



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

Sample Paper 2

Answers and Rationales

 PeopleCert

Official Training Materials

Sample Paper 2: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	B	ITIL4P_CAI_1.1.1	<p>A. Incorrect. This is an activity of the relationship management practice, but it is not the purpose of the practice. "Activities of the managing a common approach to relationships process. Activity: Embed effective behaviour patterns into daily work interactions." Ref RSM: Table 3.2</p> <p>B. 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. It includes the identification, analysis, monitoring, and continual improvement of relationships with and between stakeholders." Ref RSM: 2.1</p> <p>C. Incorrect. This is an activity of the relationship management practice, but it is not the purpose of the practice. "Relationship models are a key component of the relationship processes... The models provide guidance and constraints for the ongoing relationship management activities..." Ref RSM: 2.6</p> <p>D. Incorrect. This is an activity of the relationship management practice, but it is not the purpose of the practice. "Activities of the managing a common approach to relationships process. Activity: Analyse the organization's culture, strategy, and stakeholders." Ref RSM: Table 3.2</p>
2	D	ITIL4P_CAI_1.1.2	<p>A. Incorrect. This is a part of the practice, but the described change does not involve relationships with customers. It is focused on internal teams, and effective management of internal relationships is therefore the correct option. "Whenever new teams are created in an organization, whether permanent or temporary, a formal stakeholder analysis and relationship management planning exercise may occur." Ref RSM: 2.4.2</p> <p>B. Incorrect. This is a part of the practice, but the described change does not involve relationships with customers. It is focused on internal teams, and effective management of internal relationships is therefore the correct option. "Whenever new teams are created in an organization, whether permanent or temporary, a formal stakeholder analysis and relationship management planning exercise may occur." Ref RSM: 2.4.2</p> <p>C. Incorrect. This is a part of the practice, but the described change does not involve relationships with suppliers. It is focused on internal teams, and effective management of internal relationships is therefore the correct option. "Whenever new teams are created in an organization, whether permanent or temporary, a formal stakeholder analysis and relationship management planning exercise may occur." Ref RSM: 2.4.2</p> <p>D. Correct. "Whenever new teams are created in an organization, whether permanent or temporary, a formal stakeholder analysis and relationship management planning exercise may occur." Ref RSM: 2.4.2</p>
3	C	ITIL4P_CAI_1.1.2	<p>A. Incorrect. This metric is more related to the practice success factor of 'ensuring effective and healthy relationships between the organization and its external stakeholders'. One</p>

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			<p>of the metrics is "Number and percentage of broken relationships because of the relationship management approach adopted by the organization." Ref RSM: Table 2.5 B. Incorrect. This is a metric relating more to the practice success factor of 'establishing and continually improving an effective approach to relationship management across the organization'. "Key metrics: Adoption of the common approach to relationship management as a part of the organization's culture." Ref RSM: Table 2.</p> <p>C. Correct. "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>D. Incorrect. This metric is more 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." Although it may also help to assess relationships, focus on customers is not enough: even if the customers are internal to the organization, the practice should address other internal stakeholders too. Ref RSM: Table 2.5</p>
4	D	ITIL4P_CAI_1.1.3d	<p>A. Incorrect. Tools are important for consistent communications, but they have to be used in line with a relevant relationship model. "a model defines: ... supporting information and technology, if applicable." Ref RSM: 2.2.6</p> <p>B. Incorrect. Tools are important for consistent communications, but they have to be used in line with a relevant relationship model. "a model defines: ... supporting information and technology, if applicable." Ref RSM: 2.2.6</p> <p>C. Incorrect. Although relationship journey may be used to structure relationship models, the models that "provide guidance and constraints for the ongoing relationship management activities." Ref RSM: 2.2.6</p> <p>D. Correct. Relationship models "... provide guidance and constraints for the ongoing relationship management activities, and at the same time allow enough freedom for business relationship agents to make decisions based on the current context and in the best interest of the organization and the relationships." Ref RSM: 2.2.6</p>
5	A	ITIL4P_CAI_1.1.3c	<p>A. Correct. "Realize: capture value and improve. Value must be tracked and managed based on value co-creation planning, and improvements must be applied to continually maintain and increase the service value." Ref RSM: Table 2.3</p> <p>B. Incorrect. Although the data for the review is generated and may be collected during this step, the actual review is a part of the 'realize' step. "Co-create: provide and consume. The service consumer makes use of accessible service provider resources, consumes the goods provided, and acts</p>

