



ITIL® 4 Specialist: Plan,
Implement and Control

Sample Paper 1

Question Booklet | Multiple Choice

Examination | 90 Minutes



Official Training Materials



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Question Booklet

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Examination Duration: 90 Minutes

Instructions

1. You should attempt all 60 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 39 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 90 minutes to complete this exam.
6. This is a 'closed book' exam. No material other than the exam paper is allowed.

1. An organization has previously undertaken isolated improvement opportunities with limited success. The organization is now optimizing the way capacity is being managed for virtual servers, how updates to the software are being managed, and how changes are authorized.

Which of the following aspects of change enablement should the organization consider to achieve its objective?
 - A. Changes to procedures
 - B. Changes to value streams
 - C. Changes to individual products
 - D. Changes to configuration items

2. What is an example of the 'change review and planning' activity?
 - A. When the customer appoints the service provider's change manager after several failed changes
 - B. When the change coordinator submits a request for change
 - C. When the service owner and the change manager analyse past changes to identify ways where more steps could be standardized
 - D. When the service owner sends an email to senior leaders in the organization informing them about the changes to change procedures

3. Which method of decreasing change-related risks may lead to delays in change realization?
 - A. Minimizing the size of individual changes
 - B. Automating the activities needed to execute a rollback after a failed change
 - C. Increasing the number of teams involved in change authorization
 - D. Decreasing the amount of manual activities needed in configuration management

4. Which of the following should **NOT** be used to balance stakeholders' expectations?
 - A. Analysing how value is understood by different stakeholders and applying that to how the change is explained to the stakeholders
 - B. Creating the capability for identifying the indirect effects of changes across the organization
 - C. Excluding senior customer stakeholders from the recipients of the daily communication pack with the change's technical details
 - D. Prioritizing technical details of the change as the determinant of success of the change for all stakeholders

5. An organization with an existing change advisory board (CAB) and many dependencies between teams is considering changing the current approach to change enablement. The organization wishes to be more agile in responding to the way changes are handled.

What should the organization do to achieve this objective?
 - A. Keep the CAB and ensure their procedures are kept isolated from changes to change enablement
 - B. Keep the CAB and increase the number of stakeholders involved in change authorization
 - C. Disband the CAB and avoid the creation of similar bodies or formalized approaches to changes in the future
 - D. Disband the CAB but create procedures for designing temporary teams of stakeholders to assess and authorize a change

6. What should an organization consider when reviewing the dependencies on third parties in change enablement?
- A. RFCs can be submitted only by users and customers, not by suppliers
 - B. Partners should use only their own workflow solutions when requesting changes
 - C. The same procedures should be used for internal and external RFC submissions
 - D. Changes can require approval from one or more suppliers
7. How should an organization involve third parties as part of the change enablement practice?
- A. The APIs used for integrating tools with third parties should be included in change planning
 - B. The SaaS provider's change schedules should not impact the internally approved change schedules
 - C. The organization should adopt the development and deployment practices used by their software suppliers
 - D. The planning of the change enablement practice should not be impacted by third parties
8. Which of the following is a responsibility of the change manager?
- A. Approving requests for complex and expensive changes
 - B. Authorizing the increased budget for a change in case of unforeseen expenses
 - C. Keeping stakeholders informed about the decisions of change authorities
 - D. Confirming allocation of resources required for change implementation
9. An organization aims to ensure effective integration of the 'change enablement planning and optimization' process into service value streams.
- Which **TWO** inputs to the process should the organization consider in this case?
- 1. The assessment of a change's impact
 - 2. The approved approach to standard changes
 - 3. The commitments made by suppliers
 - 4. A request to authorize a change
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4
10. An organization is exploring automation opportunities for managing its services. Different teams assigned to this task have implemented improvements but surprisingly the speed of delivering changes has not increased.
- What is the **BEST** recommendation for the organization to follow to address this challenge?
- A. To ensure stakeholders have understood the value of changes in their terms
 - B. To ensure integration capabilities are fully used for information aggregation
 - C. To analyse the touchpoints between different practices and automate the value stream
 - D. To analyse the workflows and ensure the right type of information is sent to stakeholders

