



ITIL® 4 Specialist: Plan,
Implement and Control

Sample Paper 2

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 that is using agile development and delivery methods wants to improve the way changes are authorized. The organization has many different teams using different technologies and following their own delivery schedules. The customers are happy with communication and the output of changes but unhappy with the low speed of delivery.

What should the organization do to help address this issue?

- A. A change advisory board (CAB) should be created to unify the delivery schedule through scheduling authorizations
- B. A change advisory board (CAB) should be created to ensure all stakeholders are kept up to date with changes
- C. The change authority should be centralized to keep track of all those different changes
- D. The change authority should be delegated close to the teams that are doing the work

2. Which **TWO** activities should be covered as part of change enablement initiation?

- 1. Informing stakeholders about any changes to change models
- 2. Analysing the procedures related to change enablement
- 3. Describing the rules used to assign priorities to changes
- 4. Agreeing on the roles and responsibilities for change enablement

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

3. How can the change enablement practice be **BEST** used to ensure stakeholder satisfaction?

- A. By considering stakeholder expectations and increasing the size of individual changes
- B. By capturing stakeholder expectations and monitoring stakeholder engagement
- C. By collecting stakeholder feedback and ensuring the changes always stick to the approved plan
- D. By providing status updates to stakeholders and treating each change in a unique way

4. The service provider wants to understand how well it is addressing the customer needs when it comes to handling changes.

How can the service provider measure this?

- A. By measuring how long it takes to realize changes using repeatable approaches
- B. By measuring the business impact of all change-related incidents
- C. By measuring the stakeholder satisfaction with individual changes
- D. By measuring the compliance impact of all change-related incidents

5. An organization spends significant resources on manual handling of the change lifecycles. To address this issue, the organization aims to optimize use of resources by standardizing more changes.

Which value stream should the organization analyse **FIRST** to identify opportunities for change standardization?

- A. Request fulfilment
- B. Incident resolution
- C. Service improvement
- D. Product improvement

6. An organization aims to increase the speed of change realization.
Which of the following should the organization use to define how third parties are involved in changes?
- A. Regular CAB involving third parties
 - B. Detailed contracts with clear procedures for all changes
 - C. Request for changes initiated by third parties
 - D. Change models involving third parties
7. Which of the following capability criteria indicates the **HIGHEST** capability level for change enablement?
- A. That the organization keeps track of the negative outcomes of changes and tries to understand these better
 - B. That the organization keeps improving the ability to handle negative outcomes of changes
 - C. That the organization minimizes the negative outcome of changes once discovered
 - D. That the organization can usually prevent the negative outcomes of changes
8. An organization is improving how change enablement supports different value streams. The organization has discovered that value streams allowing time for planning, scheduling, and testing of changes, are supported very well by the practice. However, stakeholders of the value streams which require urgent changes and do not allow for long planning, are unhappy. They complain that change enablement is slow and inflexible.
What should the organization do to address this situation?
- A. Ensure that clear procedures are developed for the changes supporting request fulfilment
 - B. Develop efficient change models for the changes supporting incident resolution
 - C. Ensure that changes supporting service improvements are tested and communicated well
 - D. Maintain a comprehensive change schedule to communicate business impact of changes
9. An organization is concerned about the number of incidents caused by changes conflicting with ongoing operations and with each other.
Which output of the 'change lifecycle management' process should the organization review?
- A. Change requests
 - B. Change records
 - C. Change schedule
 - D. Configuration information