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			<p>together with the service provider to co-create value based on the agreed service offerings." Ref RSM: Table 2.3</p> <p>C. Incorrect. Although methods and tools for data collection and review may be established during the onboarding, the actual review is a part of the 'realize' step. "Onboard: get on board or leave the journey. Whether or not the parties come, they must undergo a transition that involves the integration or separation of both parties' resources." Ref RSM: Table 2.3</p> <p>D. Incorrect. Although performance targets and review criteria may be agreed during this step, the actual review is a part of the 'realize' step. "Agree: align expectations and agree service. It is crucial to align expectations, plan value co-creation and tracking, and agree service scope and quality before investing." Ref RSM: Table 2.3</p>
6	A	ITIL4P_CAI_1.2.2	<p>A. Correct. "Activities of the managing relationship journeys process. Activity: Identify stakeholders and relationship model. Service relationship with external service consumer: ... The relationship agent or relationship manager assesses the consumer and identifies an appropriate relationship model." Ref RSM: Table 3.4</p> <p>B. Incorrect. This activity is performed if a conflict arises: "When conflicts arise or the relationship model does not prove to be effective, the relationship agent and the relationship manager help to resolve the issue." This does not involve selecting a relevant relationship model. Ref RSM: Table 3.4</p> <p>C. Incorrect. This is the step where "Assigned relationship agent(s) follow the relationship model", including the relevant communication approach. Selection of the applicable model is performed earlier, at the 'identify stakeholders and relationship model' step. Ref RSM: Table 3.4</p> <p>D. Incorrect. This activity is performed by "Team members involved in relationships with the service consumer, relationship agent(s), and relationship manager(s)." They "review the relationship review the relationship (following changes, when the relationship is ending, or periodically)." This does not involve selecting a relevant relationship model and it is not performed by relationship agents. Ref RSM: Table 3.4</p>
7	B	ITIL4P_CAI_1.2.3	<p>A. Incorrect. At this step it is not yet clear which relationship models should be used, as the stakeholders are not yet identified. The scope of the analysis "can be mapped to a particular product or service, or applied to most or all of them. Similarly, service value streams may differ for different consumers." Ref RSM: 3.2.3.1</p> <p>B. Correct. This is the step where the service provider "makes sure the stakeholder's concerns are clearly understood, since they are the ones defining value." Identification of the stakeholders and their expectations is required to identify the appropriate relationship models. Ref RSM: 3.2.3.1</p>

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			<p>C. Incorrect. "Reflect on the value stream map (VSM): Identify factors that might not have been entirely apparent at first. The information collected is used at this step to find the waste." To collect appropriate information, it is important to identify the stakeholders and related relationship models. Ref RSM: 3.2.3.1</p> <p>D. Incorrect. "Create a 'to be' VSM This informs and drives improvement. The value stream should be considered holistically to ensure end-to-end efficiency and value creation, not just local improvements." Design of a new version of the service value stream should be based on the analysis of the 'as-is' value stream, which in turn should consider all relevant stakeholders identified at the step 'define the purpose of the value stream from the business standpoint'. Ref RSM: 3.2.3.1</p>
8	A	ITIL4P_CAI_1.3.2	<p>A. Correct. "In both internal and external service providers, customer/business relationship managers can be members of product or service teams, rather than a separate cross-service team. In many cases, the role is performed by the product or service manager." "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." Ref RSM: 4.2</p> <p>B. Incorrect. Although "Commercial service providers often have dedicated teams responsible for relationships with customers", in a product-based organization "customer/business relationship managers can be members of product or service teams, rather than a separate cross-service team. In many cases, the role is performed by the product or service manager." Ref RSM: 4.2</p> <p>C. Incorrect. Assigning a single relationship manager is unlikely to be the best solution in the organization managing multiple products. "In both internal and external service providers, customer/business relationship managers can be members of product or service teams, rather than a separate cross-service team. In many cases, the role is performed by the product or service manager." Ref RSM: 4.2</p> <p>D. Incorrect. "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." Ref RSM: 4.2</p>
9	A	ITIL4P_CAI_1.4.1	<p>A. Correct. "Automation tools: Analysis and reporting tools. Application in relationship management: Analyse and present: status and progress of relationships; metrics of the practice; changes in relationships with key stakeholders." Ref RSM: Table 5.1</p> <p>B. Incorrect. CRM tools do not present patterns of changes. "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>

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			<p>C. Incorrect. Knowledge management tools do not present patterns of changes. "Automation tools: Knowledge management tools. Application in relationship management: Capture, share, and reuse: ... lessons learned." Ref RSM: Table 5.1</p> <p>D. Incorrect. Workflow management and collaboration tools do not present patterns of changes. "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>
10	B	ITIL4P_CAI_1.5.1	<p>A. Incorrect. "Organizations delegate the management of relationships with partners and suppliers to a service integrator" "Relationships between the service provider and their key stakeholders must be managed by the involved parties, with external suppliers only helping and advising." Ref RSM: 6.1, 6.2</p> <p>B. 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. In the process of managing relationship journeys, the integrator performs the role of relationship agent and sometimes relationship manager." Ref RSM: 6.1</p> <p>C. Incorrect. This is the focus of the workforce and talent management practice and will not be affected by the use of a 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> <p>D. Incorrect. "... relationship management cannot be completely delegated to an external consultant. Relationships between the service provider and their key stakeholders must be managed by the involved parties, with external suppliers only helping and advising." Ref RSM: 6.2</p>
11	A	ITIL4P_CAI_1.6.1	<p>A. Correct. Capability level 1 describes a practice which has an incomplete set of activities, which is the case for this relationship management practice. "Level 1. The practice is not well organized; it's performed as initial or intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities." Ref RSM: 7.1</p> <p>B. Incorrect. For capability level 2 to be applied, the practice has to achieve its purpose, which is not the case for this relationship management practice. The missing process</p>

