing the ITAM approach. communicating the ITAM approach and procedures. integrating the ITAM approach into value streams. ... reporting on ITAM and compliance." Ref ITAM: 4.1.1</p> <p>B. Incorrect.</p> <p>2. This person does not manage and communicate the ITAM approach, integrate ITAM into value streams, or report on IT compliance. "This role is typically responsible for: managing the ITAM approach. communicating the ITAM approach and procedures. integrating the ITAM approach into value streams. ... reporting on ITAM and compliance." Ref ITAM: 4.1.1</p> <p>3. A custodian is responsible for the management of specific assets, not overseeing the management of all IT assets. "The IT asset custodian can either be a team or a person who ensures the right utilization of the IT asset." Ref ITAM: 4.1.2</p> <p>C. Incorrect.</p> <p>3. A custodian is responsible for the management of specific assets, not overseeing the management of all IT assets. "The IT asset custodian can either be a team or a person who ensures the right utilization of the IT asset." Ref ITAM: 4.1.2</p> <p>4. "The license manager is the subject matter expert for all licensing aspects related to software and cloud products." Ref ITAM: 4.1.5</p> <p>D. Correct.</p> <p>1. "The IT asset analyst is responsible for ensuring that the organization's IT assets are properly managed and maintained." Ref ITAM: 4.1.3</p> <p>4. "The license manager is the subject matter expert for all licensing aspects related to software and cloud products." Ref ITAM: 4.1.5</p>
28	B	ITIL4PIC_1.6.1	<p>A. Incorrect. Level 2 is not concerned with automation, just achievement of goals. "Level 2. The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref ITAM: 7.1</p> <p>B. Correct. "... criteria related to the practice automation are typically defined at levels 3 or higher because effective automation is only possible if the practice is well defined and organized." Ref ITAM: 7.1</p> <p>C. Incorrect. Level 4 considers measurement and organization, not automation. "Level 4 The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed in the context of the service management system." Ref ITAM: 7.1</p> <p>D. Incorrect. Level 5 is concerned with continual improvement, not automation. "Level 5 The practice is continually improving organizational capabilities associated with its purpose." Ref ITAM: 7.1</p>

Q	A	Syllabus Ref	Rationale
29	B	ITIL4PIC_1.2.2	<p>A. Incorrect. The ITAM approach defines the scope of IT asset management and the IT asset types that will be used. This is a low-cost device and it is not being used to support a live service. "The approach defines the following: the type of information and level of detail on the IT assets needed by stakeholders." Ref ITAM: Table 3.2</p> <p>B. Correct. This is a low-cost device and it is not being used to support a live service. "Upon request for a new IT asset, discovery of a new IT asset, or a change in the existing IT asset, the person responsible for the IT asset identifies the type of asset and checks if the type is in the scope of the ITAM practice." Ref ITAM: Table 3.4</p> <p>C. Incorrect. This is a low-cost device and it is not being used to support a live service, and is not in scope for IT asset management. "... the person responsible for the IT asset identifies the type of asset and checks if the type is in the scope of the ITAM practice." Ref ITAM: Table 3.4</p> <p>D. Incorrect. The ITAM approach includes "how (and if) the ITAM scope will expand." Since this is a low-cost device that is not being used to support a production service there is no reason to revisit the entire ITAM approach. Ref ITAM: Table 3.2</p>
30	A	ITIL4PIC_1.4.1	<p>A. Correct. The first activity of the 'managing a common approach to ITAM' process includes analysing stakeholders and risks. "Analysis and reporting tools. Analyse stakeholders' requirements and IT asset risks." Ref ITAM: Table 5.1</p> <p>B. Incorrect. Inventory and discovery tools will be needed to follow the lifecycle model, but as part of this activity the lifecycle models have not yet been defined. "Inventory and discovery tools. Follow the lifecycle model." Ref ITAM: Table 5.1</p> <p>C. Incorrect. Work planning and prioritization tools will be needed to follow the lifecycle model, but as part of this activity the lifecycle models have not yet been defined. "Work planning and prioritization tools. Plan activities to follow the lifecycle model." Ref ITAM: Table 5.1</p> <p>D. Incorrect. Procurement systems will be needed to follow the lifecycle model, but as part of this activity the lifecycle models have not yet been defined. "Procurement systems. follow the lifecycle model." Ref ITAM: Table 5.1</p>