11. Which of the following is **CORRECT** about change models?
- A. When the solution is not yet known, it is permitted to include the testing of various hypotheses as part of change models
 - B. Change models can be designed to replace the authorization step for all types of changes
 - C. In situations where there are many variables to consider, change models are not the best tool to use for managing changes
 - D. Change models should not be applied to the organizations and people dimension of service management
12. An organization is looking for tools that would help when changes to the resources are performed by external specialist teams using different workflow management and collaboration systems.
- Which type of tools should the organization use?
- A. Orchestration systems
 - B. Analysis and reporting tools
 - C. Work planning and prioritization tools
 - D. Knowledge management tools
13. What should an organization keep in mind when assessing the effectiveness of deployments?
- A. The effectiveness of deployments is assessed by the deployment management practice and does not have an impact on the organization
 - B. The effectiveness of deployments may have a significant impact on the effectiveness of releases
 - C. The 'organizations and people' dimension of service management does not have an impact on the effectiveness of deployments
 - D. The 'partners and suppliers' dimension of service management does not have a significant impact on the effectiveness of deployments
14. An organization has deployment management processes which have inputs to and outputs from other processes.
- Which automation tools should the organization use to support integration of the processes through this information exchange?
- A. Service configuration management tools
 - B. Environment configuration and management tools
 - C. Work planning and prioritization tools
 - D. Workflow management and collaboration tools
15. An organization wants to manage its deployments with the help of multiple teams, each of which has a deployment manager. These teams should be able to make rapid updates to the live environment for components that they manage.
- What should the organization use to achieve this goal?
- A. Continuous integration
 - B. Practice-based team structure
 - C. Product/service-based team structure
 - D. Continuous deployment

16. An organization wants to use external supplier's teams for deployment execution. What should the organization consider?
- A. The number and frequency of scheduled deployments
 - B. The availability of DevOps tool-chains
 - C. The availability of cloud service environments
 - D. Supplier's expertise in development of deployment models
17. Which is a responsibility of a deployment practitioner?
- A. Developing technical skills needed to configure an automated deployment pipeline
 - B. Developing project management skills needed to coordinate deployments
 - C. Resolving an issue where two deployments require use of the same resources
 - D. Measuring and reporting the effectiveness of the deployment practice
18. An organization is aiming to improve the coordination of practices involved in the implementation of improvement of products and services. Which practice should the organization use to select the appropriate deployment model during change planning?
- A. Change enablement
 - B. Deployment management
 - C. Release management
 - D. Continual improvement
19. What helps organizations to enable frequent introductions of new and changed components into production environment?
- A. Deployment verification
 - B. Target environment verification
 - C. Continuous deployment
 - D. Continuous integration
20. Which of the following is typically considered to be out of the scope of deployment management?
- A. Adding new software licences to the staging environment
 - B. Removing outdated business requirements from live documents
 - C. Removing network hubs in the testing environment
 - D. Adding configuration files to the testing environment
21. An IT manager is analysing and improving the value streams that include deployment management activities. The manager has noted that there are no deployment models in the organization. What should be the **BEST** way to address this?
- A. Include development of the deployment models in the value stream improvement plans
 - B. Inform deployment manager and focus on other improvements to the value streams for now
 - C. Develop deployment models as soon as possible
 - D. Inform change manager and ask them to develop deployment models

22. An organization has reviewed its deployment management practice and has found only limited evidence that process activities are performed in a coordinated manner.
What capability level does this practice demonstrate?
- A. Level 1
 - B. Level 2
 - C. Level 3
 - D. Level 4
23. What are work planning and prioritization tools used for?
- A. To notify development and operations teams about potentially faulty deployments
 - B. To ensure that platforms are suitable for each particular deployment
 - C. To integrate the practices in the service value chain
 - D. To move configuration items to a test environment
24. Why should an organization consider using deployment models?
- A. To save time and avoid the need for reinventing of processes for managing similar types of deployments
 - B. To save time and avoid the need for choosing between different methods for service components of different sizes
 - C. To be able to exclude the aspect of user preferences from deployment planning
 - D. To be able to use a unique approach to the planning of each deployment
25. Which IT asset management activity could trigger the removal of unauthorized software from a user's laptop?
- A. Review and adjust the ITAM approach and procedures
 - B. Verify IT assets and lifecycle models
 - C. Manage exceptions
 - D. Verify IT asset data
26. An organization is undertaking a planned exercise to identify discrepancies between IT assets and the IT asset register, and to rectify any issues that are found.
What is this exercise called?
- A. IT asset audit
 - B. IT asset discovery
 - C. IT asset verification
 - D. IT asset inventory