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			<p>means that the practice does not fulfil its PSFs. "Level 2. The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref RSM: 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 RSM: 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 RSM: 7.1</p>
12	C	ITIL4P_CAI_1.7.1	<p>A. Incorrect. This recommendation does not address the issue of the external customers perceiving their relationships with the organization to have deteriorated as the organization has changed over time. In addition, the recommendation is not supported by the 'progress iteratively with feedback' guiding principle. "Recommendation: Use a consistent approach to relationships within and outside of the organization. Comments: Discrepancies in the relationship approach to employees, customers, and suppliers cause inconsistency in the image of the organization and may put its reputation at risk. Internal relationships shape the external relationships. Ensure that the same values and principles are applied. ITIL Guiding Principle(s): Focus on value; Think and work holistically; Collaborate and promote visibility." Ref RSM: Table 8.1</p> <p>B. Incorrect. This recommendation does not address the issue of the external customers perceiving their relationships with the organization to have deteriorated as the organization has changed over time. In addition, the recommendation is not supported by the 'progress iteratively with feedback' 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. Use automation where relevant to remind of agreed relationship management activities, collect feedback, collect and report satisfaction data, and so on. ITIL Guiding Principle(s): Optimize and automate; Think and work holistically." Ref RSM: Table 8.1</p> <p>C. Correct. The relationship management approach and relationship journeys should be reviewed and revised in line with business changes. "Recommendation: Systematically review the relationship management approach and relationship journeys. Comments: As relationships develop, the approach and the models should be adjusted. Level of details in the relationship models and supporting guidance should be relevant to the needs of the organization. ITIL Guiding Principle(s): Collaborate and promote visibility; Progress iteratively with feedback; Keep it simple and practical." Ref RSM: Table 8.1</p>

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			D. Incorrect. Stakeholder satisfaction levels are already understood. This recommendation does not address the issue of the external customers perceiving their relationships with the organization to have deteriorated as the organization has changed over time. "Recommendation: Continually measure stakeholder satisfaction, including employee satisfaction. Comments: High and improving stakeholder satisfaction is the key indicator of good relationship management. All processes and tools are just means of improving the interactions between people. ITIL Guiding Principle(s): Progress iteratively with feedback; Collaborate and promote visibility." Ref RSM: Table 8.1
13	C	ITIL4P_CAI_2.1.1	<p>A. Incorrect. This statement describes a benefit to service consumers rather than to the service provider. "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</p> <p>B. Incorrect. This statement describes a benefit to service consumers rather than to the service provider. "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: improved reliability due to expert management of each value stream." Ref SM: 2.1</p> <p>C. 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 providers include: ... improved service management practices by leveraging best practices from expert supplier partners." Ref SM: 2.1</p> <p>D. Incorrect. This statement describes a benefit to service consumers rather than to the service provider. "The supplier management practice is beneficial for both IT service providers and their service consumers... Benefits for service consumers include: ... higher client and employee satisfaction." Ref SM: 2.1</p>
14	A	ITIL4P_CAI_2.1.2	A. Correct. A basic service relationship is limited to warranty parameters, which include service availability and performance. "There are different approaches to establish supplier relationships based on the type of relationship required: basic, cooperative, or partnership... Supplier performance measurement parameters include parameters related to warranty, financial savings or returns, improvement or innovations, proactive initiatives, and collaboration. In a basic relationship, supplier performance measures are restricted to warranty parameters: in a cooperative relationship, they would include all parameters except innovation." Ref SM: 2.4.2