Q	A	Syllabus Ref	Rationale
31	C	ITIL4PIC_1.2.3	<p>A. Incorrect. This is very unlikely as the IT asset manager is working with the team. "For all value streams, the IT asset management practice provides IT asset information via the IT asset register... It is unusual to see activities of IT asset management in the core workflow of a value stream." Ref ITAM: 3.2.2</p> <p>B. Incorrect. IT asset management data makes a significant contribution to incident resolution "Impact assessment during incident classification, including financial impact, compliance, and other aspects of the IT assets. Planning and control of the changes to IT assets required for incident resolution. Verification of the changes to IT assets made to resolve an incident." Ref ITAM: Table 3.7</p> <p>C. Correct. IT asset management activities are mostly carried out separately, providing required information via the IT asset register "For all value streams, the IT asset management practice provides IT asset information via the IT asset register ... It is unusual to see activities of IT asset management in the core workflow of a value stream." Ref ITAM: 3.2.2</p> <p>D. Incorrect. IT asset management makes a significant contribution to incident resolution "Impact assessment during incident classification, including financial impact, compliance, and other aspects of the IT assets. Planning and control of the changes to IT assets required for incident resolution. Verification of the changes to IT assets made to resolve an incident." Ref ITAM: Table 3.7</p>
32	C	ITIL4PIC_1.7.1	<p>A. Incorrect. The IT department needs to identify the assets they have, so they can define IT asset types, only then can they define lifecycle models. "Start by creating an inventory of all the hardware, software, and other IT assets owned by the organization." Ref ITAM: Table 8.1</p> <p>B. Incorrect. The IT department needs to identify the assets they have, so they can define IT asset types, only then can they design the data structures that they will need. "Start by creating an inventory of all the hardware, software, and other IT assets owned by the organization." Ref ITAM: Table 8.1</p> <p>C. Correct. "Start by creating an inventory of all the hardware, software, and other IT assets owned by the organization." Ref ITAM: Table 8.1</p> <p>D. Incorrect. The IT department needs to identify the assets they have, so they can identify what discovery tools will be appropriate. "Start by creating an inventory of all the hardware, software, and other IT assets owned by the organization." Ref ITAM: Table 8.1</p>

Q	A	Syllabus Ref	Rationale
33	B	ITIL4PIC_1.4.2	<p>A. Incorrect. It is not necessary to automate every activity. Value stream analysis is needed to identify what automation is required. "Value streams should be optimized and evaluated for justifiable automation opportunities." Ref ITAM: 5.2.1</p> <p>B. Correct. It is important to understand the value streams, not just the ITAM activities, roles, or asset types. "Design for value streams... Value streams should be optimized and evaluated for justifiable automation opportunities." Ref ITAM: 5.2.1</p> <p>C. Incorrect. It is not necessary to support every role. Value stream analysis is needed to identify what automation is required. "Value streams should be optimized and evaluated for justifiable automation opportunities." Ref ITAM: 5.2.1</p> <p>D. Incorrect. It is not necessary to support every IT asset. Value stream analysis is needed to identify what automation is required. "Value streams should be optimized and evaluated for justifiable automation opportunities." Ref ITAM: 5.2.1</p>
34	C	ITIL4PIC_1.5.2	<p>A. Incorrect. The organization needs to develop some in-house capability. "... the ultimate responsibility for an organization's IT assets cannot be outsourced. Therefore, the organization should develop internal competencies and controls to protect its own interests." Ref ITAM: 6.1</p> <p>B. Incorrect. The IT asset management practice requires much more than just tools. "The effectiveness of the ITAM practice depends significantly on quality information, such as: The organizational strategy, architectures, and portfolios. Stakeholder requirements and needs for accurate, reliable, and complete IT asset information. Any applicable regulatory requirements and controls, ..." Ref ITAM: 5.1</p> <p>C. Correct. An IT asset manager can take overall responsibility, and third parties can help to develop the practice. "Specialised suppliers who have developed expertise in IT asset management can help establish and develop the practice, adopt methods and techniques (such as automation), and initially develop IT asset lifecycle models." Ref ITAM: 6.3</p> <p>D. Incorrect. This is unlikely to be effective as the organization has limited resources, so will almost certainly need help to develop the practice. "Specialised suppliers who have developed expertise in IT asset management can help establish and develop the practice, adopt methods and techniques (such as automation), and initially develop IT asset lifecycle models." Ref ITAM: 6.3</p>

Q	A	Syllabus Ref	Rationale
35	A	ITIL4PIC_1.1.1	<p>A. Correct. The purpose of the IT asset management practice is to plan and manage the full lifecycle of all IT assets, but the definition of IT asset "... is intentionally subjective. The ITIL adage 'adopt and adapt' requires that organizational context be applied. Financial value could equate to the IT asset's purchase or replacement cost, how it contributes directly or indirectly to value co-creation, the mission criticality of the service(s) that it underpins." Ref ITAM: 2.1</p> <p>B. Incorrect. The definition of IT asset lifecycle is "The various stages in the life of an IT asset, from planning to disposal. The lifecycle consists of stages represented by the statuses and the status transitions that are permitted, based on the IT asset type." These components have a lifecycle, but they should not be treated as IT assets. Ref ITAM: 2.2.4</p> <p>C. Incorrect. Excluding the IT assets from verification and audit would still mean that some effort was used to manage these assets, it would just result in inaccurate data being stored. "Verification and auditing should become an integral part of the ITAM practice to ensure that IT asset data is valid and available for the stakeholders." Ref ITAM: 2.2</p> <p>D. Incorrect. "The purpose of the IT asset management practice is to plan and manage the full lifecycle of all IT assets." If these components are treated as IT assets, then their full lifecycle should be managed, and this includes storing information about them in the IT asset register. Ref ITAM: 2.1</p>

