



**ITIL® 4 Specialist:  
Collaborate, Assure, and Improve**

# Sample Paper 1

Answers and Rationales



Official Training Materials



## Sample Paper 1: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	C	ITIL4P_CAI_1.1.1	<p>A. Incorrect. This is a relevant metric of the 'establishing and continually improving an effective approach to the relationship management practice across the organization' PSF, but this does not sufficiently reflect the purpose of the practice. "The purpose of the relationship management practice is to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels." Ref RSM: 2.1, 2.5</p> <p>B. Incorrect. This is a relevant metric of the 'ensuring effective and healthy relationships within the organization' PSF, but this does not sufficiently reflect the purpose of the practice. "The purpose of the relationship management practice is to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels." Ref RSM: 2.1, 2.5</p> <p><b>C. Correct. "The purpose of the relationship management practice is to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels." Ref RSM: 2.1</b></p> <p>D. Incorrect. This is a relevant metric of the 'ensuring effective and healthy relationships within the organization' PSF, but this does not sufficiently reflect the purpose of the practice. "The purpose of the relationship management practice is to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels." Ref RSM: 2.1, 2.5</p>
2	D	ITIL4P_CAI_1.1.2	<p>A. Incorrect. This is an aspect of the 'ensuring effective and healthy relationships between the organization and its external stakeholders' PSF, which follows an agreed approach to relationship management. "The relationship management practice is applied in conjunction with others to develop, communicate, and maintain a set of values and principles for relationships. It is a specific focus of the relationship management practice to ensure that these principles are translated into effective techniques, rules, and behaviour patterns that are adopted and practiced by everyone within the organization." Ref RSM: 2.4.1</p> <p>B. Incorrect. This is an aspect of the 'ensuring effective and healthy relationships between the organization and its external stakeholders' PSF, which follows an agreed approach to relationship management. "The relationship management practice is applied in conjunction with others to develop, communicate, and maintain a set of values and principles for relationships. It is a specific focus of the relationship management practice to ensure that these principles are translated into effective techniques, rules, and behaviour patterns that are adopted and practiced by everyone within the organization." Ref RSM: 2.4.1</p> <p>C. Incorrect. This is an aspect of the 'ensuring effective and healthy relationships within the organization' PSF, which follows an agreed approach to relationship management. "The relationship management practice is applied in conjunction with others to develop, communicate, and maintain a set of values and principles for relationships. It is</p>

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			<p>a specific focus of the relationship management practice to ensure that these principles are translated into effective techniques, rules, and behaviour patterns that are adopted and practiced by everyone within the organization." Ref RSM: 2.4.1</p> <p><b>D. Correct. "The relationship management practice is applied in conjunction with others to develop, communicate, and maintain a set of values and principles for relationships. It is a specific focus of the relationship management practice to ensure that these principles are translated into effective techniques, rules, and behaviour patterns that are adopted and practiced by everyone within the organization." This is a part of the 'establishing and continually improving an effective approach to relationship management across the organization' PSF. Ref RSM: 2.4.1</b></p>
3	B	ITIL4P_CAI_1.1.2	<p>A. Incorrect. This is a metric relating to the practice success factor of 'ensuring effective and healthy relationships within the organization'. "Key metrics... Number and percentage of people leaving the organization because of toxic relationships." Ref RSM: Table 2.5</p> <p><b>B. Correct. This metric is related to the practice success factor of 'establishing and continually improving an effective approach to relationship management across the organization'. One of the metrics is "Satisfaction of key stakeholders with the organization's approach to relationship management." Ref RSM: Table 2.5</b></p> <p>C. Incorrect. This is a metric relating to the practice success factor of 'ensuring effective and healthy relationships between the organization and its external stakeholders'. "Key metrics. The organization's image in the industry, market, and social media." Ref RSM: Table 2.5</p> <p>D. Incorrect. This is a metric relating to the practice success factor of 'ensuring effective and healthy relationships within the organization'. "Key metrics... Employee satisfaction with their relationships in the organization." Ref RSM: Table 2.5</p>
4	A	ITIL4P_CAI_1.1.3.a	<p><b>A. Correct. "Relationship characteristic: Degree of communality. Business associate: Low." Ref RSM: Table 2.1</b></p> <p>B. Incorrect. "Relationship characteristic: Degree of communality. Business friend: Medium." Ref RSM: Table 2.1</p> <p>C. Incorrect. "Relationship characteristic: Degree of communality. Personal friend: High." Ref RSM: Table 2.1</p> <p>D. Incorrect. A partnership is a type of service relationship which has a high level of shared interests and goals. "Partnership. Typical focus: Innovation and growth." Ref RSM: Table 2.2</p>
5	B	ITIL4P_CAI_1.1.3.b	<p>A. Incorrect. "Basic relationship. Typical focus: Support and efficiency." Ref RSM: Table 2.2</p> <p><b>B. Correct. "Cooperative relationship. Typical focus: Improvement and effectiveness." Ref RSM: Table 2.2</b></p> <p>C. Incorrect. "Partnership. Typical focus: Innovation and growth." Ref RSM: Table 2.2</p> <p>D. Incorrect. "Relationship characteristic: Degree of communality / Helping behaviour. Business associate: Low." Ref RSM: Table 2.1</p>

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6	D	ITIL4P_CAI_1.2.2	<p>A. Incorrect. This is part of the second activity of the 'managing a common approach to relationships' process. "Activities: Analyse the organization's culture, strategy, and stakeholders; Develop and agree key principles of relationships." Ref RSM: Table 3.2</p> <p>B. Incorrect. This is part of the third activity of the 'managing a common approach to relationships' process. "Activities: Analyse the organization's culture, strategy, and stakeholders; Develop and agree key principles of relationships; Develop and agree relationship models for key stakeholder groups." Ref RSM: Table 3.2</p> <p>C. Incorrect. This is part of the fourth activity of the 'managing a common approach to relationships' process. "Activities: Analyse the organization's culture, strategy, and stakeholders; Develop and agree key principles of relationships; Develop and agree relationship models for key stakeholder groups; Embed effective behaviour patterns into daily work interactions." Ref RSM: Table 3.2</p> <p><b>D. Correct. The first activity of the 'managing a common approach to relationships' process is "Analyse the organization's culture, strategy, and stakeholders". An example of this is "The organization's leaders (where relevant, supported by external consultants) analyse the organization's culture and how it supports the strategy." Ref RSM: Table 3.2</b></p>
7	B	ITIL4P_CAI_1.2.3	<p>A. Incorrect. This value stream does have an effect on customers, but the question states that the customers are already satisfied with the handling of service disruptions. "Value stream: Incident resolution. The role of relationship management: ensuring effective relationships between the service provider and users and customers affected by incidents; ensuring effective relationships between the service support teams involved in incident management; ensuring effective relationships between the service provider and external suppliers involved in incident resolution." Ref RSM: Table 3.5</p> <p><b>B. Correct. A role of the relationship management practice in the 'creation of a new or changed product or service' value stream is "Ensuring effective relationship with customers." This is a value stream which has a high level of customer involvement. Ref RSM: Table 3.5</b></p> <p>C. Incorrect. For this value stream, the relationship management practice is more concerned with "Ensuring effective relationships between the service provider and users... between the service support teams involved in request fulfilment... between the service provider and external suppliers involved in request fulfilment." Ref RSM: Table 3.5</p> <p>D. Incorrect. For this value stream, the relationship management practice is more concerned with "Ensuring effective relationships between internal and external teams involved in ongoing operations and maintenance." Although it directly involves customers, operation and maintenance may cause service unavailability which should be communicated to customers in advance. This is already</p>

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			happening, and the customers are satisfied. Ref RSM: Table 3.5
8	A	ITIL4P_CAI_1.3.2	<p><b>A. Correct. "The positioning of relationship management teams and assignment of the relationship manager role to particular individuals should reflect and support the organization's strategy and positioning... For example, if the organization's strategic focus is on customer excellence, it is likely to have a dedicated customer relationship management team." Ref RSM: 4.2</b></p> <p>B. Incorrect. Although "Relationships with suppliers are typically managed by a procurement management team", this will not be appropriate when the organization has decided to focus on customer success. "The positioning of relationship management teams and assignment of the relationship manager role to particular individuals should reflect and support the organization's strategy and positioning... if the organization's strategic focus is on customer excellence, it is likely to have a dedicated customer relationship management team." Ref RSM: 4.2</p> <p>C. Incorrect. "In larger organizations HR teams may include dedicated specialists or teams focused on organizational culture and the relationship aspects of it." However, this organization wants to focus on customer success. "... if the organization's strategic focus is on customer excellence, it is likely to have a dedicated customer relationship management team." Ref RSM: 4.2</p> <p>D. Incorrect. This does not address the situation in the question. A compliance team is appropriate in some circumstances: "Relationships with other groups of external stakeholders may require a dedicated team. Examples include media liaison teams, social media teams, compliance teams, and so on." However, this organization wants to focus on customer success, which has a broader scope than merely handling complaints. "... if the organization's strategic focus is on customer excellence, it is likely to have a dedicated customer relationship management team." Ref RSM: 4.2</p>
9	B	ITIL4P_CAI_1.4.1	<p>A. Incorrect. Although these tools can be used to communicate information about improvement opportunities, only knowledge management tools are specifically designed for this. "Automation tools: Workflow management and collaboration tools. Application in relationship management: Plan, manage, and communicate relationship journeys; Discuss, agree, and communicate relationship approach and models; Exchange information with internal and external stakeholders." Ref RSM: Table 5.1</p> <p><b>B. Correct. "Automation tools: Knowledge management tools. Application in relationship management: Capture, share, and reuse: ... lessons learned." Ref RSM: Table 5.1</b></p> <p>C. Incorrect. Although these tools can be used to communicate information about improvement opportunities, only knowledge management tools are specifically designed for this. "Automation tools: Analysis and reporting tools. Application in relationship management: Analyse and present: status and progress of relationships;</p>