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			<p>B. Incorrect. A cooperative service relationship includes additional measurement parameters. "There are different approaches to establish supplier relationships based on the type of relationship required: basic, cooperative, or partnership... Supplier performance measurement parameters include parameters related to warranty, financial savings or returns, improvement or innovations, proactive initiatives, and collaboration. In a basic relationship, supplier performance measures are restricted to warranty parameters: in a cooperative relationship, they would include all parameters except innovation." Ref SM: 2.4.2</p> <p>C. Incorrect. A partnership relationship includes additional measurement parameters. "There are different approaches to establish supplier relationships based on the type of relationship required: basic, cooperative, or partnership... Supplier performance measurement parameters include parameters related to warranty, financial savings or returns, improvement or innovations, proactive initiatives, and collaboration. In a basic relationship, supplier performance measures are restricted to warranty parameters: in a cooperative relationship, they would include all parameters except innovation." Ref SM: 2.4.2</p> <p>D. Incorrect. There should be collaboration between the service provider and its key suppliers, as stated in the purpose of the practice: "... This includes creating an optimized sourcing strategy, as well as closer, more collaborative relationships with key suppliers to uncover and realize new value and reduce the risk of failure." However, "collaborative" is not a defined type of service relationship. A basic service relationship is limited to the measures given in the question. "There are different approaches to establish supplier relationships based on the type of relationship required: basic, cooperative, or partnership... Supplier performance measurement parameters include parameters related to warranty, financial savings or returns, improvement or innovations, proactive initiatives, and collaboration. In a basic relationship, supplier performance measures are restricted to warranty parameters: in a cooperative relationship, they would include all parameters except innovation." Ref SM: 2.4.2</p>
15	A	ITIL4P_CAI_2.1.3.g	<p>A. Correct. "An RFB is a formal and highly detailed document used to invite competitive bids from potential suppliers to provide specific products or services... RFBs ensure a fair and transparent procurement process where bidders have an equal opportunity to compete based on the specified requirements." Ref SM: 2.2</p> <p>B. Incorrect. Under these circumstances, the organization should issue a request for demonstration. "An RFD is a formal document used by organizations to request live presentations or hands-on demonstrations of products or services from potential suppliers in order to assess the functionality, performance, or suitability of the solution... RFDs allow an</p>

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			<p>organization to extend beyond written submissions to experience the product or service in action." Ref SM: 2.2</p> <p>C. Incorrect. Under these circumstances, the organization should issue a request for information. A request for information is "used to gather information about products, services, or solutions available from potential suppliers. It can be used as a preliminary, investigative, or research step before initiating a formal procurement process such as a request for proposal (RFP) or a request for quotation (RFQ)." Ref SM: 2.2</p> <p>D. Incorrect. Under these circumstances, the organization should issue a request for information. 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</p>
16	D	ITIL4P_CAI_2.2.1	<p>A. Incorrect.</p> <p>1. "Updated supplier dependency matrix" is an output of "On/offboarding suppliers." Ref SM: Table 3.3</p> <p>2. "Service continuity requirements" is an input to "Managing supplier journeys" not an output. Ref SM: Table 3.2"</p> <p>B. Incorrect.</p> <p>2. "Service continuity requirements" is an input to "Managing supplier journeys" not an output. Ref SM: Table 3.2</p> <p>3. "Collaboration framework" is an output of "Managing a common approach to supplier management." Ref SM: Table 3.1</p> <p>C. Incorrect.</p> <p>3. "Collaboration framework" is an output of "Managing a common approach to supplier management." Ref SM: Table 3.1</p> <p>4. "Updated service catalogue" is an output of "On/offboarding suppliers." Ref SM: Table 3.3</p> <p>D. Correct. Both 1. "Updated supplier dependency matrix" and 4. "Updated service catalogue" are outputs of "On/offboarding suppliers." Ref SM: Table 3.3</p>
17	D	ITIL4P_CAI_2.2.2	<p>A. Incorrect. The contract is a legal document setting out the supplier's responsibilities. "Generally, contracts need to clearly document: the roles and responsibilities of the parties. warranty targets. utility targets. service experience targets. other service specific requirements and terms of service consumption as well as delivery." Ref SM: Table 3.4</p> <p>B. Incorrect. The dependency matrix includes "mapping of services to service providers and contracts." Ref SM: Table 3.4</p> <p>C. Incorrect. The service catalogue will show mapping of services to suppliers and supplier teams, but does not define the supplier types. "The supplier onboarding coordinator ensures that the service catalogue is updated with: new services. the mapping of services to the supplier and appropriate supplier teams." Ref SM: Table 3.4</p>