10. The dedicated change authority wants to spend less time looking through completed changes that did not encounter any issues.
- Which tools should the change authority consider?
- A. Orchestration systems
 - B. Analysis and reporting tools
 - C. Knowledge management tools
 - D. Work planning tools and prioritization tool
11. The organization is not satisfied with the speed of delivering changes in emergency situations and wants to create an improved approach to match the speed with urgency.
- Which advice should the organization follow?
- A. Emergency changes can be implemented even when there is not enough information
 - B. Emergency changes need to be addressed without wasting time on change models
 - C. Emergency changes need to be realized quickly and manually, not relying on automation
 - D. Emergency changes can be implemented without planning for potential risks
12. An organization is assessing its change enablement practice and the value streams it supports. It has been discovered that many stakeholders are unhappy with the information they receive: sometimes it is too much, sometimes too little. There is a confusion about what should be communicated, where, and when.
- Which recommendation will be the **BEST** for the organization to address this challenge?
- A. The organization should look for opportunities to automate full value streams, rather than isolated practices
 - B. The organization should ensure effective integration of the workflow management systems, including those used by suppliers and partners
 - C. The organization should make workflows and business rules simple and relevant to the involved parties
 - D. The organization should define tailored workflows for different types of changes and different value streams
13. Which metric helps to assess whether a common set of rules and models for deployments have been adopted across the organization?
- A. The number of audit findings related to deployments
 - B. The percentage of incidents related to deployments
 - C. The percentage of successful deployments
 - D. The timelines of the deployments schedule
14. Which of the following is the **BEST** source of requirements and recommendations when involving third parties in the organization's deployment management activities?
- A. Workflow management and collaboration tools
 - B. Specialized consulting suppliers
 - C. The organization's value streams
 - D. The deployment practitioner role

15. An organization uses manual deployment for legacy systems and automated deployments for more modern ones. The deployment manager is analysing the information gathered during a recent value stream walk and notices that it only refers to manual deployments.
- Which step of the value stream mapping should the manager review to understand why information on automated deployments is missing?
- A. Create a 'to be' value stream map
 - B. Identify the scope of the value stream analysis
 - C. Reflect on the value stream map
 - D. Define the purpose of the value stream from the business standpoint
16. A software development organization has many product teams that design and develop software apps using DevOps techniques.
- Which approach to positioning deployment management in the organization should be used?
- A. Appoint a single deployment manager for the entire organization
 - B. Appoint a change manager and combine with the roles of deployment and release manager
 - C. Appoint a single dedicated team to manage all aspect of deployment management throughout the company
 - D. Appoint the role of deployment manager to a member of each product team
17. An organization wants to ensure that its platforms are suitable for each particular deployment.
- Which tools should the organization use to automate this activity?
- A. Deployment tools
 - B. CI/CD tools
 - C. Environment configuration and management tools
 - D. Service configuration management tools
18. An organization has adopted an approach to deployment management which dictates that changes to products and services in the live environment can only be made on Tuesdays and Thursdays.
- Which service value stream will **MOST LIKELY** be negatively affected by this approach?
- A. Product and service continual improvement
 - B. Request fulfilment
 - C. Delivery of new and changed services
 - D. Incident resolution
19. What are workflow management and collaboration tools used for?
- A. To ensure that platforms are suitable for each deployment
 - B. To ensure that dependencies between processes are understood
 - C. To compare the components scheduled for deployment
 - D. To move configuration items to a test environment

20. Which of the following is **CORRECT** about the benefits of the deployment management practice for service providers?
- A. The practice improves agility to support adoption of CI/CD pipeline
 - B. The practice reduces risk of errors and downtime related to ongoing operations
 - C. The practice supports quicker changes to business software in the staging environment
 - D. The practice ensures controlled and efficient updates of components within the development environment
21. Which is a key feature of continuous delivery?
- A. There is often a break in time between software build and release
 - B. Software is automatically released to production
 - C. It is heavily dependent on continuous deployment
 - D. Code is built and tested in small, iterative cycles
22. An organization has created a deployment management team that regularly exchange information with other practices.
- Which practice capability level does this indicate?
- A. Level 1
 - B. Level 2
 - C. Level 3
 - D. Level 4
23. An organization is seeking a staff member to fulfil the role of deployment manager.
- Which **TWO** attributes should the applicant have?
- 1. In depth knowledge of the technology components used by the organization
 - 2. The ability to work well in a team
 - 3. Understanding of the organization's business and products
 - 4. The ability to coordinate tasks and encourage staff to work together
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4
24. How should the effectiveness of deployments in the organization's value streams be measured?
- A. By looking at how well the deployment approach has been accepted in the organization
 - B. By looking at how well the deployment approach has been accepted by the service consumers
 - C. By asking the stakeholders about their satisfaction with the rate of change in the services
 - D. By asking the stakeholders about their satisfaction with the quality of deployments