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			<p>metrics of the practice; changes in relationships with key stakeholders." Ref RSM: Table 5.1</p> <p>D. Incorrect. Although these tools can be used to communicate information about improvement opportunities, only knowledge management tools are specifically designed for this. "Automation tools: CRM. Application in relationship management: Plan, manage, and communicate relationship journeys in relationships with internal and external customers." Ref RSM: Table 5.1</p>
10	C	ITIL4P_CAI_1.5.1	<p>A. Incorrect. Although "The service integrator is likely to be involved in development and promotion of a relationship management approach.", this would apply to the IT service provider rather than to the whole retail organization. Ref RSM: 6.1</p> <p>B. Incorrect. Although "The service integrator is likely to be involved in development and promotion of a relationship management approach.", strategic priorities of an internal service provider should be set by the parent organization. Ref RSM: 6.1</p> <p><b>C. Correct. "Some organizations delegate the management of relationships with partners and suppliers to a service integrator. In this scenario, the integrator is usually treated as a partner by the organization, and as partners, they share information needed for successful relationship. The service integrator is likely to be involved in development and promotion of a relationship management approach." Ref RSM: 6.1</b></p> <p>D. Incorrect. This is the focus of the workforce and talent management practice. Relationships within the service provider and with the parent organization's teams cannot be managed by the service integrator. "Relationship management is an important component of an organization's value system... Additionally, it supports other practices focused on specific relationship journeys: ... workforce and talent management, focused on relationships between the organization's employees." Ref RSM: 2.1</p>
11	D	ITIL4P_CAI_1.6.1	<p>A. Incorrect. The description refers to the capability level 4: "The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed." However, the lack of follow-up to the reports indicates that level 5 has not been achieved: "Level 5: The practice is continually improving organizational capabilities associated with its purpose." A Level 1 capability does not go as far as the circumstances described in the question: "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 RSM: 7.1</p> <p>B. Incorrect. The description refers to the capability level 4: "The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed." However, the lack of follow-up to the reports indicates that level 5 has not been achieved: "Level 5: The practice is continually improving organizational capabilities associated with its purpose." A Level 2 capability does not go as far as the circumstances described in the question: "Level 2: The</p>

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			<p>practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref RSM: 7.1</p> <p>C. Incorrect. The description refers to the capability level 4: "The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed." However, the lack of follow-up to the reports indicates that level 5 has not been achieved: "Level 5: The practice is continually improving organizational capabilities associated with its purpose." A Level 3 capability does not go as far as the circumstances described in the question: "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 RSM: 7.1</p> <p><b>D. Correct. The description refers to the capability level 4: "The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed." However, the lack of follow-up to the reports indicates that level 5 has not been achieved: "Level 5: The practice is continually improving organizational capabilities associated with its purpose." Ref RSM: 7.1</b></p>
12	C	ITIL4P_CAI_1.7.1	<p>A. Incorrect. This recommendation does not directly address the issue of the rules being perceived to be too restrictive. In addition, the recommendation is not supported by the 'keep it simple and practical' guiding principle. "Recommendation: Align the relationship management approach with the service provider's strategy and positioning. Comments: Ensure that strategic goals are supported by the organizational culture and relationship approach within and outside the organization. ITIL Guiding Principle(s): Focus on value; Think and work holistically." Ref RSM: Table 8.1</p> <p>B. Incorrect. Integration of the activities will not address the situation, if the communication rules themselves are not revised. In addition, the recommendation is not supported by the 'keep it simple and practical' guiding principle. "Recommendation: Integrate relationship management activities in the organization's value streams. Comments: Make relationship management an integral part of the organization's operations, not an add-on... ITIL Guiding Principle(s): Optimize and automate; Think and work holistically." Ref RSM: Table 8.1</p> <p><b>C. Correct. "Recommendation: Systematically review the relationship management approach and relationship journeys. Comments: Level of details in the relationship models and supporting guidance should be relevant to the needs of the organization. Start with the key principles, leave people the freedom to apply them, add extra details only where necessary. ITIL Guiding Principle(s): Collaborate and promote visibility; Progress iteratively with feedback; Keep it simple and practical." Ref RSM: Table 8.1</b></p> <p>D. Incorrect. This recommendation does not address the issue of the rules being perceived to be too restrictive. In addition, the recommendation is not supported by the 'keep</p>

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			it simple and practical' guiding principle. "Recommendation: Demonstrate business value. Comments: Measure the practice and produce regular reports and dashboards for internal and external stakeholders. ITIL Guiding Principle(s): Focus on value; Collaborate and promote visibility." Ref RSM: Table 8.1
13	B	ITIL4P_CAI_2.1.1	<p>A. Incorrect. This statement describes a benefit to the service provider rather than to service consumers. "The supplier management practice is a fundamental element of service management. This practice is beneficial for both IT service providers and their service consumers... Benefits for service providers include: ... continual improvement achieved through learning and refinement of customer needs and IT environment." Ref SM: 2.1</p> <p><b>B. Correct. "The supplier management practice is a fundamental element of service management. This practice is beneficial for both IT service providers and their service consumers... Benefits for service consumers include: ... better image due to uninterrupted business services." Ref SM: 2.1</b></p> <p>C. Incorrect. This statement describes a benefit to the service provider rather than to service consumers. "The supplier management practice is a fundamental element of service management. This practice is beneficial for both IT service providers and their service consumers... Benefits for service providers include: optimized staffing models by focusing internal resources on core competencies, while outsourcing non-core competencies to suppliers." Ref SM: 2.1</p> <p>D. Incorrect. This statement describes a benefit to the service provider rather than to service consumers. "The supplier management practice is a fundamental element of service management. This practice is beneficial for both IT service providers and their service consumers... Benefits for service providers include: ... improved service management practices by leveraging best practices from expert supplier partners." Ref SM: 2.1</p>
14	D	ITIL4P_CAI_2.1.2	<p>A. Incorrect. This metric is related to the practice success factor of 'ensuring that service relationships with all suppliers and partners are managed effectively and in line with internal and external regulations'. One of the metrics is "Stakeholders' satisfaction with the organization's relationships with third parties." Ref SM: Table 2.3</p> <p>B. Incorrect. This metric is related to the practice success factor of 'ensuring that service relationships with all suppliers and partners are managed effectively and in line with internal and external regulations'. One of the metrics is "Number and impact of breaches to relevant internal and external regulations." Ref SM: Table 2.3</p> <p>C. Incorrect. This metric is related to the practice success factor of 'ensuring the effective integration of third-party services into the organization's products and services'. One of the metrics is "Number of incidents and SLA breaches associated with third-party participation in the organization's value streams." Ref SM: Table 2.3</p> <p><b>D. Correct. This metric is related to the practice success factor of 'ensuring that the sourcing strategy and</b></p>