27. An organization has a small, centralized IT asset management team. One team member is responsible for the maintenance of all IT assets throughout their lifecycle. They are also the most knowledgeable person in how to manage software and cloud assets.

What **TWO** roles is this staff member carrying out?

1. IT asset analyst
 2. IT asset manager
 3. IT asset custodian
 4. License manager
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

28. An organization has reviewed its IT asset management practice and has found that it makes extensive use of automation tools.

What is the **MINIMUM** capability level that this practice demonstrates?

- A. Level 2
- B. Level 3
- C. Level 4
- D. Level 5

29. There is no asset type for a low-cost device that a product team has bought to test a new idea.

How should this device be treated by IT asset management while this new idea is being tested?

- A. The IT asset manager should create a new IT asset type for the device
- B. The device is not an IT asset and can be ignored by IT asset management
- C. The closest matching IT asset type should be assigned to the device
- D. The ITAM approach should be updated to include this new asset type

30. A new IT asset manager is planning to carry out the 'managing a common approach to ITAM' process.

Which type of tool will be helpful to complete the first activity of this process?

- A. Analysis and reporting tools
- B. Inventory and discovery tools
- C. Work planning and prioritization tools
- D. Procurement systems

31. An IT asset manager is working with a team to analyse the service value stream for incident resolution. As they 'walk the service value stream' they find that IT asset management staff do not directly contribute to any of the incident resolution activities. What is the likely reason for this?
- A. The scope of the value stream analysis does not include IT asset management
 - B. Incident management staff do not need IT asset management data
 - C. The required information is all in the IT asset register
 - D. Incident resolution is not in the scope of IT asset management
32. An organization does not yet have an IT asset management practice. The finance director has instructed the IT department to create an IT asset register to manage valuable IT assets. How can the IT department apply the 'start where you are' guiding principle to help in this situation?
- A. The IT department should start by defining lifecycle models for IT assets
 - B. The IT department should start by designing data structures for IT asset information
 - C. The IT department should start by identifying all the IT assets that they can find
 - D. The IT department should start by purchasing discovery tools to collect information
33. Multiple teams within an organization feel that ITAM inadequately contributes to their activities. The IT asset manager believes the most significant factor is the lack of appropriate tooling and is evaluating the purchase of new ITAM tools to improve compliance, reduce errors, and improve efficiency. What should the IT asset manager do **FIRST** to ensure they fully understand the tool requirements?
- A. Analyse how tools could contribute to each activity of every ITAM process
 - B. Analyse how tools could contribute to each step of every value stream that ITAM contributes to
 - C. Analyse how tools could contribute to supporting every ITAM role
 - D. Analyse how tools could provide support for every IT asset type
34. How can a small organization with limited resources introduce IT asset management as a practice?
- A. Outsource the IT asset management practice to a supplier
 - B. Purchase pre-configured tools to implement IT asset management
 - C. Appoint an IT asset manager and engage consultants to help develop the practice
 - D. Appoint an IT asset manager and get them to train IT asset management staff
35. Some IT components should not be managed because the cost of managing their lifecycle is too high for the benefit that would be received. How should an IT asset manager achieve this?
- A. Define the scope of IT asset management to exclude these components
 - B. Define an IT asset type for these components that has no lifecycle stages
 - C. Exclude these IT assets from IT asset management verification and audits
 - D. Exclude these IT assets from the IT asset register

36. An organization assigns laptops to team managers who then allocate the laptops to team members travelling or working from home. The managers act as IT asset consumers which means they take responsibility for proper use of the laptops.