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			D. Correct. "The sourcing strategy and guidelines define how the organization deals with: ... supplier category and applicable service relationships." Ref SM: Table 3.2
18	B	ITIL4P_CAI_2.2.3	<p>A. Incorrect. The supplier switch could be initiated in the continual improvement service value stream. However, as the supplier services need to be integrated into multiple organization's products and services, it should be implemented following the 'creation of a new or changed product or service' value stream. This stream includes "Implementing supplier changes with minimum impact on the live service performance and user experience." Ref SM: Table 3.5</p> <p>B. Correct. As the supplier services need to be integrated into multiple organization's products and services, these should be implemented following the 'creation of a new or changed product or service' value stream. This stream includes "Implementing supplier changes with minimum impact on the live service performance and user experience." Ref SM: Table 3.5</p> <p>C. Incorrect. Although in some cases supplier switch can be initiated as a service request, this usually applies to switches between predefined and onboarded suppliers. As the supplier services need to be integrated into multiple organization's products and services, the switch should be implemented following the 'creation of a new or changed product or service' value stream. This stream includes "Implementing supplier changes with minimum impact on the live service performance and user experience." Ref SM: Table 3.5</p> <p>D. Incorrect. Although in some cases supplier switch can be a part of normal operations, this usually applies to switches between predefined and onboarded suppliers. As the supplier services need to be integrated into multiple organization's products and services, the switch should be implemented following the 'creation of a new or changed product or service' value stream. This stream includes "Implementing supplier changes with minimum impact on the live service performance and user experience." Ref SM: Table 3.5</p>
19	A	ITIL4P_CAI_2.3.1a	<p>A. Correct. "The supplier manager is typically responsible for: involving intermediaries for creating RfXs and/or managing the RfX process." Ref SM: 4.1.1</p> <p>B. Incorrect. The supplier coordinator is responsible for feeding updates to service catalogue management, not the supplier manager. "The supplier coordinator is typically responsible for: feeding updates to the service catalogue." Ref SM: 4.1.2</p> <p>C. Incorrect. The supplier coordinator does this not the supplier manager. "The supplier coordinator is typically responsible for: keeping a supplier risk register." Ref SM: 4.1.2</p> <p>D. Incorrect. This is not part of supplier selection. "The supplier manager is typically responsible for: monitoring</p>

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			supplier performance and publishing supplier reports, dashboards, and scorecards." Ref SM: 4.1.1
20	C	ITIL4P_CAI_2.3.2	<p>A. Incorrect. The question states that a value stream exists for monitoring customer requirements. This is evidence that business relationship management is in place. "Within the committee structure, the most strategic relationships typically contain three levels of governance: Operational or service-oriented governance... Business relationship management... Strategic relationship management." Ref SM: 4.2</p> <p>B. Incorrect. 'Managing supplier journeys' is a process focused on the entire supplier journey. It does not provide sufficient governance to resolve the issues described in the question. "Within the committee structure, the most strategic relationships typically contain three levels of governance: Operational or service-oriented governance... Business relationship management... Strategic relationship management." Ref SM: 4.2</p> <p>C. Correct. The question indicates that it is the operational, or service-oriented, governance that is not working properly. "Operational or service-oriented governance Led by the service delivery team, with support from the supplier coordinator; activities occur on a daily or weekly basis." Ref SM: 4.2</p> <p>D. Incorrect. The question states that organization's vision and objectives are widely understood. This is evidence that strategic relationship management is in place. "Within the committee structure, the most strategic relationships typically contain three levels of governance: Operational or service-oriented governance... Business relationship management... Strategic relationship management." Ref SM: 4.2</p>
21	D	ITIL4P_CAI_2.4.1	<p>A. Incorrect. Knowledge management tools are used for "Central knowledge database to ensure consistent and continually improving environment management" and are unlikely to have the required information. Ref SM: Table 5.1</p> <p>B. Incorrect. Workflow management and collaboration tools would help with "Communicating between specialists involved in service management activities. Integrating practices into service value streams. Seamless integration in SIAM environments across service providers." Ref SM: Table 5.1</p> <p>C. Incorrect. Monitoring and event management tools would help with "Integrated toolsets ensure consistent environment management across internal and third-party service providers." Ref SM: Table 5.1</p> <p>D. Correct. The application of survey tools in supplier management includes "Performing market research on available capabilities and cost." Ref SM: Table 5.1</p>
22	C	ITIL4P_CAI_2.4.2	<p>A. Incorrect. It is important to "Automate the value stream" but value streams are not the issue in this scenario, which should be resolved by analysing the performance of the potential suppliers. "Leverage AI capabilities. The uses of AI in service management are emerging and will continually</p>

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			<p>expand. While identifying suppliers, AI can be used to generate performance profiles (including historical supplier performance, financial reports, news articles, and so on.) and to evaluate potential supplier risks." Ref SM: 5.2.1</p> <p>B. Incorrect. It is important to "Craft a SIAM tooling strategy" but service management tooling is not the issue in this scenario, which should be resolved by analysing the performance of the potential suppliers. "Leverage AI capabilities. The uses of AI in service management are emerging and will continually expand. While identifying suppliers, AI can be used to generate performance profiles (including historical supplier performance, financial reports, news articles, and so on.) and to evaluate potential supplier risks." Ref SM: 5.2.1</p> <p>C. Correct. "Leverage AI capabilities. The uses of AI in service management are emerging and will continually expand. While identifying suppliers, AI can be used to generate performance profiles (including historical supplier performance, financial reports, news articles, and so on.) and to evaluate potential supplier risks." Ref SM: 5.2.1</p> <p>D. Incorrect. It is important to "Pay attention to measurement and reporting" but this activity takes place after a supplier has been selected, and therefore is not the issue in this scenario, which should be resolved by analysing the performance of the potential suppliers. "Leverage AI capabilities. The uses of AI in service management are emerging and will continually expand. While identifying suppliers, AI can be used to generate performance profiles (including historical supplier performance, financial reports, news articles, and so on.) and to evaluate potential supplier risks." Ref SM: 5.2.1</p>
23	C	ITIL4P_CAI_2.5.1	<p>A. Incorrect. Although "A third party may act as an agent to assist in drafting the contract as well as assist in contract negotiation", and better contracts may support effective assessment of the supplier's performance, there is no indication that current contracts are not good enough. The best way to involve the partner is to invite them to "act as an agent to do an independent audit to measure and report on contractual compliance and performance of contracted suppliers and partners." Ref SM: Table 6.1</p> <p>B. Incorrect. Although "A third party may act as an agent to do the initial evaluation of supplier responses and thus assist in supplier and partner selection", there is no indication that current new suppliers need to be selected. The best way to involve the partner is to invite them to "act as an agent to do an independent audit to measure and report on contractual compliance and performance of contracted suppliers and partners." Ref SM: Table 6.1</p> <p>C. Correct. "A third party may act as an agent to do an independent audit to measure and report on contractual compliance and performance of contracted suppliers and</p>