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			<b>guidelines effectively support the organization's strategy'. One of the metrics is "Number and impact of cases where strategic objectives could not be achieved due to dependencies on third parties." Ref SM: Table 2.3</b>
15	A	ITIL4P_CAI_2.1.3.d	<p><b>A. Correct. A request for information is "used to gather information about products, services, or solutions available from potential suppliers... The information collected through an RFI can allow an organization to refine their requirements..." Ref SM: 2.2</b></p> <p>B. Incorrect. "An RFP is a formal and comprehensive document issued by an organization seeking proposals from potential suppliers to provide products, services, or solutions to meet specific defined requirements..." Ref SM: 2.2</p> <p>C. Incorrect. "An RFQ is a formal, yet concise, document used to solicit price quotes from potential suppliers for specific, often standard, products or services. It is primarily focused on obtaining pricing information... RFQs are typically used for straightforward procurement where the scope, requirements, and specifications are relatively simple and well-defined..." Ref SM: 2.2</p> <p>D. Incorrect. "An RFB is a formal and highly detailed document used to invite competitive bids from potential suppliers to provide specific products or services. An RFB often includes technical requirements, quantities, delivery schedules, quality standards, and contractual terms and conditions such as payment terms, project milestones, performance guarantees, and other legal or regulatory requirements." Ref SM: 2.2</p>
16	B	ITIL4P_CAI_2.2.1	<p>A. Incorrect. 'Engaging with suppliers and communicating demand' is an activity of the 'managing supplier journeys' process. 'Contract framework' is an input to this process that can be used for engaging with potential suppliers, not an output of this activity. Ref SM: Table 3.3</p> <p><b>B. Correct. 'Engaging with suppliers and communicating demand' is an activity of the 'managing supplier journeys' process. 'RfX' is an output of this activity: "In case this is created internally, the supplier manager or contracts manager owns the creation and communication of RfX." Ref SM: Table 3.3, Table 3.4</b></p> <p>C. Incorrect. 'Engaging with suppliers and communicating demand' is an activity of the 'managing supplier journeys' process. 'Supplier categorization and selection criteria' is an input to this process that can be used for engaging with potential suppliers, not an output of this activity. Ref SM: Table 3.3</p> <p>D. Incorrect. 'Engaging with suppliers and communicating demand' is an activity of the 'managing supplier journeys' process. 'Supplier categorization and selection criteria' is an input to this process that can be used for engaging with potential suppliers, not an output of this activity. Ref SM: Table 3.3</p>
17	C	ITIL4P_CAI_2.2.2	<p>A. Incorrect. The sourcing strategy is at a much higher level than this technical integration. "The sourcing strategy defines the organization's approach to supplier management, aligned with the organization's strategy." Also,</p>

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			<p>the activity described in table 3.2 does not include development of procedures. Ref SM: Table 3.2</p> <p>B. Incorrect. This activity is described as "A team of stakeholders involved in supplier management further develops the sourcing strategy by developing and agreeing guidelines and procedures." Development of technical integration is done later as part of embedding the procedures. Ref SM: Table 3.2</p> <p><b>C. Correct. This activity includes "The technical details of the integration for potential suppliers should also be formulated and published. This includes technical standards and methods of integration used by the organization; for example, API management." Ref SM: Table 3.2</b></p> <p>D. Incorrect. This activity is described as "Supplier management stakeholders monitor and review the adoption, compliance, and effectiveness of the agreed sourcing strategy and procedures; this is done on event-based... and interval- based basis." Technical integration of systems happens earlier than this. Ref SM: Table 3.2</p>
18	B	ITIL4P_CAI_2.2.3	<p>A. Incorrect. Efficiency of the supplier's operation is not the responsibility of the organization. If the supplier is achieving the desired outcomes, then this is sufficient. "During the resource and timeline review (3e) consider whether this is relevant given the supplier relationship. How the supplier manages their resources may not be relevant if the outcome is achieved." Ref SM: 3.2.3.2</p> <p><b>B. Correct. So long as the required outcomes are being achieved, it is the supplier's decision as to how these resources are managed. "During the resource and timeline review (3e) consider whether this is relevant given the supplier relationship. How the supplier manages their resources may not be relevant if the outcome is achieved." Ref SM: 3.2.3.2</b></p> <p>C. Incorrect. Efficiency of the supplier's operation is not the responsibility of the organization. If the supplier is achieving the desired outcomes, then this is sufficient. There is no requirement for improved SLAs. "During the resource and timeline review (3e) consider whether this is relevant given the supplier relationship. How the supplier manages their resources may not be relevant if the outcome is achieved." Ref SM: 3.2.3.2</p> <p>D. Incorrect. This statement is correct, but this happens before the value stream walk, and will not help to address the situation described. "Consider including the supplier business partner or delivery manager." Ref SM: 3.2.3.2</p>
19	C	ITIL4P_AI_2.3.1b	<p>A. Incorrect. This activity is performed by the supplier manager not the supplier coordinator. "The supplier manager is typically responsible for: providing decisions on conflicts, rewards, penalties, and exceptions." Ref SM: 4.1.1</p> <p>B. Incorrect. "... defining, agreeing, and implementing supplier performance criteria" is a responsibility of supplier manager. Supplier coordinator is responsible for "preparing performance reports." Ref SM: 4.1.1, 4.1.2</p>

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			<p><b>C. Correct. "The supplier coordinator is typically responsible for: formulating prerequisites for supplier selection." Ref SM: 4.1.2</b></p> <p>D. Incorrect. This activity is performed by the supplier manager not the supplier coordinator. "The supplier manager is typically responsible for: categorizing suppliers based on their importance to the organization." Ref SM: 4.1.1</p>
20	B	ITIL4P_CAI_2.3.2	<p>A. Incorrect. Alice's role is supplier manager. Bill and Clare's roles are supplier coordinator. Donald's role is contract manager. It is appropriate for Bill and Clare to report to Alice, but the contract manager should be part of the legal function "the contract manager role is often associated with the legal function." Ref SM: 4.2</p> <p><b>B. Correct. Alice's role is supplier manager. Bill and Clare's roles are supplier coordinator. Donald's role is contract manager. "Typically, the supplier manager and coordinator roles are associated with a formal job title under the supplier, vendor, or procurement management function, while the contract manager role is often associated with the legal function." Ref SM: 4.2</b></p> <p>C. Incorrect. Alice's role is supplier manager. Bill and Clare's roles are supplier coordinator. Donald's role is contract manager. Bill and Clare should report to Alice, not to Donald. "Typically, the supplier manager and coordinator roles are associated with a formal job title under the supplier, vendor, or procurement management function, while the contract manager role is often associated with the legal function." Ref SM: 4.2</p> <p>D. Incorrect. Alice's role is supplier manager. Bill and Clare's roles are supplier coordinator. Donald's role is contract manager. Bill and Clare should report to Alice, not to an operational team. Donald should be part of the legal department. "Typically, the supplier manager and coordinator roles are associated with a formal job title under the supplier, vendor, or procurement management function, while the contract manager role is often associated with the legal function." Ref SM: 4.2</p>
21	C	ITIL4P_CAI_2.4.1	<p>A. Incorrect. Any of these tools could contribute to this, but these two tools are least relevant.</p> <p>1. Survey tools are used for "Performing market research on available capabilities and cost; Collecting feedback for practice and supplier improvement". Although collected data may be relevant to improving suppliers' integration, it is not the most helpful type of tool in the situation. Ref SM: Table 5.1</p> <p>2. The main use of work planning and prioritization tools in supplier management is "Planning and tracking improvement initiatives." Ref SM: Table 5.1</p> <p>B. Incorrect. Any of these tools could contribute to this, but this tool is less relevant than the correct answer.</p> <p>2. The main use of work planning and prioritization tools in supplier management is "Planning and tracking improvement initiatives." Ref SM: Table 5.1</p>

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			<p>3. "Monitoring and event management tools: Integrated toolsets ensure consistent environment management across internal and third-party service providers." Ref SM: Table 5.1</p> <p><b>C. Correct.</b></p> <p><b>3. "Monitoring and event management tools: Integrated toolsets ensure consistent environment management across internal and third-party service providers." Ref SM: Table 5.1</b></p> <p><b>4. "Workflow management and collaboration tools: ... Seamless integration in SIAM environments across service providers." Ref SM: Table 5.1</b></p> <p>D. Incorrect.</p> <p>1. Survey tools are used for "Performing market research on available capabilities and cost; Collecting feedback for practice and supplier improvement". Although collected data may be relevant to improving suppliers' integration, it is not the most helpful type of tool in the situation. Ref SM: Table 5.1</p> <p>4. "Workflow management and collaboration tools: ... Seamless integration in SIAM environments across service providers." Ref SM: Table 5.1</p>
22	D	ITIL4P_CAI_2.4.2	<p>A. Incorrect. It is important to "Pay attention to measurement and reporting" but metrics are not the main issue in this scenario, which would be better resolved by defining clear ownership of the various parts of the value streams used for application support. "... ensure each provider owns a distinct and separate part of the value stream (for example, the entire incident management workflow). This will reduce confusion and allow for greater efficiencies over time." Ref SM: 5.2.1</p> <p>B. Incorrect. Tooling is not the main issue in this scenario, which would be better resolved by defining clear ownership of the various parts of the value streams used for application support. "... ensure each provider owns a distinct and separate part of the value stream (for example, the entire incident management workflow). This will reduce confusion and allow for greater efficiencies over time." Ref SM: 5.2.1</p> <p>C. Incorrect. "Communications are important" but communication is not the main issue in this scenario, which would be better resolved by defining clear ownership of the various parts of the value streams used for application support. "... ensure each provider owns a distinct and separate part of the value stream (for example, the entire incident management workflow). This will reduce confusion and allow for greater efficiencies over time." Ref SM: 5.2.1</p> <p><b>D. Correct. "... ensure each provider owns a distinct and separate part of the value stream (for example, the entire incident management workflow). This will reduce confusion and allow for greater efficiencies over time." Ref SM: 5.2.1</b></p>
23	C	ITIL4P_CAI_2.5.1	<p>A. Incorrect. Whilst a supplier can provide consultancy and recommendations in assessing an organization it cannot be responsible for confirming and approving the organization's final vision and strategy. A supplier may make recommendations about a sourcing strategy. "Sourcing strategy development: A third party may assess the IT</p>