Q	A	Syllabus Ref	Rationale
36	A	ITIL4PIC_1.3.2	<p>A. Correct. “For each IT asset custodian or consumer to take their responsibility of the IT assets seriously, that responsibility should be assigned by name. Therefore, IT assets should not be assigned to organizational units but to individuals.” Ref ITAM: 4.2.3.2</p> <p>B. Incorrect. While a decentralized ITAM approach can result in a loss of control, it can also reduce constraints and increase organizational velocity. “The struggle between centralization and decentralization is a common dilemma as the ITAM practice is initially formalized and evolves over time. In many cases, inadequate IT asset governance results in an ITAM practice that is initially centralized. However, many of the controls that restored order are later perceived to be an organizational constraint; this is especially true for digital organizations operating within or working towards a high-velocity environment. The next iteration of ITAM, therefore, frequently favours decentralization and higher levels of efficiency. Once consequences of this loss of control are observed though, the ITAM practice usually returns to a centralized approach – but one that is likely less severe than previously. Like a pendulum, this cycle continues, with each swing being less dramatic until an appropriate balance is achieved, as shown in Figure 3.4.” Ref ITAM: 4.2.1</p> <p>C. Incorrect. This situation can lead to inconsistency in the application of ITAM models and policies because the role of IT asset consumer is assigned to the person in control of the asset, and there can be many different asset consumers in an organization. “The IT asset consumer is responsible for an IT asset during its use for service delivery or consumption. The role can be performed by a member of the service provider organization, or a customer or user.” Ref ITAM: 4.1.7</p> <p>D. Incorrect. All staff need to be made aware of their responsibilities for IT asset management, this applies equally to the team managers and to the staff members “The potential individual consequences of transgressions (negligent loss or damage, sloppiness, improper usage, software piracy) should be clearly stated in contracts of employment, pricing plans, and disciplinary procedures.” Ref ITAM: 4.2.3.2</p>

Q	A	Syllabus Ref	Rationale
37	C	ITIL4PIC_4.1.2	<p>A. Incorrect. This is desirable for some organizational contexts but it is not evidence that the release management practice is fulfilling its purpose; the practice success factors should be in place. "Depending on the organization's approach to release management, this role [release manager] may be combined with the role of change and/or deployment manager." The release management practice includes the following PSF's: "establishing and maintaining effective approaches to the release of services...; ensuring an effective release of services... in the context of the organization's value streams and service relationships." Ref RM: 4.2, 2.4.1, 2.4.2.</p> <p>B. Incorrect. This is an automation possibility for release management but it is not evidence that the release management practice is fulfilling its purpose; the practice success factors should be in place. "Automation tools: Monitoring and event management. Application in release management: Verification of releases." The release management practice includes the following PSF's: "establishing and maintaining effective approaches to the release of services...; ensuring an effective release of services... in the context of the organization's value streams and service relationships." Ref RM: Table 5.1, 2.4.1, 2.4.2.</p> <p>C. Correct. The release management practice includes defining and agreeing approaches and models to follow for the release of new and changed services and service components. This answer relates to one of the practice success factors for release management: "establishing and maintaining effective approaches to the release of services..." Ref RM: 2.4.1</p> <p>D. Incorrect. Although one of the PSFs required for release management to fulfil its purpose is "ensuring an effective release of services and service components in the context of the organization's value streams and service relationships", the relationships are different. Practices support value streams, not the other way round. Ref RM: 2.4, 3.2.1</p>