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			<p>partners" and this is the best way to make sure that suppliers follow the agreed contracts. Ref SM: Table 6.1</p> <p>D. Incorrect. Although "A third party may be involved to select, implement, and integrate software tools that will aid monitoring, reporting, and workflow automation of supplier management tasks", there is no indication that current automation is not sufficient and needs an update. The best way to involve the partner is to invite them to "act as an agent to do an independent audit to measure and report on contractual compliance and performance of contracted suppliers and partners." Ref SM: Table 6.1</p>
24	C	ITIL4P_CAI_2.6.1	<p>A. Incorrect. This is an attribute of capability level 2: "Sourcing strategy, sourcing guidelines, third-party relationship categorization." Ref SM: Table 7.2</p> <p>B. Incorrect. Level 5 includes "Regular review of the sourcing strategy, supplier relationships, and supplier management guidelines." Ref SM: Table 7.2</p> <p>C. Correct. Level 4 includes "Metrics, KPIs, regular and ad hoc reports." Ref SM: Table 7.2</p> <p>D. Incorrect. Level 3 includes "Integration into the service value streams." Ref SM: Table 7.2</p>
25	D	ITIL4P_CAI_3.1.1	<p>A. Incorrect. Service level management should set business-based targets, not technical metrics. "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>B. Incorrect. The purpose of service level management includes service utility (fit for purpose), but this is already mentioned in the question. "Utility can be summarized as 'what the service does' and can be used to determine whether a service is 'fit for purpose'." Ref SLM: 2.2.4</p> <p>C. Incorrect. The purpose of service level management includes service warranty (fit for use), but this is already mentioned in the question. "Warranty can be summarized as 'how the service performs' and can be used to determine whether a service is 'fit for use'." Ref SLM: 2.2.4</p> <p>D. Correct. The purpose of service level management is to ensure that utility, warranty and experience are achieved. The question only refers to utility and warranty, experience is missing. "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." "Customer/user experience: The sum of functional and emotional interactions with a service and service provider as perceived by the customer and/or user of that service." Ref SLM: 2.1, 2.2.4</p>
26	C	ITIL4P_CAI_3.1.2	<p>A. Incorrect. This is a metric associated with the PSF 'performing service reviews'. Metrics for this PSF include</p>

Q	A	Syllabus Ref	Rationale
			<p>"Stakeholder satisfaction with service reporting." Ref SLM: Table 2.5</p> <p>B. Incorrect. This is a metric associated with the PSF 'overseeing how the organization meets the defined service levels'. Metrics for this PSF include "Percentage of services/SLAs with dashboards for service level monitoring." Ref SLM: Table 2.5</p> <p>C. Correct. Key metrics for the PSF 'establishing a shared view of target service levels with customers' include "Customer satisfaction with the SLAs content." Ref SLM: Table 2.3</p> <p>D. Incorrect. This is a metric associated with the PSF 'capturing and reporting on improvement opportunities'. Metrics for this PSF include "Service improvement productivity (based on the number of initiated improvements and successfully implemented improvements over the period)." Ref SLM: Table 2.5</p>
27	A	ITIL4P_CAI_3.1.3d	<p>A. Correct. Warranty summarizes how the service performs and its fitness for use. "Warranty typically addresses such areas as the availability of the service, its capacity, levels of security, and continuity." Ref SLM: 2.2.4</p> <p>B. Incorrect. The question describes warranty, not output. Outputs are "what the service delivers" to enable the consumer outcome. Ref SLM: 2.2.3</p> <p>C. Incorrect. The question describes warranty, not experience. "Customer/User Experience: The sum of functional and emotional interactions with a service and service provider as perceived by the customer and/or user of that service." Ref SLM: 2.2.4</p> <p>D. Incorrect. The question describes warranty, not service utility. "Utility: The functionality offered by a product or service to meet a particular need. Utility can be summarized as 'what the service does' and can be used to determine whether a service is 'fit for purpose'. To have utility, a service must either support the performance of the consumer or remove constraints from the consumer." Ref SLM: 2.2.4</p>
28	C	ITIL4P_CAI_3.2.1	<p>A. Incorrect. Service catalogues are an input to the 'management of SLAs' process not an output. Inputs to this process include "Service catalogue." Ref SLM: Table 3.1</p> <p>B. Incorrect. This is an output of the 'oversight of service levels and service quality' process: "Service improvement initiatives." This is too early for a new service to discuss an improvement plan. Ref SLM: Table 3.3</p> <p>C. Correct. Draft agreements are produced as an output of the 'management of SLAs' process. Outputs of this process include "Draft SLAs." Ref SLM: Table 3.1</p> <p>D. Incorrect. Service reports are an output of the 'oversight of service levels and service quality' process. Outputs of this process include "Service quality dashboards and reports for various stakeholders." Ref SLM: Table 3.3</p>
29	A	ITIL4P_CAI_3.2.2	<p>A. Correct. The 'SLA communication and enablement' activity for a tailored service includes "When the SLA is</p>