25. An IT asset manager has regular meetings with the managers of other practices.
Which is the **BEST** way to use these meetings to support the success of the ITAM practice?
- A. Communicate and integrate the ITAM approach into the organization's value streams
 - B. Analyse resources and identify IT assets
 - C. Review the IT asset lifecycle
 - D. Compose verification and audit reports and communicate them to appropriate stakeholders
26. How many different IT asset lifecycle models should an organization have?
- A. Four lifecycle models, one each for hardware, software, cloud services, and data
 - B. One lifecycle model with different stages for each IT asset type
 - C. Two lifecycle models, one for physical assets and one for virtual assets
 - D. One lifecycle model for each IT asset type that the organization has defined
27. An organization issues mobile phones to salespeople. Mobile phone usage is monitored by technical staff to ensure that the assets are used appropriately.
What role is played by the technical staff?
- A. License manager
 - B. IT asset custodian
 - C. IT asset consumer
 - D. IT asset analyst
28. An organization developed comprehensive IT asset management processes and established a detailed IT asset register. However, there is no information about the IT team members' requirements for the IT asset data.
What capability level of the ITAM practice does this indicate?
- A. Level 1
 - B. Level 2
 - C. Level 3
 - D. Level 4
29. The lifecycle model does not allow for a physical server to transition from decommission to assignment.
What should be done if the organization needs a physical server to make this transition as soon as possible?
- A. Review and update the lifecycle model so that this server can be reassigned
 - B. Dispose of this server and obtain a new server following the standard procedure
 - C. Treat this as a new server and follow the lifecycle model from the 'acquisition' stage
 - D. Reassign the server and document this as an exception so that the lifecycle model can be updated

30. How can a procurement system help an organization to follow the lifecycle model for an IT asset?
- A. By ensuring that data about new assets is automatically uploaded to the IT asset register
 - B. By ensuring that data about decommissioned assets is automatically removed from the IT asset register
 - C. By communicating and integrating the ITAM approach into the organization's value streams
 - D. By collecting and verifying IT asset data to support IT asset management audits
31. An organization wants to ensure that the cost of the IT asset management practice is justified and optimized. The organization needs to understand the costs of ITAM and identify optimization opportunities.
- What should the organization do **FIRST**?
- A. Analyse the value streams that IT asset management contributes to
 - B. Review the adoption, compliance, and effectiveness of the ITAM approach and procedures
 - C. Verify, audit, and analyse the IT assets
 - D. Review the IT asset management lifecycle
32. An IT asset manager has engaged stakeholders from many different practices to ensure that all IT asset management requirements are well understood.
- What other IT asset manager's action will **MOST LIKELY** help the practice to meet everyone's needs?
- A. Work with the stakeholders to analyse and improve value streams
 - B. Work with the stakeholders to define the data structure for the IT asset register
 - C. Provide the stakeholders with regular IT asset management audit reports
 - D. Train the stakeholders' staff in IT asset management practices
33. An organization has a large number of laptops that are used by members of staff. Inventory and discovery software is used to ensure that the laptops only have approved software installed, but this is not sufficient and laptops are often misconfigured by the users.
- What should the organization do to prevent this from happening?
- A. Include software on the laptops in the scope of IT asset audit
 - B. Install and use mobile device management tools
 - C. Define an IT asset lifecycle model for laptops
 - D. Use analytics and reporting tools to identify laptop issues
34. An organization wants to increase the automation of the IT asset management practice, but it has little experience or knowledge of how to do this.
- What is the **BEST** advice for how this organization should get started with automation?
- A. Analyse the process activities that include IT asset management
 - B. Engage a consulting organization with appropriate expertise
 - C. Send IT asset analysts to appropriate training courses
 - D. Analyse the value streams that include IT asset management