Q	A	Syllabus Ref	Rationale
38	D	ITIL4PIC_4.1.3.b	<p>A. Incorrect. There might be release management activities in the value stream but some final deployment and release activities may be combined. "If continuous delivery is used without continuous deployment, deployment to live environment and release for users maybe synchronized and managed as a single step in respective value streams." Ref RM: 2.2</p> <p>B. Incorrect. There might be release management activities in the value stream but some final deployment and release activities may be combined. "... if an organization uses neither continuous delivery nor continuous deployment, release management activities are likely to be combined with deployment to the live environment." Ref RM: 2.2</p> <p>C. Incorrect. It is very unlikely that a service provider would use continuous deployment without continuous delivery. "Continuous deployment requires that continuous delivery is in place." Ref RM: 2.2.1</p> <p>D. Correct. "In organizations using continuous deployment, release management as a separate practice is common and effective. New software versions, documents, and digital infrastructure are deployed to live environments as soon as they are ready, and then the release management practice is used to 'switch them on' for users." Ref RM: 2.2.1</p>
39	A	ITIL4PIC_4.2.1	<p>A. Correct. "Key outputs: Release communications." Ref RM: Table 3.3</p> <p>B. Incorrect. This is an input to the 'release planning and coordination' process. "Key inputs: Release management models." Ref RM: Table 3.3</p> <p>C. Incorrect. This is an input to the 'release model development and improvement' process. "Key inputs: Product architecture." Ref RM: Table 3.1</p> <p>D. Incorrect. This is an input to the 'release model development and improvement' process. "Key inputs: Service level agreements." Ref RM: Table 3.1</p>

Q	A	Syllabus Ref	Rationale
40	A	ITIL4PIC_4.2.2	<p>A. Correct. An activity of the release model development and improvement process is “product architecture and service relationship analysis”, during which the release manager (and others) “analyse and discuss new or changed conditions affecting release approaches: ... the organization's architecture approaches and decisions.” Ref RM: Table 3.2</p> <p>B. Incorrect. This is a service value stream, not a release management process. In addition, the organization's architectural approaches are not wholly relevant to the service value stream's activities. “Service value stream: Delivery of new and changed services. Role of the release management practice: Release of fixed components, patches, updated versions of software, and other changes executed to fulfil an agreed product or service development plan.” Ref RM: Table 3.5</p> <p>C. Incorrect. This is a release management process but the organization's architectural approaches are not wholly relevant to it. The process activities are focused on planning and implementing an individual release, such as “Identification of applicable model or plan”, “Release instance planning”, “Release execution” and “Release verification.” Ref RM: Table 3.4</p> <p>D. Incorrect. This is a service value stream, not a release management process. In addition, the organization's architectural approaches are not wholly relevant to the service value stream's activities. “Service value stream: Ongoing operations and maintenance. Role of the release management practice: Release of changed or new components and versions required to fulfil an agreed maintenance of the live systems and components.” Ref RM: Table 3.5</p>
41	D	ITIL4PIC_4.2.2	<p>A. Incorrect. In a highly automated process, “An automated script verifies that all features/components were released.”. Ref RM: Table 3.4</p> <p>B. Incorrect. “Activity: Verification of the service components. Automated release of a software component: The release instance components run pre-defined component tests.” Ref RM: Table 3.4</p> <p>C. Incorrect. “Activity: Release execution. Automated release of a software component: The release is executed according to a pre-defined script and affected user groups are informed automatically.” Ref RM: Table 3.4</p> <p>D. Correct. “Activity: Release review. Automated release of a software component: Any exceptions and logs of the automated release process are analysed by the project team. The product team runs a post-mortem, updates the knowledge base, and records any lessons learnt.” Ref RM: Table 3.4</p>

Q	A	Syllabus Ref	Rationale
42	C	ITIL4PIC_4.2.3	<p>A. Incorrect. The release management practice controls the release planning and coordination of a release instance, but only under the authority of the change enablement practice. "In all cases, the release is a part of a change implementation and should be coordinated with the other activities in the change lifecycle, such as purchasing, configuring, testing, and deployment. Releases are within the scope of the change lifecycle management process..." Ref RM: 3.2.2</p> <p>B. Incorrect. The purpose of the incident management practice is to restore normal service operation, but other practices have activities which plan, authorize, deploy and release the resolution in the live environment. "In all cases, the release is a part of a change implementation and should be coordinated with the other activities in the change lifecycle, such as purchasing, configuring, testing, and deployment. Releases are within the scope of the change lifecycle management process..." Ref RM: 3.2.2</p> <p>C. Correct. "In all cases, the release is a part of a change implementation and should be coordinated with the other activities in the change lifecycle, such as purchasing, configuring, testing, and deployment. Releases are within the scope of the change lifecycle management process..." Ref RM: 3.2.2</p> <p>D. Incorrect. The deployment management practice has activities which move the proposed resolution from one environment to another (including the live environment), but only under the authority of the change enablement practice. "In all cases, the release is a part of a change implementation and should be coordinated with the other activities in the change lifecycle, such as purchasing, configuring, testing, and deployment. Releases are within the scope of the change lifecycle management process..." Ref RM: 3.2.2</p>