What in this arrangement should be considered by the IT asset manager as it is likely to lead to problems?

- A. The managers do not have control of the laptops when they are being used
 - B. With this arrangement IT asset management would become decentralized
 - C. With this arrangement multiple IT asset consumers will manage the assets in different ways
 - D. The managers have not been trained in IT asset management policies
37. A service provider wants to check that the release management practice is fulfilling its purpose.
- What evidence should the service provider look for?
- A. Aligned roles among the release management, deployment management, and change enablement practices
 - B. Pre-defined scripts which can be used for the automation of checking whether releases have completed successfully
 - C. Release models which take into account the characteristics of the organization's services and products
 - D. Value streams are defined to support the release management practice
38. A service provider defined several value streams for the delivery of new and changed services to customers. The key difference between the value streams is the level of automation.
- Which value stream is **MOST LIKELY** to include release management activities?
- A. The service value stream which makes use of continuous delivery without continuous deployment
 - B. The service value stream which makes use of continuous integration but not continuous delivery or continuous deployment
 - C. The service value stream which makes use of continuous deployment without continuous delivery
 - D. The service value stream which makes use of continuous delivery and continuous deployment
39. Which of the following is an output of the 'release planning and coordination' process?
- A. Notifications to stakeholders about the status of the release
 - B. The pull/push attributes of the service features
 - C. The standard building blocks of the release products
 - D. Documented agreements on the quality of the service

40. A release manager is learning about the relationships between the organization's business processes, services and products.
- In which release management process will the release manager apply this knowledge?
- A. Release model development and improvement
 - B. Delivery of new and changed services
 - C. Release planning and coordination
 - D. Ongoing operations and maintenance
41. Which activity of the 'release planning and coordination' process should be performed manually even when the process is highly automated?
- A. Release verification
 - B. Verification of the service components
 - C. Release execution
 - D. Release review
42. An organization has a service value stream for incident resolution. The release manager and incident manager are discussing the role of release management in the implementation of a complex resolution.
- Which practice in this value stream should be used to coordinate the implementation of the required updates and fixes to the live environment?
- A. Release management
 - B. Incident management
 - C. Change enablement
 - D. Deployment management
43. A service provider has an upcoming release which comprises many large changes.
- In which activity of the 'release planning and coordination' process will the service provider's release manager be involved?
- A. Release instance planning
 - B. Release verification
 - C. Review of the practice performance
 - D. Release execution
44. Which type of automation tools should be used to help determine the relationships between products which are part of a release?
- A. CI/CD toolchain
 - B. Work planning and prioritization tools
 - C. Service configuration tools
 - D. Deployment management tools

45. A service provider has implemented CI/CD tooling to ensure that development, test, deployment and release activities for in-house products are fully integrated. There are ongoing complaints from operations teams and users that releases often occur at inconvenient moments, such as peak business hours or scheduled changes to the related products.
- What action should the service provider take to improve this situation?
- A. Incorporate the CI/CD tooling activities within broader organizational workflows
 - B. Prepare notifications for the release stakeholders on the status of each release
 - C. Create a single workflow for the CI/CD tooling to be applied to all releases
 - D. Outsource the development, test, deployment and release activities to a third party
46. A service provider is reviewing a supplier's participation in release execution.
- Which other activity is this supplier **MOST LIKELY** to be involved in?
- A. Developing relationships with user communities
 - B. Creating service request models
 - C. Providing consulting services relating to development
 - D. Moving changed components to the production environment
47. A service provider has a release management practice which is supported by development and process experts. Releases usually meet the stakeholder needs.
- What is the **LOWEST** capability level that this practice demonstrates?
- A. Level 1
 - B. Level 2
 - C. Level 3
 - D. Level 4
48. A service provider has a release management practice which has a defined process for release model development and improvement, but not for release planning and coordination.
- What is the **HIGHEST** capability level that this practice demonstrates?
- A. Level 1
 - B. Level 2
 - C. Level 3
 - D. Level 4
49. An organization currently uses manual processes to ensure that the addition of new components and changes to existing components are recorded.
- Which tools should the organization acquire to automate these activities?
- A. Knowledge management tools
 - B. Inventory and discovery tools
 - C. Analysis and reporting tools
 - D. Workflow management and collaboration tools