Q	A	Syllabus Ref	Rationale
			<p>organization, review its core competencies, and provide recommendations on optimizing value and cost through a specific sourcing strategy." and "As part of strategy management, organizations define their sourcing policy, including principles and criteria for sourcing resources." Ref SM: Table 6.1, Ref 2.4.1</p> <p>B. Incorrect. An organization should not outsource the entire supplier management practice. "The supplier management practice enables the evaluation, selection, and sourcing of the suppliers and partners supporting the organization's requirement for services. Therefore, it cannot be outsourced." Ref SM: 6</p> <p><b>C. Correct. "Manage SIAM environment: If the sourcing strategy indicates a multi-sourced IT service delivery model, an SI may be retained to manage multiple suppliers and integrate them to provide a single business-facing delivery environment." Ref SM: Table 6.1</b></p> <p>D. Incorrect. A supplier can assist in supplier selection, but the organization should be responsible for the final decision of which supplier to select. "Supplier and partner response evaluation and selection: A third party may act as an agent to do the initial evaluation of supplier responses and thus assist in supplier and partner selection." Ref SM: Table 6.1</p>
24	A	ITIL4P_CAI_2.6.1	<p><b>A. Correct. "Level 1: The practice is not well organized; it's performed as initial or intuitive." Ref SM: 7.1</b></p> <p>B. Incorrect. The organization has not documented all tasks. The activities that do exist are performed in an ad-hoc manner. This indicates that the organization does not have a sufficiently systematic set of activities in place. Also, there is no evidence of dedicated resources. "Level 2: The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref SM: 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 SM: 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 SM: 7.1</p>
25	A	ITIL4P_CAI_3.1.1	<p><b>A. Correct. The purpose of the service level management practice is "to set clear, business-based targets for service utility, warranty, and experience; and to ensure that service delivery and use is properly assessed, monitored, and managed against these targets." Ref SLM: 2.1</b></p> <p>B. Incorrect. The purpose of the service level management practice is to ensure targets are set and managed, not to handle contractual terms and conditions. "Initially, the term SLA referred specifically to agreements between groups in the same organization. Over time, the term has also come to refer to a specific section in contracts between different legal entities, such as between a managed service provider and their customer." Ref SLM: 2.2.2</p> <p>C. Incorrect. The purpose of service level management is to set clear business-based targets. This may be achievable</p>

Q	A	Syllabus Ref	Rationale
			<p>with existing resources or new resources may have to be acquired. The purpose of the service level management practice is "to set clear, business-based targets for service utility, warranty, and experience; and to ensure that service delivery and use is properly assessed, monitored, and managed against these targets." Ref SLM: 2.1</p> <p>D. Incorrect. Service levels should be agreed, not imposed. "The service level management practice helps to set and manage a shared view of the quality of services between the service provider and the service consumer, aimed at all key stakeholders on both sides." Ref SLM: 2.1</p>
26	C	ITIL4P_CAI_3.1.2	<p>A. Incorrect. This answer implies that the customer is not involved in, or made aware of, the improvement planning. There should be transparency with the customer. "When improvements are triggered by customer or user feedback as well as by joint service reviews, it is important to ensure transparency of the improvement plans, progress, and results for customers and users." Ref SLM: 2.4.4</p> <p>B. Incorrect. As "service reviews are the main source of service improvement opportunities", it is likely that the customer has already completed an internal review and raised the suggestion with the service provider as a result. Ref SLM: 2.4.3</p> <p><b>C. Correct. "It is important to ensure that service improvements are not only initiated but also effectively implemented... Most service improvement initiatives are owned by a person who is accountable for the product or service (typically, the product owner or the service owner)." Ref SLM: 2.4.4</b></p> <p>D. Incorrect. While "practice improvement initiatives are usually driven by those responsible for the practice", the customer has raised a suggestion to improve the service they are receiving. Ref SLM: 2.4.4</p>
27	B	ITIL4P_CAI_3.1.3a	<p>A. Incorrect. This defines the term service level. "Service level: One or more metrics that define expected or achieved service quality." Ref SLM: 2.2</p> <p><b>B. Correct. "Service quality: The totality of the characteristics of a service that are relevant to its ability to satisfy stated and implied needs." Ref SLM: 2.2</b></p> <p>C. Incorrect. This is a definition of utility and hence it is only a part of 'service quality'. Utility is defined as "the functionality offered by a product or service to meet a particular need." Service quality should be explained as "the totality of characteristics" not just those that make a service fit for purpose. Ref SLM: 2.2.4</p> <p>D. Incorrect. This is an example of the definition of warranty and hence it is only a part of 'service quality'. Warranty is defined as "assurance that a product or service will meet agreed requirements." Service quality should be explained as "the totality of characteristics" not just those that make a service fit for purpose. Ref SLM: 2.2.4</p>
28	D	ITIL4P_CAI_3.2.1	<p>A. Incorrect. Onboarding communications will occur only after the SLA has been drafted, negotiated, and enabled. "When the SLA is confirmed by the parties, the service provider initiates the required changes and communications." Ref SLM: Table 3.2</p>

Q	A	Syllabus Ref	Rationale
			<p>B. Incorrect. Only once the SLA has been drafted, negotiated, and enabled, a request for change will be triggered by the service level management practice. "When the SLA is confirmed by the parties, the service provider initiates the required changes and communications." Ref SLM: Table 3.2</p> <p>C. Incorrect. Draft SLAs are an output of the process not an input. Outputs of the 'management of SLA' process include "Draft SLAs." Ref SLM: Table 3.3</p> <p><b>D. Correct. The question describes a trigger for the 'management of SLAs' process the first activity of which is 'definition of customer requirements'. Inputs to this process include "Customer requirements." Ref SLM: Table 3.1</b></p>
29	C	ITIL4P_CAI_3.2.2	<p>A. Incorrect. The feedback and data must be processed and reviewed before reporting and discussing it with the customer. "The service owner conducts a review of service quality over a designated period of time, or in relation to an event. The service owner involves relevant stakeholders from the service provider (product owners, leads of technical teams, relationship managers, supplier managers, etc.) and, where possible, customers." Ref SLM: Table 3.4</p> <p>B. Incorrect. The feedback and data must be processed and reviewed before moving to the 'service quality reporting' activity. Activities of the 'service level and quality oversight' process include "Service quality reporting." Ref SLM: Table 3.4</p> <p><b>C. Correct. "The service owner conducts a review of service quality over a designated period of time, or in relation to an event. The service owner involves relevant stakeholders from the service provider (product owners, leads of technical teams, relationship managers, supplier managers, etc.) and, where possible, customers." Ref SLM: Table 3.4</b></p> <p>D. Incorrect. The feedback and data must be processed and reviewed before moving to the 'service quality reporting' activity. Activities of the 'service level and quality oversight' process include "Service quality reporting." Ref SLM: Table 3.4</p>
30	B	ITIL4P_CAI_3.2.3	<p>A. Incorrect. Changes are authorized via the change enablement practice. Service level management's contribution to the value stream for ongoing operation and maintenance includes "Providing service level targets for incidents operations affecting the agreed service levels." Ref SLM: Table 3.5</p> <p><b>B. Correct. Service level management's contribution to the value stream for ongoing operation and maintenance includes "Providing service level targets for operations affecting the agreed service levels." Ref SLM: Table 3.5</b></p> <p>C. Incorrect. This applies to the value stream for creating new services. Service level management's contribution to the value stream for creating new services includes "Discussing, negotiating, documenting, and communicating target service levels for new or changed services." Ref SLM: Table 3.5</p> <p>D. Incorrect. The question states that downtime windows have already been communicated. Service level</p>