35. An IT asset manager wants to make sure the staff understand the value that IT asset management provides for the organization.
- What should the manager say to the staff so they understand the purpose of IT asset management?
- A. It maintains a useful IT asset register
 - B. It reduces the likelihood of a loss to the organization due to IT assets
 - C. It ensures the organization uses a common method for managing IT assets
 - D. It verifies the accuracy of IT asset data
36. A small organization operates in just one country. The organization has a wide range of IT assets, including a small data centre, third party software contracts, and cloud services. The organization has three small product teams, as well as a few salespeople and office staff.
- What is the **BEST** way to allocate IT asset management roles in this organization?
- A. There should be a single IT asset manager, with separate IT asset analysts for hardware, software, and cloud services
 - B. There should be three asset managers, one for each product team, who take responsibility for all IT assets owned by their team
 - C. There should be a single IT asset manager who carries out most IT asset management activity, with support from external consultants when needed
 - D. There should be a corporate IT asset manager who owns the IT approach, and separate IT asset managers for each product team
37. A service provider's release management practice has activities embedded in many value streams.
- Which practice ensures the integration of these activities in the service value streams?
- A. Change enablement
 - B. Infrastructure and platform management
 - C. Deployment management
 - D. Service validation and testing
38. An organization tries to limit the number of variations of the same software in the live environment.
- Which concept of the release management practice should be in place?
- A. A 'pull' approach
 - B. A 'push' approach
 - C. Continuous integration
 - D. Continuous delivery

39. A release manager is creating a guide to the 'release model development and improvement' process.
- Which should the release manager include as an input to the process activities?
- A. Information about services which is published to users
 - B. Workflow steps for a release instance
 - C. A calendar of future service deployments
 - D. Notifications to users about the status of a release
40. A release manager is reviewing the relationships between products and technology components.
- To which aspect of the release management practice does this action contribute?
- A. Continuous integration
 - B. The 'release model development and improvement' process
 - C. Continuous delivery
 - D. The 'release planning and coordination' process
41. A service provider is documenting the activities of a new release planning and coordination process.
- Which activity should the service provider include in this process?
- A. Design of release models
 - B. Review of service relationships
 - C. Review of release instances
 - D. Communication of release models
42. A service provider has just produced a draft value stream map for request fulfilment, which involves the release management practice. The service provider has realized that there was confusion among the participants regarding whether the value stream applies to third-party products or only to internal products.
- At what stage in the value stream analysis should this decision have been made and communicated?
- A. During the first stage, when the scope of the value stream analysis should have been determined
 - B. During the second stage, when the stakeholders should have been consulted on the value stream purpose
 - C. During the third stage, when the workflow steps of the value stream should have been documented
 - D. During the fourth stage, when the value stream map should have been reviewed
43. Which is an example of an activity that should **NOT** be performed by a release manager?
- A. Creating workflows for standard releases
 - B. Identifying improvement opportunities for the practice
 - C. Scheduling releases in the context of change implementation
 - D. Understanding the business value of services

44. A release manager wants to check that the correct service components have been released for a particular release instance.
- What automation tools should the release manager use to achieve this?
- A. Analysis and reporting tools
 - B. Workflow management and collaboration tools
 - C. Service configuration tools
 - D. Enterprise architecture tools
45. An organization has noticed that releases involving products developed in-house are more successful than those involving third-party products.
- What action should the organization take to improve this situation?
- A. Create metrics for each stage of the release planning and coordination process and automate the data capture and analysis of the metrics
 - B. Create appropriate models for each type of release and automate the execution of the activities in each model
 - C. Create collaboration opportunities for each group of specialists working within the organization's value streams
 - D. Create a single set of automated procedures for releases which are close in nature to the procedures used for the successful third-party product releases
46. An organization is using partners and suppliers to help implement releases.
- What other service management practice activity is the organization likely to involve these partners and suppliers in?
- A. Authorizing the move of changed components to the live environment
 - B. Resolving incidents relating to new components in the live environment
 - C. Moving changed components to the live environment
 - D. Identifying errors relating to new components in the live environment
47. An organization wants to establish that its release management practice meets capability level 4 for the 'value streams and processes' dimension.
- What is an example of evidence that the organization should provide?
- A. Documented KPIs for the release management practice and the organization's performance against them
 - B. Reports showing the findings of regular evaluations of the release management practice and resulting corrective actions
 - C. A skills matrix and a resource plan for the roles involved in each release instance
 - D. Release management practice documentation showing the roles performing practice activities