50. An organization is concerned that its configuration management system (CMS) is becoming too large to manage. The organization has automated the detection of new CIs. What should the organization do **NEXT** to manage this situation?
- A. Delete CI types that have not been used recently to make space for new ones
 - B. Use manual analysis to reduce the load on the CMS
 - C. Use tools to update the CMS when new CIs are added to systems
 - D. Automate the analysis of the utilization of the CMDBs
51. A configuration manager has just started working with a new supplier. What should be the configuration manager's initial approach to managing the relationship?
- A. Integrate the organization's CMS with the supplier's CMS
 - B. Ensure the organization and the supplier perform all configuration management activities together
 - C. Share the minimum required amount of configuration information until the relationship is established
 - D. Provide the supplier with extensive access to the organization's CMS
52. An organization needs to implement a consistent approach for handling servers as configuration items. Which role will be responsible for developing this CI lifecycle model?
- A. Configuration librarian
 - B. Resource owner
 - C. Configuration coordinator
 - D. Configuration manager
53. What is an example of a configuration item (CI)?
- A. The hardware and software that are essential to the provision of a company website
 - B. The service and data architecture of an online banking service
 - C. The means of storing records about a photo storage mobile app throughout its lifecycle
 - D. The configuration of a cloud service related to the latest release
54. An organization wishes to optimize the cost of providing configuration information. How should the organization optimize the cost according to the guiding principle 'start where you are'?
- A. Acquire new tools only when necessary to share new configuration information
 - B. Implement regular reviews of component data stored in the configuration management database (CMDB)
 - C. Ensure technical teams are consulted regarding the configuration information they will use
 - D. Communicate the most effective ways of using configuration information

55. An organization is using the guiding principle 'focus on value' to design the service configuration management practice that will meet stakeholder's needs. It has already contacted those who will use the configuration information.
- What else should the organization do?
- A. Design tools to automate the verification of the CMDB where possible
 - B. Identify stakeholders and gather their requirements
 - C. Validate stakeholder requirements before creating the CMDB
 - D. Ensure complexity is added where it is justified and manageable
56. An organization is designing a value stream for incident resolution. It has identified that service configuration management contributes to diagnosing the faulty technology and to enabling escalation to the correct support team.
- What other contribution does service configuration management make to incident resolution?
- A. Understanding which specialists can resolve the incident
 - B. Enabling engineers to easily access relevant problem and change records
 - C. Identifying the affected configuration items
 - D. Assessing the impact of new requirements on the service
57. The configuration manager wants to ensure that the practice success factor 'ensuring that the organization has relevant configuration information about its products and services' is achieved.
- What evidence should the configuration manager gather?
- A. Evidence that the costs of configuration management are recorded and reported
 - B. Evidence that configuration information is managed efficiently
 - C. Evidence that external data is integrated efficiently into the CMS
 - D. Evidence that stakeholder's configuration needs are regularly reviewed and met
58. A resource owner has identified a new component and has selected the closest matching CI lifecycle model.
- Why should the resource owner inform the configuration manager about this selection?
- A. To confirm that the correct CI lifecycle model has been selected
 - B. To advise the resource owner to modify the CI lifecycle model before using it
 - C. To analyse resources and identify CIs
 - D. To manage any exceptions that occur in the CI lifecycle model
59. An organization wants to ensure it has the appropriate configuration information about its products and services.
- Which metric should the organization use?
- A. Frequency of poor decisions made based on invalid or missing configuration information
 - B. Direct costs of populating and maintaining the CMDB
 - C. Stakeholder satisfaction with the cost of managing the CMDB
 - D. Number and frequency of CMS uses by technical teams

60. The configuration manager is working with a team to design a value stream for creating a new service and wants to ensure that configuration management activities are included. The team has confirmed that due diligence must be applied to all new requests to ensure that the organization has the capability to provide the service.

What should the organization do **NEXT**?

- A. Create a 'to be' value stream map
- B. Reflect on the value stream map
- C. Define the purpose of the value stream
- D. Do the service value stream walk