Q	A	Syllabus Ref	Rationale
			<p>confirmed by the parties, the service provider initiates the required changes and communications to make the agreed services available for the user. This may require significant manual and automated changes to all types of the provider's resources and may also require changes to the consumer resources. In some cases, this will lead to an implementation project or programme." Ref SLM: Table 3.2</p> <p>B. Incorrect. This is part of the 'viability analysis' activity and should be completed before the SLA is drafted and negotiated. The 'viability analysis' activity for a tailored service includes "A manual or semi-automated analysis of resource requirements may be needed to define whether it is possible to fulfil these requirements, and how much it would cost." Ref SLM: Table 3.2</p> <p>C. Incorrect. This is part of the 'service review' activity of the 'service level and quality oversight' process. This process will not start until the new service has been implemented. The 'service review' includes "The service owner conducts a review of service quality over a designated period of time, or in relation to an event." Ref SLM: Table 3.4</p> <p>D. Incorrect. Automated onboarding is part of the 'SLA communication and enablement' activity for an out-of-the-box service not a tailored service. For a tailored service onboarding will be part of the project. The 'SLA communication and enablement' activity for an out-of-the-box service includes "The changes and onboarding communications may be fully or largely automated." Ref SLM: Table 3.2</p>
30	D	ITIL4P_CAI_3.2.3	<p>A. Incorrect. This is a valid action, but it is a part of the current value stream mapping which has already been performed. "During the service value stream walk, identify the practices involved at every step and how service level targets and agreements are used. What service level targets, agreements, and service quality data are readily available? Are there situations where required service level information is not available?" Ref SLM: 3.2.3.2</p> <p>B. Incorrect. This is a valid action, but it is a part of the current value stream mapping which has already been performed. "During the workflow steps evaluation, evaluate the SLM impact on the value stream's effectiveness and efficiency. Special attention should be paid to steps where required service level information is not available or insufficient." Ref SLM: 3.2.3.2</p> <p>C. Incorrect. This is a valid action, but it is a part of the current value stream scoping which has already been performed. "At the scoping step, identify the customers related to the value stream and other involved external and internal stakeholders. What are their service quality expectations? Are they involved in SLA negotiation? Do they use service quality data and reports? Are these stakeholders satisfied?" Ref SLM: 3.2.3.2</p>

Q	A	Syllabus Ref	Rationale
			D. Correct. This is a valid action, and it has not been done yet: "At the reflection and planning steps, 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." Ref SLM: 3.2.3.2
31	B	ITIL4P_CAI_3.2.3	<p>A. Incorrect. The question describes that the scope of the value stream has been agreed (agreed which components contribute to the website), therefore step 1 in value stream analysis is complete. Scope includes identifying the stakeholders. The 'identify the scope of the value stream analysis' step includes "This can be mapped to a particular product or service or applied to most or all of them. Similarly, service value streams may differ for different consumers; for example, incidents can be solved and communicated differently for internal and external customers, or for B2B and B2C products, or for services based on products developed inhouse or sourced externally." Ref SLM: 3.2.3.1</p> <p>B. Correct. The question describes that the purpose of the value stream has been agreed (increase the number of successful changes) and the scope has also been agreed (agreed which components contribute to the website), therefore steps 1 and 2 in value stream analysis are completed and step 3 should be performed next. Steps 1 and 2 in value stream analysis are "1. Identify the scope of the value stream analysis" and "2. Define the purpose of the value stream from the business standpoint." Ref SLM: 3.2.3.1</p> <p>C. Incorrect. This is part of the step 'reflect on the value stream map (VSM)' and cannot be done until the basic value stream has been mapped. "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." Ref SLM: 3.2.3.2</p> <p>D. Incorrect. Only steps 1 and 2 in value stream mapping have been completed so far (purpose: increase the number of successful changes; scope: agreed which components contribute to the website). Creating a to-be map is step 5 and can only be done once an 'as-is' value stream map (step 4) has been created. The step 'create a 'to be' VSM' includes "This informs and drives improvement. The value stream should be considered holistically to ensure end-to-end efficiency and value creation, not just local improvements." Ref SLM: 3.2.3.1</p>
32	C	ITIL4P_CAI_3.3.1b	<p>A. Incorrect. This is a responsibility of a service owner: "understanding and translating customer requirements into service designs and draft SLAs"; also, it is not an appropriate activity in the situation. Ref SLM: 4.1.1</p> <p>B. Incorrect. This is a responsibility of a service owner: "identifying improvement opportunities and initiating and driving improvements to the service"; also, the need for</p>