Q	A	Syllabus Ref	Rationale
			management's contribution to the value stream for ongoing operation and maintenance includes "Providing service level targets for incidents operations affecting the agreed service levels." Ref SLM: Table 3.5
31	A	ITIL4P_CAI_3.2.3	<p><b>A. Correct. The question implies that step 4 in value stream analysis has been completed, so the next steps are 5 and 6. Steps 4 and 5: "At the reflection and planning steps (4-5), ensure that service level agreements and reports are available to the relevant stakeholders throughout the value stream and their provision and use are optimized for business value." Step 6: "Include the creation or update of the service level agreements, dashboards and reports in the value stream improvement plans (6)." Ref SLM: 3.2.3.2</b></p> <p>B. Incorrect. This describes the step "3. Do the service value stream walk" which has already been completed. Ref SLM: 3.2.3.1</p> <p>C. Incorrect. The question states that this has already been done. "During the workflow steps evaluation (3c), evaluate the SLM impact on the value stream's effectiveness and efficiency." Ref SLM: 3.2.3.2</p> <p>D. Incorrect. The question states that the team has outlined the steps in the value stream flow and suggested improvement, implying that the step "4. Reflect on the value stream map (VSM)" has been completed. Ref SLM: 3.2.3.1</p>
32	B	ITIL4P_CAI_3.3.1a	<p>A. Incorrect. This should be done by the service owner, not the service level manager. "It is important to ensure a clear end-to-end responsibility for each service. All service level activities for a particular service can be performed (or coordinated) by a service owner." Ref SLM: 4.1.2</p> <p><b>B. Correct. "In the context of service level management, the service owner has the following responsibilities: understanding and translating customer requirements into service designs and draft SLAs." Ref SLM: 4.1.1</b></p> <p>C. Incorrect. This should be done by the service level manager, not the service owner. "A service level manager ensures alignment and coordination of the service level management activities across the services and the service/product teams." Ref SLM: 4.1.2</p> <p>D. Incorrect. This should be done by the service owner, not the service level manager. "It is important to ensure a clear end-to-end responsibility for each service. All service level activities for a particular service can be performed (or coordinated) by a service owner." Ref SLM: 4.1.2</p>
33	B	ITIL4P_CAI_3.4.1	<p>A. Incorrect. This answer refers to survey tools. The application of survey tools to service level management includes "Users and customer surveys." Ref SLM: Table 5.1</p> <p><b>B. Correct. The application of knowledge management tools to service level management includes "Capture, share, and reuse: information about stakeholders, good SLM practices, lessons learned." Ref SLM: Table 5.1</b></p> <p>C. Incorrect. This answer refers to monitoring and event management tools. The application of monitoring and event management tools to service level management includes "Monitoring of service quality." Ref SLM: Table 5.1</p>

Q	A	Syllabus Ref	Rationale
			D. Incorrect. This answer refers to service configuration management tools. The application of service configuration management tools to service level management includes "Service modelling for the viability analysis." Ref SLM: Table 5.1
34	D	ITIL4P_CAI_3.5.2	<p>A. Incorrect. Suppliers can support the onboarding of off-the-shelf services. However, by their very nature off-the-shelf services can be configured but are not intended to be customized. "... the third party may collect customer requirements, draft and negotiate SLAs, take part in SLA communication and enablement by initiating onboarding, and take part in SLA review, prolongation, and withdrawal. These can be applied to highly standardized services, especially those delivered in high volumes." Ref SLM: 6.1</p> <p>B. Incorrect. An organization may outsource some SLM activities, but not the entire practice. "However, service level management cannot be completely delegated to an external consultant." Ref SLM: 6.2</p> <p>C. Incorrect. An organization should not outsource service ownership. "Although service ownership and oversight remain a responsibility of the organization, using external or outsourced resources as part of an organization's service level management practice is very common." Ref SLM: 6.2</p> <p><b>D. Correct. "... using external or outsourced resources as part of an organization's service level management practice is a very common situation. These may include people, automation tools, and supporting services such as satisfaction surveys and other data collection services." Ref SLM: 6.2</b></p>
35	A	ITIL4P_CAI_3.6.1	<p><b>A. Correct. "Level 1: The practice is not well organized; it is performed as initial or intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities." Ref SLM: 7.1</b></p> <p>B. Incorrect. "Level 2: The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref SLM: 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 SLM: 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 SLM: 7.1</p>
36	C	ITIL4P_CAI_3.7.1	<p>A. Incorrect. The question implies that SLAs have been reissued without negotiation with the customers and do not reflect customers' needs. It is good practice to measure often, and this may improve understanding of the issues, but reporting on technical metrics to the customer will not help the current situation. "Report on the service quality regularly and often; consider live dashboards: Produce and present service quality reports more often than formally required." Ref SLM: Table 8.1</p> <p>B. Incorrect. The question implies that SLAs have been reissued without negotiation with the customers and do not reflect customers' needs. This answer implies that technical</p>

Q	A	Syllabus Ref	Rationale
			<p>team members are appointed as service owners which is reasonable, however the question states that service owners are already in place. "Ensure clear ownership of all services: Regardless of the responsibility for the service components, there should be clear accountability for each service and its quality." Ref SLM: Table 8.1</p> <p><b>C. Correct. The question implies that service targets do not reflect customer perception of value. The SLAs have been reissued, but there is no mention of negotiation. Teams have technical metrics in place but there is no evidence that these are tracked back to overall service quality. "Include in SLAs what is important for the customers: SLAs are not a means of avoiding liability; they should be used for communication and improvement of the service quality. For this, they need to be focused on the service quality as perceived by the customers, not on technical measurables readily available for the service provider." Ref SLM: Table 8.1</b></p> <p>D. Incorrect. The question implies that SLAs have been reissued without negotiation with the customers and do not reflect customers' needs. Service reviews are a good thing and should be introduced in the organization. Quarterly seems infrequent for an organization with these issues. However, this is not the best option because the bigger issue seems to be the lack of understanding of the customer's perception of the service value. "Use SLAs to improve communications within the service provider: Use SLAs to improve collaboration between the service provider teams. Involve teams in the service reviews, discuss service level achievements, plan improvements." Ref SLM: Table 8.1</p>
37	B	ITIL4P_CAI_4.1.2	<p>A. Incorrect. Improved knowledge management will help the service provider teams to share ideas, but the continual improvement model provides the approach for all teams to follow. "Automate documentation and knowledge management Automate the documentation and knowledge management aspects of continual improvement... This ensures that knowledge is effectively shared, reduces duplication of effort, and facilitates continuous learning." Ref CI: 5.2.1</p> <p><b>B. Correct. "The ITIL continual improvement model provides high-level guidance that supports improvement initiatives. Using this model increases the likelihood that improvement initiatives will be successful. The model focuses on customer value and links improvement efforts to the organizational vision." Ref CI: 2.4.1.1</b></p> <p>C. Incorrect. The continual improvement register helps to organize the data relating to improvements, but it is not enough to ensure that the improvements are aligned with the organization's priorities. "Definition: Improvement register. A database or structured document used to record and manage improvement initiatives throughout their lifecycles." Ref CI: 2.2</p> <p>D. Incorrect. Improved data analysis will help the service provider teams to make better decisions, but the continual improvement model provides the approach for all teams to follow. "Implement data collection and analysis automation</p>

Q	A	Syllabus Ref	Rationale
			Automate the collection and analysis of data related to continual improvement... This enables you to identify trends, patterns, and areas for improvement more efficiently, facilitating data-driven decision-making." Ref CI: 5.2.1
38	D	ITIL4P_CAI_4.1.3.c	<p>A. Incorrect. Business as usual refers to "repeatable routine tasks that can be carried out by people with appropriate technical skills without needing to be managed as a project." Ref CI: 2.2</p> <p>B. Incorrect. This is a characteristic of a vision. "A vision may be a brief description of a future state, to which all parts of the organization and its value network are required to contribute." Ref CI: 2.2</p> <p>C. Incorrect. This is a characteristic of a vision. "All improvement initiatives need to cascade from the organizational vision. If any improvement is not contributing, even in a small way, to achieving this vision, the change is probably not necessary or useful." Ref CI: 2.2</p> <p><b>D. Correct. "An example of business as usual (BAU) would be when modifications or enhancements need to be made to an existing product within a relatively short timescale. There would usually be a long list of these tasks arriving regularly throughout the lifespan of the product. There may be an established team dedicated to this work." Ref CI: 2.2</b></p>
39	A	ITIL4P_CAI_4.2.1	<p><b>A. Correct. This is created as part of "Define and agree the continual improvement approach." Ref CI: Table 3.1</b></p> <p>B. Incorrect. The continual improvement register contains information about the status of individual improvement suggestions. The definition of a continual improvement register is "A database or structured document used to record and manage improvement initiatives throughout their lifecycles." Ref CI: 2.2</p> <p>C. Incorrect. An "Improvement record" is a key output of the process 'management of continual improvement initiatives', and describes the status of a single improvement initiative. Ref CI: Table 3.3</p> <p>D. Incorrect. "Improvement plans" are key outputs of the process 'management of continual improvement initiatives', and describe the plans for implementing single improvement initiatives. Ref CI: Table 3.3</p>
40	B	ITIL4P_CAI_4.2.2	<p>A. Incorrect. All of these things are likely to be mentioned in the business case, but "The detail needed in a business case depends on the size of the improvement initiative, not the project methodology being utilized." Ref CI: Table 3.4</p> <p><b>B. Correct. The cost and effort of the improvement initiative is a good indicator of how large this improvement is. "The detail needed in a business case depends on the size of the improvement initiative, not the project methodology being utilized. Large initiatives need to engage formal project management or change enablement methods and techniques in order to be realized." Ref CI: Table 3.4</b></p> <p>C. Incorrect. All of these things are likely to be mentioned in the business case, but an improvement that is small and low cost will not need a lot of detail, regardless of the level of</p>