Q	A	Syllabus Ref	Rationale
43	A	ITIL4PIC_4.3.1.a	<p>A. Correct. The release manager is usually responsible for “planning complex releases.” For a complex release, the “release instance planning” activity is described: “The release manager assigned to the identified release model...confirms the release instance components and activities...” Ref RM: 4.1.1, RM: Table 3.4</p> <p>B. Incorrect. The release manager's responsibilities usually include: “reviewing and developing the release approaches and models; promoting the adoption of the agreed release management approaches and models across the organization; planning complex releases; managing and communicating the release schedule; ensuring the practice is aligned and coordinated with other practices; reviewing and continually developing the practice.” These responsibilities do not include release verification. Ref RM: 4.1.1, RM: Table 3.4</p> <p>C. Incorrect. Although the release manager is responsible for "reviewing and continually developing the practice", this is not a part of the 'release planning and coordination' process. This activity is a part of 'release model development and improvement' process'. Ref RM: 4.1.1, 3.1.1, 3.1.2</p> <p>D. Incorrect. The release manager's responsibilities usually include: “reviewing and developing the release approaches and models; promoting the adoption of the agreed release management approaches and models across the organization; planning complex releases; managing and communicating the release schedule; ensuring the practice is aligned and coordinated with other practices; reviewing and continually developing the practice.” These responsibilities do not include release execution. Ref RM: 4.1.1, RM: Table 3.4</p>
44	C	ITIL4PIC_4.4.1	<p>A. Incorrect. “Automation tools: CI/CD toolchain. Application in release management: Automation of the release coordination activities and integration in the CI/CD pipeline.” Ref RM: Table 5.1</p> <p>B. Incorrect. “Automation tools: Work planning and prioritization tools. Application in release management: Release instance planning.” Ref RM: Table 5.1</p> <p>C. Correct. Service configuration management tools automate the development of release models. “Automation tools: Service configuration tools. Application in release management: Release model development; Release instance planning; Release verification.” Ref RM: Table 5.1</p> <p>D. Incorrect. “Automation tools: Deployment management tools. Application in release management: Verification of components and procedures; Execution of the release models.” Ref RM: Table 5.1</p>

Q	A	Syllabus Ref	Rationale
45	A	ITIL4PIC_4.4.2	<p>A. Correct. The development, test, deployment and release activities have dependencies on other practice and value stream activities. “The following recommendations can help when applying automation to release management: Automate the value stream... Consider implementing a CI/CD toolchain to support the end-to-end flow from development to operations but maintain the end-to-end approach to other value streams as well.” Ref RM: 5.2.1</p> <p>B. Incorrect. The notifications will not resolve the issue of release incompatibilities, which derives from a lack of integration of practice activities in value streams. “The following recommendations can help when applying automation to release management: Automate the value stream... Consider implementing a CI/CD toolchain to support the end-to-end flow from development to operations but maintain the end-to-end approach to other value streams as well.” Ref RM: 5.2.1</p> <p>C. Incorrect. The workflows should vary, according to the release model. “The following recommendations can help when applying automation to release management: Allow for a variety of release models. Do not try to squeeze all releases in one universal workflow.” Ref RM: 5.2.1</p> <p>D. Incorrect. The issue is related to a lack of integration of practice activities in the organization's value streams, which will not be resolved by outsourcing the development, test, deployment and release activities. If the products had been developed by a third party, there would have been a slight advantage to outsourcing these activities. “For the products and services based on third-party solutions, vendors or suppliers and be involved in the development and improvement of the release models.” Ref RM: 6</p>

Q	A	Syllabus Ref	Rationale
46	D	ITIL4PIC_4.5.2	<p>A. Incorrect. This is an activity of the release model development and improvement process, performed by the release manager often without the involvement of third parties. "The release manager, together with the product/service owners... analyse and discuss new or changed conditions affecting release approaches... main release audience and relationship with them..." Ref RM: Table 3.2</p> <p>B. Incorrect. Third parties are sometimes involved in the fulfilment of service requests via the release management practice, but are less likely to be involved in creating service request models. "Service value stream: Request fulfilment. Role of the release management practice: Release of changed or new components and versions required to fulfil a request model." Ref RM: Table 3.5</p> <p>C. Incorrect. This is a possible area of involvement but not the most likely. "Apart from the product-specific competencies, third parties may assist service providers in development and improvement of the release management practice. This advice is often combined with wider scope of consulting on the change lifecycle management, CI/CD, product lifecycle management and automation of the related activities." Ref RM: 6</p> <p>D. Correct. "Partners and suppliers may contribute to the release management practice – usually, in release planning and coordination process, and particularly in release execution. Examples include setup and activation of service components, user training and other activities, especially involving release of physical infrastructure components in multiple and/or remote locations. The same partners and suppliers are likely to be involved in deployment activities." Ref RM: 6</p>
47	B	ITIL4PIC_4.6.1	<p>A. Incorrect. As the PSFs are always achieved, the practice is meeting its purpose, which is a higher capability level than level 1. "Level 1. The practice is not well organized; it's performed as initial or intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities." Ref RM: 7.1</p> <p>B. Correct. "Level 2. The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref RM: 7.1</p> <p>C. Incorrect. There is not any mention in the scenario of the practice being integrated into a service management system, which is a requirement to reach capability level 3. "Level 3. The practice is well defined and achieves its purpose in an organized way, using dedicated resources and relying on inputs from other practices that are integrated into a service management system." Ref RM: 7.1</p> <p>D. Incorrect. There is not any mention in the scenario of the performance of the practice being continually measured and assessed, which is a requirement to reach capability level 4. "Level 4. The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed in the context of the service management system." Ref RM: 7.1</p>