48. A service provider regularly reviews the performance of its release management practice and takes actions to enhance elements of the four dimensions related to the practice.
- Which capability level does this practice demonstrate?
- A. Level 2
 - B. Level 3
 - C. Level 4
 - D. Level 5
49. An organization has identified the need to automatically collect information about new software and validate existing software.
- Which **TWO** tools should the organization acquire?
- 1. CMS tools
 - 2. Work planning and prioritization tools
 - 3. Analysis and reporting tools
 - 4. Inventory and discovery tools
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4
50. The configuration manager wants to prevent the CMS from becoming large and unmanageable. The manager has implemented tools to analyse how stakeholders use the configuration management databases (CMDBs), and has automated the detection of errors.
- What else should the configuration manager do?
- A. Acquire tools to investigate how the CMDBs are utilized
 - B. Implement policies to ensure new CI types are added only when justified
 - C. Introduce manual procedures for identifying errors in configuration data
 - D. Use tools to automatically add new CI classes to CMDBs when they are detected
51. What should be an organization's approach to sharing configuration information with its customers and suppliers?
- A. Ensure the sharing of information is integrated as part of relevant value streams
 - B. Respond to all manual requests for configuration information freely with all suppliers
 - C. Share configuration information with suppliers and customers only in exceptional circumstances
 - D. Provide all parties with full access to the organization's CMS
52. A technical team leader manages a large number of printers that are used by various members of staff.
- What resource owner role activity should the team leader perform?
- A. Dealing with ad-hoc requirements for configuration information
 - B. Ensuring that CI lifecycle models are utilized throughout their lifecycle
 - C. Making decisions regarding the inclusion of new types of component in the scope of service configuration management
 - D. Ensuring the service configuration management approach is included in value streams

53. The configuration management team wants to ensure that the team members understand the links between the servers, networks and software.
- What should the team use?
- A. Configuration item (CI) lifecycle model
 - B. Configuration management database (CMDB) audit
 - C. Service configuration model
 - D. Baseline configuration
54. An organization wants to reduce the costs of providing configuration information.
- Which metric should the organization use?
- A. Problem management team satisfaction with the availability of configuration information
 - B. Poor management decision making traceable to incorrect configuration information
 - C. Configuration information usage by all technical teams as a percentage
 - D. Outputs of configuration verification activities each month
55. A service configuration manager receives complaints from other teams in the organization that service configuration data is not up-to-date. Regular audits of the CMDB occur every 6 months and result in the correction of inaccurate configuration records, but the quality of the information then deteriorates very quickly. The organization uses automation to verify CMDB, but many CI characteristics can only be verified manually.
- How should the service configuration manager improve the situation?
- A. Progress iteratively: make CMDB verification an ongoing activity
 - B. Focus on value: increase the frequency of the CMDB audits
 - C. Collaborate: involve third parties in the CMDB audits
 - D. Automate: implement new verification tools to ensure automated CMDB updates
56. An organization is designing a value stream for incident resolution. It is performing the step 'do the service value stream walk' and has identified value stream steps with low business value and some capacity issues.
- What else should the organization do at this step?
- A. Implement improvement to CI lifecycle models
 - B. Ensure that configuration information is available to stakeholders when needed
 - C. Identify any delays created by involving service configuration management
 - D. Identify the business services related to the value stream
57. An organization is aiming to achieve capability level 3 for the service configuration management practice.
- Which capability criterion must the organization meet to achieve this?
- A. The configuration management team regularly suggest and implement improvement opportunities
 - B. Configuration information is available to staff as necessary and integrated into relevant workflows
 - C. The configuration manager is able to establish and report on the effectiveness of the service configuration management practice
 - D. CI lifecycle models are developed and implemented

58. A configuration manager has received complaints from product teams that some configuration information is out of date.
- Which activity should the configuration manager perform?
- A. Analyse resources and identify CIs
 - B. Define and implement corrective actions
 - C. Review the verification output
 - D. Plan verification activities
59. What is an example of how the service configuration management practice supports the problem management practice?
- A. Calculating the costs associated with reducing the impact of a fire in a data centre
 - B. Helping to identify risks associated with hackers accessing systems
 - C. Supporting the analysis of the impact of a planned change to desktop services
 - D. Helping the organization to investigate the impact of errors in a software app
60. An organization is collecting requirements for service configuration information. Service configuration management is now effectively supporting planning, control, and verification of changes in the context of various value streams.
- How else can service configuration information be used to improve efficiency of the request fulfilment value stream?
- A. Assessment of the business impact of service requests
 - B. Assigning service requests to the appropriate team
 - C. Identification of scope of required changes
 - D. Diagnosis and identification of faulty components