Q	A	Syllabus Ref	Rationale
			<p>risk. "The detail needed in a business case depends on the size of the improvement initiative." Ref CI: Table 3.4</p> <p>D. Incorrect. All of these things are likely to be mentioned in the business case, but an improvement that is small and low cost will not need a lot of detail, regardless of the likely benefits. "The detail needed in a business case depends on the size of the improvement initiative." Ref CI: Table 3.4</p>
41	D	ITIL4P_CAI_4.2.2	<p>A. Incorrect. This is too early and not enough; lessons should be captured at all steps of the project. "Progress of the improvement implementation should be confirmed at every iteration, by comparing the outputs to the agreed objectives. If the objectives are not fully achieved, gaps should be prioritized and addressed in the following iterations. Lessons learnt should be captured after each iteration." Ref CI: Table 3.4</p> <p>B. Incorrect. Value from some improvement initiatives can only be confirmed after the full project or programme is completed, sometimes with a significant delay. Lessons learnt from the project should be captured at every project iteration. "Progress of the improvement implementation should be confirmed at every iteration, by comparing the outputs to the agreed objectives. If the objectives are not fully achieved, gaps should be prioritized and addressed in the following iterations. Lessons learnt should be captured after each iteration." Ref CI: Table 3.4</p> <p>C. Incorrect. This is too early and not enough; lessons should be captured at all steps of the project. "Progress of the improvement implementation should be confirmed at every iteration, by comparing the outputs to the agreed objectives. If the objectives are not fully achieved, gaps should be prioritized and addressed in the following iterations. Lessons learnt should be captured after each iteration." Ref CI: Table 3.4</p> <p><b>D. Correct. "Progress of the improvement implementation should be confirmed at every iteration, by comparing the outputs to the agreed objectives. If the objectives are not fully achieved, gaps should be prioritized and addressed in the following iterations. Lessons learnt should be captured after each iteration." Ref CI: Table 3.4</b></p>
42	C	ITIL4P_CAI_4.2.3	<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 CI: 3.2.3.1</p> <p>B. 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 CI: 3.2.3.1</p> <p><b>C. Correct. The question states that the purpose of the value stream is to apply due diligence and achieve customer satisfaction, therefore the team have completed 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</b></p>

Q	A	Syllabus Ref	Rationale
			<p><b>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 CI: 3.2.3.1</b></p> <p>D. 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 CI: 3.2.3.1</p>
43	D	ITIL4P_CAI_4.3.1a	<p>A. Incorrect. Whilst the continual improvement coordinator is responsible for the improvement approach, it would not be updated in response to poor performance. The continual improvement coordinator cannot renegotiate service targets. "Strategy development: The coordinator collaborates with organizational leadership to establish clear strategy improvement initiatives, aligning them with the organization's goals and objectives." Ref CI: 4.1.1</p> <p>B. Incorrect. There is no evidence in the question that culture is a problem for the organization. "Continuous improvement culture promotion: The coordinator promotes a culture of continuous improvement by recognizing and celebrating achievements, sharing success stories, and encouraging a proactive and innovative mindset throughout the organization. They may organize events, establish recognition programs, and provide platforms for knowledge sharing and learning." Ref CI: 4.1.1</p> <p>C. Incorrect. The continual improvement coordinator will establish the monitoring and evaluation approach to tracking improvement projects but will not set 'demanding' targets without first understanding the issues causing the poor performance. "Monitoring and evaluation: The coordinator establishes metrics and measurement systems to track the progress of improvement projects. They regularly collect and analyse data to assess the impact of implemented changes, identify trends, and make recommendations for further enhancements." Ref CI: 4.1.1</p> <p><b>D. Correct. The starting point for improvement in this case would be to review the process to identify bottlenecks and other issues. "Process analysis: The coordinator analyses existing processes and workflows to identify bottlenecks, inefficiencies, and areas for improvement. They gather data, conduct root cause analysis, and use various problem-solving techniques to identify potential solutions." Ref CI: 4.1.1</b></p>
44	C	ITIL4P_CAI_4.4.1	<p>A. Incorrect. All of these types of tool will help to some extent, but workflow management and collaboration tools are likely to limit communications to the project team. Sharing lessons learned requires knowledge management tools. "Workflow management and collaboration tools. Register, discuss, agree, and communicate improvement initiatives. Exchange information with internal and external stakeholders." Ref CI: Table 5.1</p> <p>B. Incorrect. All of these types of tool will help to some extent, but sharing lessons learned requires knowledge management tools. "Work planning and prioritization tools. Management of the improvement backlog. Prioritization and</p>

Q	A	Syllabus Ref	Rationale
			<p>assignment of the task required to implement the approved improvement initiatives." Ref CI: Table 5.1</p> <p><b>C. Correct. The information that needs to be shared is "lessons learned" and the correct tools for this are knowledge management tools. "Knowledge management tools. Capture, share, and reuse: continual improvement methods and guidelines. lessons learned." Ref CI: Table 5.1</b></p> <p>D. Incorrect. All of these types of tool will help to some extent, but sharing lessons learned requires knowledge management tools. "Analysis and reporting tools. Analyse and present: product and service quality. practices and value streams performance. organization and teams' performance. achievement of the improvement objectives. stakeholder satisfaction." Ref CI: Table 5.1</p>
45	A	ITIL4P_CAI_4.4.2	<p><b>A. Correct. Workflow automation will help the service provider to "streamline the progression of tasks... Workflow automation reduces manual effort, improves collaboration, and ensures consistent and timely execution." Ref CI: 5.2.1</b></p> <p>B. Incorrect. Although artificial intelligence can help to track the improvements, it would be more suited to other steps of the continual improvement model, particularly the 'where are we now' and 'did we get there' steps. "AI-driven insights help uncover hidden patterns, optimize decision-making, and accelerate the identification of improvement initiatives." Ref CI: 5.2.1</p> <p>C. Incorrect. Although data collection automation can help to track the improvements, it would be more suited to other steps of the continual improvement model, particularly the 'where are we now' and 'did we get there' steps. "Utilize tools that gather data from various sources, automate data consolidation, and provide real-time analytics." Ref CI: 5.2.1</p> <p>D. Incorrect. Although measurements and reporting systems can help to track the improvements, it would be more suited to other steps of the continual improvement model, particularly the 'where are we now' and 'did we get there' steps. "Automate the monitoring and reporting of continual improvement initiatives. Implement real-time monitoring tools that track key performance indicators (KPIs), provide automated alerts for deviations, and generate comprehensive reports." Ref CI: 5.2.1</p>
46	A	ITIL4P_CAI_4.5.2	<p><b>A. Correct. "In this case, the owner of the continual improvement practice and the managers of the teams involved in continual improvement should define requirements and interact with the service provider's other teams and practices to ensure that the required tools are procured, implemented, and used in an optimal way." Ref CI: 6.2</b></p> <p>B. Incorrect. The organization should ensure that all relevant stakeholders are involved. "In this case, the owner of the continual improvement practice and the managers of the teams involved in continual improvement should define requirements and interact with the service provider's other teams and practices to ensure that the required tools are</p>