Q	A	Syllabus Ref	Rationale
48	A	ITIL4PIC_4.6.1	<p>A. Correct. Capability level 1 describes a practice which has an incomplete set of activities, which is the case for this release management practice. "Level 1. The practice is not well organized; it's performed as initial or intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities." Ref RM: 7.1</p> <p>B. Incorrect. For capability level 2 to be applied, the practice has to achieve its purpose, which is not the case for this release management practice. The missing process means that the practice does not achieve fulfill its PSFs "Level 2. The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref RM: 2.4.1, 7.1</p> <p>C. Incorrect. "Level 3. The practice is well defined and achieves its purpose in an organized way, using dedicated resources and relying on inputs from other practices that are integrated into a service management system." Ref RM: 7.1</p> <p>D. Incorrect. "Level 4. The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed in the context of the service management system." Ref RM: 7.1</p>
49	B	ITIL4PIC_5.4.1	<p>A. Incorrect. Knowledge management tools do not support the management and integration of CI records. The application of CMS tools to service configuration management includes "Store and manage CI data (create, update and delete CI records, display and modify attributes); Integrate different databases." Ref SCM: Table 5.1</p> <p>B. Correct. The application of inventory and discovery tools to service configuration management includes "Gather and verify information about the CIs." Ref SCM: Table 5.1</p> <p>C. Incorrect. Analysis and reporting tools do not support the management and integration of CI records. The application of CMS tools to service configuration management includes "Store and manage CI data (create, update and delete CI records, display and modify attributes); Integrate different databases." Ref SCM: Table 5.1</p> <p>D. Incorrect. Workflow management and collaboration tools do not support the management and integration of CI records. The application of CMS tools to service configuration management includes "Store and manage CI data (create, update and delete CI records, display and modify attributes); Integrate different databases." Ref SCM: Table 5.1</p>

Q	A	Syllabus Ref	Rationale
50	D	ITIL4PIC_5.4.2	<p>A. Incorrect. CIs should be deleted if it is determined that the components are no longer in use. Analysing the utilization of the CMDB records would help the organization understand the value of this information beyond a 'recent' context. "When reviewing the practice, consider removing unused attributes or classes before adding new ones." Ref SCM: 5.2.1</p> <p>B. Incorrect. Manual activities would have a limited effect on reducing the administrative effort required to manage a large CMS, so it should be applied only to any identified gaps or discrepancies in an automated analysis. "The amount of information in a CMS is large, and tends to keep growing, and manual analysis very quickly becomes impossible." Ref SCM: 5.2.1</p> <p>C. Incorrect. The question states that this is already done, 'The organization has automated the detection of new CIs.' "The amount of information in a CMS is large, and tends to keep growing, and manual analysis very quickly becomes impossible." Ref SCM: 5.2.1</p> <p>D. Correct. An automated analysis of the utilization of CMDB records will be required due to the size of the CMS. This may trigger manual review of the results and/or the deletion of unneeded CI attributes and types. "The amount of information in a CMS is large, and tends to keep growing, and manual analysis very quickly becomes impossible. Aim to automate analysis of the CMDB utilization, detection of errors, verification of changes and other repeating operations. Optimize and automate." Ref SCM: 5.2.1</p>
51	C	ITIL4PIC_5.5.1	<p>A. Incorrect. As this is a new relationship trust will not be high to begin with. "The closer the relationship and higher the trust, the more configuration information can be shared, and management activities performed together. At minimum, an exchange of limited configuration data between the organizations is established; at maximum, a wide integration or sharing of CMSs can be considered." Ref SCM: 6.1</p> <p>B. Incorrect. As this is a new relationship trust will not be high to begin with. "The closer the relationship and higher the trust, the more configuration information can be shared, and management activities performed together." Ref SCM: 6.1</p> <p>C. Correct. "The closer the relationship and higher the trust, the more configuration information can be shared, and management activities performed together. At minimum, an exchange of limited configuration data between the organizations is established; at maximum, a wide integration or sharing of CMSs can be considered." Ref SCM: 6.1</p> <p>D. Incorrect. As this is a new relationship trust will not be high to begin with. "The closer the relationship and higher the trust, the more configuration information can be shared, and management activities performed together. At minimum, an exchange of limited configuration data between the organizations is established; at maximum, a wide integration or sharing of CMSs can be considered." Ref SCM: 6.1</p>

Q	A	Syllabus Ref	Rationale
52	B	ITIL4PIC_5.3.1.d	<p>A. Incorrect. The configuration librarian is not responsible for the service configuration management approach. The configuration librarian role “focuses on manually updating configuration data, verifying the CMDB on an ongoing and periodic basis, and processing ad-hoc requests for configuration information.” Ref SCM: 4.1.2</p> <p>B. Correct. The resource owner role is “responsible for developing and maintaining the CI lifecycle models.” Ref SCM 4.1.3</p> <p>C. Incorrect. The configuration coordinator is not responsible for developing CI lifecycle models. “In larger organizations operating in many locations or in multiple industries, the configuration manager is supported by a team of configuration coordinators who have very similar responsibilities, but specialize in a particular CI domain, territory, industry, or other part of the organization.” Ref SCM 4.1.1</p> <p>D. Incorrect. “The configuration manager role is typically responsible for: ... ensuring that CI lifecycle models are followed.” Ref SCM: 4.1.1</p>
53	A	ITIL4PIC_5.1.3.a	<p>A. Correct. Configuration item is “Any component that needs to be managed in order to deliver an IT service.” Ref SCM: 2.2.1</p> <p>B. Incorrect. Service configuration models describe the architecture of a set of CIs, they do not refer to the configuration of the components themselves. Service configuration models focus “on various aspects of the service architecture and the relationships between the components.” Ref SCM: 2.1.1</p> <p>C. Incorrect. A CMDB is a database for storing configuration records. This is not the same as referring to the configuration of the components themselves. A configuration management database (CMDB) is “A database used to store configuration records throughout their lifecycle.” Ref SCM: 2.2.2</p> <p>D. Incorrect. This refers to a configuration baseline, not a CI. “Baseline configuration: A configuration of a product, service, or other configuration item, that has been formally reviewed and agreed. It serves as the basis for further activities, such as planning, development, and usage.” Ref SCM: 2.2.6</p>
54	A	ITIL4PIC_5.1.2	<p>A. Correct. Optimization of configuration information costs applying the guiding principle 'start where you are' includes “Use available sources of information; avoid adding new sources and tools unless they are justified.” Ref SCM: Table 2.4</p> <p>B. Incorrect. This refers to the guiding principle 'progress iteratively with feedback'. “Regularly review information use and confirm its relevance, adjusting the CMDB scope if needed.” Ref SCM: Table 2.4</p> <p>C. Incorrect. This refers to the guiding principle 'focus on value'. “Include only the relevant information required by stakeholders.” Ref SCM: Table 2.4</p> <p>D. Incorrect. This refers to the guiding principle 'collaborate and promote visibility'. “Explain and promote available sources of configuration information and the best ways to use them, then provide hints and tips for more efficient use.” Ref SCM: Table 2.4</p>

Q	A	Syllabus Ref	Rationale
55	C	ITIL4PIC_5.7.1	<p>A. Incorrect. This is not related to the guiding principle 'focus on value'. "Aim to automate CMDB verification wherever possible ... Optimize and automate; Keep it simple and practical; Progress iteratively with feedback." Ref SCM: Table 8.1</p> <p>B. Incorrect. The question states 'It has already contacted those who will use the configuration information', therefore stakeholders have already been identified. "The value of the practice is defined by those using the configuration information." Ref SCM: Table 8.1</p> <p>C. Correct. "Make sure the requirements of the stakeholders are clear, and discussed with the stakeholders before building the CMDB." Ref SCM: Table 8.1</p> <p>D. Incorrect. This is not related to the guiding principle 'focus on value'. "Add complexity where it is justified and manageable ... Start where you are; Progress iteratively with feedback; Keep it simple and practical." Ref SCM: Table 8.1</p>
56	B	ITIL4PIC_5.2.3	<p>A. Incorrect. This has already been done as the question states that 'enabling escalation to the correct support team' has been considered. The role of service configuration information in incident resolutions includes "Incident diagnosis, identification of the failed components; Identification of the teams/specialists responsible for the failed components; Mapping of incidents records to each other and other records (problem, change)." Ref SCM: Table 3.7</p> <p>B. Correct. The role of service configuration information in incident resolutions includes "Incident diagnosis, identification of the failed components; Identification of the teams/specialists responsible for the failed components; Mapping of incidents records to each other and other records (problem, change)." Ref SCM: Table 3.7</p> <p>C. Incorrect. This has already been done as the question states that 'diagnosing the faulty technology' has been considered. The role of service configuration information in incident resolutions includes "Incident diagnosis, identification of the failed components; Identification of the teams/specialists responsible for the failed components; Mapping of incidents records to each other and other records (problem, change)." Ref SCM: Table 3.7</p> <p>D. Incorrect. This is related to the value stream for creation of a new service and is not relevant to incident resolution. The role of service configuration information in creation of a new or changed product or service includes "Assessment of the impact of the new requirements on the current services." Ref SCM: Table 3.7</p>