Q	A	Syllabus Ref	Rationale
			<p>procured, implemented, and used in an optimal way." Ref CI: 6.2</p> <p>C. Incorrect. The organization should ensure that all relevant stakeholders are involved, not just the support team. "In this case, the owner of the continual improvement practice and the managers of the teams involved in continual improvement should define requirements and interact with the service provider's other teams and practices to ensure that the required tools are procured, implemented, and used in an optimal way." Ref CI: 6.2</p> <p>D. Incorrect. The organization should ensure that all relevant stakeholders are involved, not just the supplier. "In this case, the owner of the continual improvement practice and the managers of the teams involved in continual improvement should define requirements and interact with the service provider's other teams and practices to ensure that the required tools are procured, implemented, and used in an optimal way." Ref CI: 6.2</p>
47	D	ITIL4P_CAI_4.6.1	<p>A. Incorrect. "Level 2: The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref CI: 7.1</p> <p>B. 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 CI: 7.1</p> <p>C. 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 CI: 7.1</p> <p><b>D. Correct. Level 5 comment for continual improvement includes "Regular review of the continual improvement capability development." Ref CI: Table 7.2</b></p>
48	B	ITIL4P_CAI_4.6.1	<p>A. Incorrect. Review of the practice performance indicates capability level 5. Level 5 includes "Regular review of the continual improvement capability development." Ref CI: Table 7.2</p> <p>B. Correct. This implied that continual improvement is integrated into value streams. Comments for the continual improvement practice for level 3 include "Integration into the service value streams." Ref CI: Table 7.2</p> <p>C. Incorrect. This is required for capability level 2. Level 2 includes "Workflows, prioritized improvement initiatives, practice and team structure, automation and information exchange." Ref CI: Table 7.2</p> <p>D. Incorrect. This is required for capability level 4. Level 4 includes "Metrics." Ref CI: Table 7.2</p>
49	D	ITIL4P_CAI_5.1.2	<p>A. Incorrect.</p> <ol style="list-style-type: none"> <li>1. A pre-defined schedule can trigger "an interval-based" review. Ref ISM: 2.4.1</li> <li>2. A new service should conform to the existing security policies and plans. This would only require a review of those policies and plans if it involved a change in security context. "These plans apply to everyone within the organization and might involve service consumers, suppliers, and partners. Therefore, an awareness and understanding of the</li> </ol>

Q	A	Syllabus Ref	Rationale
			<p>applicable policies and plans should be sustained across the organization." Ref ISM: 2.4.1</p> <p>B. Incorrect.</p> <p>2. A new service should conform to the existing security policies and plans. This would only require a review of those policies and plans if it involved a change in security context. "These plans apply to everyone within the organization and might involve service consumers, suppliers, and partners. Therefore, an awareness and understanding of the applicable policies and plans should be sustained across the organization." Ref ISM: 2.4.1</p> <p>3. A missing control might be discovered during a vulnerability scan, and this could trigger an audit, but this would not trigger a review of policies and plans unless it identified a change in a security related context. "The list of recommended controls is compared to the existing controls and improvements are recommended." Ref ISM: Table 3.4</p> <p>C. Incorrect.</p> <p>3. A missing control might be discovered during a vulnerability scan, and this could trigger an audit, but this would not trigger a review of policies and plans unless it identified a change in a security related context. "The list of recommended controls is compared to the existing controls and improvements are recommended." Ref ISM: Table 3.4</p> <p>4. A change in security context can trigger an "event-based" review. Ref ISM: 2.4.1</p> <p><b>D. Correct.</b>  <b>"Changes in requirements and the sufficiency of policies and plans should be continually reviewed on an interval-based and event-based basis."</b>  <b>1. A diary or calendar entry can trigger "an interval-based" review. Ref ISM: 2.4.1</b>  <b>4. A change in security context can trigger an "event-based" review. Ref ISM: 2.4.1</b></p>
50	B	ITIL4P_CAI_5.1.3a	<p>A. Incorrect. Confidentiality is defined as "The prevention of information being disclosed or made available to unauthorized entities." Ref ISM: 2.2.1</p> <p><b>B. Correct. Integrity is defined as "An assurance that information is accurate and can only be modified by authorized personnel and activities." In this example some data has been modified by a threat actor, who is not authorized to do so. Ref ISM: 2.2.1</b></p> <p>C. Incorrect. Availability is defined as "Availability: A characteristic of information that ensures it can be used when needed." Ref ISM: 2.2.1</p> <p>D. Incorrect. Non-repudiation is defined as "Providing undeniable proof that an alleged event happened, or an alleged action was performed, and that this event or action was performed by a particular entity." Ref ISM: 2.2.1</p>
51	A	ITIL4P_CAI_5.2.2	<p><b>A. Correct. "The plans include preparation for information security incidents, as well as implementation, maintenance, and review plans for the information security controls." Ref ISM: Table 3.2</b></p> <p>B. Incorrect. Although notifications can be sent upon incident detection, the notification rules are defined at the 'define and agree information security controls and plans' activity of</p>

Q	A	Syllabus Ref	Rationale
			<p>the 'information security planning and implementation' process: "The plans include preparation for information security incidents, as well as implementation, maintenance, and review plans for the information security controls." Ref ISM: Table 3.2</p> <p>C. Incorrect. Although notifications can be sent during incident classification and analysis, the notification rules are defined at the 'define and agree information security controls and plans' activity of the 'information security planning and implementation' process: "The plans include preparation for information security incidents, as well as implementation, maintenance, and review plans for the information security controls." Ref ISM: Table 3.2</p> <p>D. Incorrect. Although the notification rules are defined based on the understanding of organizational context, it is done at the 'define and agree information security controls and plans' activity of the 'information security planning and implementation' process: "The plans include preparation for information security incidents, as well as implementation, maintenance, and review plans for the information security controls." Ref ISM: Table 3.2</p>
52	B	ITIL4P_CAI_5.2.3	<p>A. Incorrect. This would be appropriate for a larger organization with staff who do not already understand their security responsibilities but is less important than other actions in an organization where 'All consultants and other staff members understand their security responsibilities...'</p> <p>"Active involvement in information security activities is a task for every employee in the organization, which is why awareness building needs to become a continual focus area." Ref ISM: 3.2.2</p> <p><b>B. Correct. "Information security management is a fundamental practice that should explicitly be considered in all service value streams. ... In addition to rules and regulations around information security management, vigilance in detecting potential security incidents should be built into all information systems and interactions." Ref ISM: 3.2.2</b></p> <p>C. Incorrect. This would be appropriate for an organization that does not already have 'very effective security incident and event management (SIEM) tools' but is less important than other actions in this context. "With modern tools, pattern recognition and automated alerting can be leveraged for improved control." Ref ISM: 3.2.2</p> <p>D. Incorrect. This may help to minimize the harm done by a breach but will not ensure that potential security breaches are detected as soon as possible. "Partners specialized in information security services might be much better at tracking new cyber threats and possible remediation steps compared to an organization that does not deal with information security as their main business." Ref ISM: 6.2</p>
53	C	ITIL4P_CAI_5.3.2	<p>A. Incorrect. The head of security audit should report to the CISO, not to the IT security manager. The role of audit is organization wide, not just IT. "Typically, the CISO will have several direct reports who can... perform security audits..." Ref ISM: 4.2</p>

Q	A	Syllabus Ref	Rationale
			<p>B. Incorrect. The head of security audit should report to the CISO, not to the IT security manager. The role of audit is organization wide, not just IT. "Typically, the CISO will have several direct reports who can... perform security audits..." The IT security specialists should be in the product teams, not reporting directly to the IT security manager. "... it is also important to have information security expertise in other IT teams." Ref ISM: 4.2</p> <p><b>C. Correct. The head of security audit reports to the CISO. "Typically, the CISO will have several direct reports who can ... perform security audits..., The IT security specialists report to the product teams... it is also important to have information security expertise in other IT teams." Ref ISM: 4.2</b></p> <p>D. Incorrect. The IT security specialists should be in the product teams or reporting to the IT security manager, not to the head of audit. "Many organizations have a dedicated IT security team that provides expertise across the whole of the organization, but it is also important to have information security expertise in other IT teams." Ref ISM: 4.2</p>
54	D	ITIL4P_CAI_5.4.1	<p>A. Incorrect.</p> <p>1. Workflow management and collaboration tools are used for "Communications between the teams and team members; Record management." These capabilities will help to document and share findings with other team members. Ref ISM: Table 5.1</p> <p>2. This question is looking for tools that could help to write audit reports. While all of these tools could help to some extent, work planning and prioritization tools are used for "Planning of tests, exercises, and reviews." They are not used to document and share findings. Ref ISM: Table 5.1</p> <p>B. Incorrect.</p> <p>This question is looking for tools that could help to write audit reports. While all of these tools could help to some extent, these two types of tool are likely to be less useful than the correct answer.</p> <p>2. Work planning and prioritization tools are used for "Planning of tests, exercises, and reviews." They are not used to document and share findings. Ref ISM: Table 5.1</p> <p>3. Orchestration systems are used for "Integration of multiple workflow management and collaboration systems and other tools for seamless joint work across the organization (and its ecosystem)." They may only be useful as a support for workflow and collaboration systems and are not the most helpful in documenting and sharing findings. Ref ISM: Table 5.1</p> <p>C. Incorrect.</p> <p>3. This question is looking for tools that could help to write audit reports. While all of these tools could help to some extent, orchestration systems are likely to be less useful than the correct answer. Orchestration systems are used for "Integration of multiple workflow management and collaboration systems and other tools for seamless joint work across the organization (and its ecosystem)." They may only be useful as a support for workflow and collaboration</p>