Q	A	Syllabus Ref	Rationale
57	D	ITIL4PIC_5.6.1	<p>A. Incorrect. This is a criterion for the PSF 'ensuring that the costs of providing configuration information are continually optimized'. Criteria for this PSF include "Costs of providing configuration information are identified and tracked." Ref SCM: Table 7.1</p> <p>B. Incorrect. This is a criterion for the PSF 'ensuring that the costs of providing configuration information are continually optimized'. Criteria for this PSF include "The processes and tools for the discovery, management, and provision of configuration information are designed for cost efficiency." Ref SCM: Table 7.1</p> <p>C. Incorrect. This is a criterion for the PSF 'ensuring that the costs of providing configuration information are continually optimized'. Criteria for this PSF include "Configuration management is integrated with internal and external sources of relevant data." Ref SCM: Table 7.1</p> <p>D. Correct. Criteria for the PSF 'ensuring that the organization has relevant configuration information about its products and services' include "Key users of the configuration information and their requirements are identified." Ref SCM: Table 7.1</p>
58	A	ITIL4PIC_5.2.2	<p>A. Correct. In this activity the configuration manager confirms that the correct lifecycle model is selected. In the activity 'confirm a CI lifecycle model', "If in doubt, the resource owner escalates the issue to a configuration manager." "The configuration manager reviews the situation, confirms the CI lifecycle model, or suggests a different one." Ref SCM: Table 3.4</p> <p>B. Incorrect. In this activity the correct lifecycle model is followed. In the activity 'follow the CI lifecycle model', "The resource owner, configuration manager, and/or configuration librarian follows the selected model." Ref SCM: Table 3.4</p> <p>C. Incorrect. In this activity the configuration librarian selects a lifecycle model, but this must be confirmed by the configuration manager in the next activity. In the activity 'analyse resources and identify CIs', "Upon discovering a new resource, resource type, or change in the existing CI, the resource owner or configuration librarian identifies the relevant CI lifecycle model." Ref SCM: Table 3.4</p> <p>D. Incorrect. This can only happen once the CI model has been selected and is in use. In the activity 'manage exceptions', "If an exception occurs during the CI lifecycle, the configuration manager and resource owner handle it in line with organization's service configuration management approach." Ref SCM: Table 3.4</p>

Q	A	Syllabus Ref	Rationale
59	A	ITIL4PIC_5.1.2	<p>A. Correct. Key metrics for the PSF 'ensuring that the organization has relevant configuration information about its products and services' include "Number and impact of bad decisions made due to insufficient or incorrect configuration information." Ref SCM: Table 2.5</p> <p>B. Incorrect. This is a metric associated with the PSF 'ensuring that the costs of providing configuration information are continually optimized.' "Direct costs of service configuration management." Ref SCM: Table 2.5</p> <p>C. Incorrect. This is a metric associated with the PSF 'ensuring that the costs of providing configuration information are continually optimized.' "Direct costs of service configuration management." Ref SCM: Table 2.5</p> <p>D. Incorrect. This is a metric associated with the PSF 'ensuring that the costs of providing configuration information are continually optimized'. "Percentage of the CMDB data used by the organization." Ref SCM: Table 2.5</p>
60	D	ITIL4PIC_5.2.3	<p>A. Incorrect. This happens after the step 'do the value stream walk'. The second and third steps in value stream analysis are 'define the purpose of the value stream from the business standpoint' and 'do the service value stream walk'. Ref SCM: 3.2.3.1</p> <p>B. Incorrect. This happens after the step 'do the value stream walk'. The second and third steps in value stream analysis are 'define the purpose of the value stream from the business standpoint' and 'do the service value stream walk'. Ref SCM: 3.2.3.1</p> <p>C. Incorrect. The question describes that this has already been done. The 'do the service value stream walk' step includes "a. Identify the workflow steps ... b. Collect data as you walk ... c. Evaluate the workflow steps ... d. Map the activities and the information flows." Ref SCM: 3.2.3.1</p> <p>D. Correct. The question describes that the purpose of the value stream has been confirmed. This is part of the 'define the purpose of the value stream from the business standpoint' step, thus the next step is to 'Do the service value stream walk'. The second and third steps in value stream analysis are 'Define the purpose of the value stream from the business standpoint' and 'Do the service value stream walk'. Ref SCM: 3.2.3.1</p>