Q	A	Syllabus Ref	Rationale
			<p>systems and are not the most helpful in documenting and sharing findings. Ref ISM: Table 5.1</p> <p>4. Knowledge management tools are used for "Capturing, organizing and sharing knowledge, including policies, plans, standards, and other relevant information security management knowledge." They will help to document and share findings with wider audience and make sure that lessons are saved and learned. Ref ISM: Table 5.1</p> <p><b>D. Correct. This question is looking for tools that could help to create audit reports.</b></p> <p><b>1. Workflow management and collaboration tools are used for "Communications between the teams and team members; Record management." These capabilities will help to document and share findings with other team members. Ref ISM: Table 5.1</b></p> <p><b>4. Knowledge management tools are used for "Capturing, organizing and sharing knowledge, including policies, plans, standards, and other relevant information security management knowledge." They will help to document and share findings with wider audience and make sure that lessons are saved and learned. Ref ISM: Table 5.1</b></p>
55	A	ITIL4P_CAI_5.4.1	<p><b>A. Correct. Workflow management and collaboration tools are used for "Workflow management (especially for tests, exercises, and incident management); Communications between the teams and team members; Record management." All these capabilities provide evidence of the activities and decisions made by CSIRT members. Ref ISM: Table 5.1</b></p> <p>B. Incorrect. Analysis and reporting tools are used for "Review and analysis of the information security records, identification of trends and correlations, control effectiveness analysis; Presentation of findings." These capabilities may help the CSIRT team, but they do not create evidence of the activities and decisions. Ref ISM: Table 5.1</p> <p>C. Incorrect. Monitoring and event management tools are used for "Detection, correlation, reporting, and processing of information security events." These capabilities may help the CSIRT team, but they do not create evidence of the activities and decisions. Ref ISM: Table 5.1</p> <p>D. Incorrect. Knowledge management tools are used for "Capturing, organizing and sharing knowledge, including policies, plans, standards, and other relevant information security management knowledge." These capabilities may help the CSIRT team, but they do not create evidence of the activities and decisions. Ref ISM: Table 5.1</p>
56	D	ITIL4P_CAI_5.4.2	<p>A. Incorrect. This is a large organization that ships millions of parcels every day, so it will not be practical for senior management to be involved in detailed operational activities for individual parcels. "... the detection of information security incidents should be as automated as possible." Ref ISM: 5.2.1</p> <p>B. Incorrect. If there is a business need to support address changes, then information security should be designed to support this. It might be appropriate to restrict address changes for highly valuable parcels, but doing this for all</p>

Q	A	Syllabus Ref	Rationale
			<p>parcels would not be appropriate. "Information security management should be aligned with business objectives and integrated into business processes." Ref ISM: 3.2.3.1</p> <p>C. Incorrect. Manual reporting by the parcel recipient is not likely to occur in time for anything to be done. "... relying on manual processes to detect and register information security incidents sets the organization up for failure." Ref ISM: 5.2.1</p> <p><b>D. Correct. Given the high volume of parcels this is an ideal case for using pattern analysis to detect any anomalies. "Using pattern analysis to detect anomalies and prevent incidents is a key capability for information security management." Ref ISM: 5.2.1</b></p>
57	C	ITIL4P_CAI_5.5.1	<p>A. Incorrect. A legally binding agreement would help, but it will not be as effective as simply encrypting the data so that the service provider cannot access the sensitive data. "... contractual terms with regular audits, ensuring the supplier understands what is expected of them and meets these expectations." Ref ISM: 6.1</p> <p>B. Incorrect. Encrypting the data 'in transit' between the organization and the cloud service provider will not prevent unauthorized access to this information once it is 'at rest' within the cloud service provider's environment. "This solution is not capable of 'preventing the supplier from accessing sensitive data.'" Ref ISM: 6.1</p> <p><b>C. Correct. Encrypting the data before backing it up means that the service provider does not have access to the data and cannot leak it. "... strong authentication and encryption, preventing the supplier from accessing sensitive data." Ref ISM: 6.1</b></p> <p>D. Incorrect. Restoration services would only support the availability and integrity of the information and would not enhance its confidentiality or facilitate "the prevention of information being disclosed or made available to unauthorized entities." Ref ISM: 2.2.1</p>
58	B	ITIL4P_CAI_5.5.2	<p>A. Incorrect. Although this service can help to support the expansion, it is likely that the organization with effective information security management practice has sufficient resources to do this. However, they are likely to lack knowledge of the threats specific to the new market. Partners and suppliers can "provide information security services and solutions, such as vulnerability assessments; threat assessments; security incident management; provision of security relevant infrastructure or applications." "Threat assessment may involve reviewing historical information about previous attacks on the organization, recent attacks against other similar organizations, or simply predicting potential threats that could emerge in the future." Ref ISM: 6.2, 2.2.1</p> <p><b>B. Correct. An organization with effective information security management practice is likely to have sufficient resources for vulnerability assessment, security incident management, and provision of security infrastructure. At the same time, they are likely to lack knowledge of the threats specific to the new market. Partners and suppliers can "provide information security services and solutions, such as vulnerability assessments; threat</b></p>

Q	A	Syllabus Ref	Rationale
			<p><b>assessments; security incident management; provision of security relevant infrastructure or applications."</b>  <b>"Threat assessment may involve reviewing historical information about previous attacks on the organization, recent attacks against other similar organizations, or simply predicting potential threats that could emerge in the future."</b> Ref ISM: 6.2, 2.2.1</p> <p>C. Incorrect. Although this service can help to support the expansion, it is likely that the organization with effective information security management practice has sufficient resources to do this. However, they are likely to lack knowledge of the threats specific to the new market. Partners and suppliers can "provide information security services and solutions, such as vulnerability assessments; threat assessments; security incident management; provision of security relevant infrastructure or applications."  "Threat assessment may involve reviewing historical information about previous attacks on the organization, recent attacks against other similar organizations, or simply predicting potential threats that could emerge in the future."  Ref ISM: 6.2, 2.2.1</p> <p>D. Incorrect. Although this service can help to support the expansion, it is likely that the organization with effective information security management practice has sufficient resources to do this. However, they are likely to lack knowledge of the threats specific to the new market. Partners and suppliers can "provide information security services and solutions, such as vulnerability assessments; threat assessments; security incident management; provision of security relevant infrastructure or applications."  "Threat assessment may involve reviewing historical information about previous attacks on the organization, recent attacks against other similar organizations, or simply predicting potential threats that could emerge in the future."  Ref ISM: 6.2, 2.2.1</p>
59	B	ITIL4P_CAI_5.6.1	<p>A. Incorrect. Level 1 is defined as "The practice is not well organized; it is performed as initial or intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities" and this practice is effective and well organized. Ref ISM: 7.1</p> <p><b>B. Correct. Level 2 is defined as "The practice systematically achieves its purpose through a basic set of activities supported by specialised resources", and this organization has effective people and processes for information security management. Ref ISM: 7.1</b></p> <p>C. Incorrect. At 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." Working in isolation is preventing the practice from achieving this level. Ref ISM: 7.1</p> <p>D. Incorrect. Level 4 cannot be achieved before all lower levels have been achieved. As working in isolation is preventing the practice from achieving Level 3, Level 4 cannot be achieved either. The practice demonstrates level 2: "The practice systematically achieves its purpose through</p>

Q	A	Syllabus Ref	Rationale
			a basic set of activities supported by specialised resources." Ref ISM: 7.1
60	B	ITIL4P_CAI_5.7.1	<p>A. Incorrect. Network isolation can be helpful if a third party has been provided with access to the organization's systems or network, but that is not the case here. The app is provided as Software as a Service so will be hosted by the supplier. "If suppliers have access to the organization's network, servers, or other resources, it could be a security breach. This risk needs to be identified and controlled. Typically, this is controlled with: network isolation, preventing the supplier from accessing more sensitive parts of the network..." Ref ISM: 6.1</p> <p><b>B. Correct. The business unit has identified an app that will provide their collaboration needs, but not the security needs of the organization. "Work closely with customers and partners to align information security efforts and use of technology: A chain is as strong as its weakest link. Having world-class information security management capabilities while compromising security to integrate less-secure products and services renders the investment meaningless." The organization should identify the needs of this business unit and identify an app that can deliver what is needed without compromising security. Ref ISM: Table 8.1</b></p> <p>C. Incorrect. The question tells us that the third party has immature information security management and will not allow the organization to audit its processes or code. So, it is not likely that they will agree to this, or that they can meet the organization's security needs. "A chain is as strong as its weakest link. Having world-class information security management capabilities while compromising security to integrate less-secure products and services renders the investment meaningless." Ref ISM: Table 8.1</p> <p>D. Incorrect. It is not up to the information security management team to define the business needs, or to tell the business how it must work. "Information security management should be aligned with business objectives and integrated into business processes." Ref ISM: 3.2.3.1</p>