Q	A	Syllabus Ref	Rationale
			<p>improvements can only be understood after the actual service level is measured and reported. Ref SLM: 4.1.1</p> <p>C. Correct. This is a relevant response and a responsibility of a service level manager: "common responsibility of a service level manager is to collate service quality data, and create and present service level reports."</p> <p>Ref SLM: 4.1.2</p> <p>D. Incorrect. This is a responsibility of a service owner: "conducting service reviews"; also, the need for a service review is not clear and may only be understood after the actual service level is measured and reported. Ref SLM: 4.1.1</p>
33	A	ITIL4P_CAI_3.4.1	<p>A. Correct. The application of social media tools to service level management includes "Monitoring of user feedback." Ref SLM: Table 5.1</p> <p>B. Incorrect. This describes the use of analysis and reporting tools. The application of analysis and reporting tools to service level management includes "Analyse and present: service quality, achievement of the service level targets, stakeholder satisfaction, service improvement." Ref SLM: Table 5.1</p> <p>C. Incorrect. This describes the use of workflow management and collaboration tools. The application of workflow management and collaboration tools to service level management includes "Plan, manage, and communicate service level agreements." Ref SLM: Table 5.1</p> <p>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</p>
34	B	ITIL4P_CAI_3.5.2	<p>A. Incorrect. "It is also important to ensure that the supplier's access to the organization's data is approved by the organization and meets its information security policies." Ref SLM: 6.2</p> <p>B. Correct. "Service level managers or service owners should ensure the methods used and reports provided by the supplier are relevant and meet the requirements of the organization." Ref SLM: 6.2</p> <p>C. Incorrect. Although an organization can outsource some SLM activities such as negotiating service levels, in this case it does not form part of monitoring customer and user satisfaction. "Apart from involvement in the SLM activities, partners and suppliers may support the development, management, and execution of the service level management practice." Ref SLM: 6.2</p> <p>D. Incorrect. Although surveys, satisfaction measurement, and analysis "can be largely or completely performed by a specialized supplier", "service ownership and oversight remain a responsibility of the organization", and this includes planning and implementation of the service improvements. Ref SLM: 6.1, 6.2</p>

Q	A	Syllabus Ref	Rationale
35	D	ITIL4P_CAI_3.6.1	<p>A. Incorrect. There is no evidence of measurement, reporting, or review in the description. "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> <p>B. Incorrect. There is no evidence of integration of the practice into value streams or close cooperation with other teams in the description. "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>C. Incorrect. There is no evidence of the practice fulfilling its purpose. "Level 2: The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref SLM: 7.1</p> <p>D. Correct. Based on the description, the practice is at capability 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 SLM: 7.1</p>
36	B	ITIL4P_CAI_3.7.1	<p>A. Incorrect. As attempts to negotiate targets have failed, producing SLAs without the involvement of the customers is unlikely to change the situation. "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</p> <p>B. Correct. "Use SLAs to improve communications within the service provider: Even if there are no SLAs yet, introduce regular service reviews, identify relevant metrics and responsible teams, discuss feedback, and plan improvements." Ref SLM: Table 8.1</p> <p>C. Incorrect. The question states that service owners have been involved, therefore they 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. Service owners should be known to the service provider's teams and have sufficient authority to drive the service improvement." Ref SLM: Table 8.1</p> <p>D. Incorrect. Implementing continual improvement will not overcome the issue described in the question. "Continual improvement of services is more important than SLAs: SLM is not about management of SLAs, it is about management of the service quality. The main focus of the practice should be on continual service improvement, and SLAs should be considered as a means to that end." Ref SLM: Table 8.1</p>
37	D	ITIL4P_CAI_4.1.2	<p>A. Incorrect. This is a key metric relating to the 'ensuring effective and efficient improvement across the organization'</p>

Q	A	Syllabus Ref	Rationale
			<p>practice success factor. "Key metrics: Percentage of successful improvement initiatives." Ref CI: Table 2.3</p> <p>B. Incorrect. This is a key metric relating to the 'ensuring effective and efficient improvement across the organization' practice success factor. "Key metrics: Percentage of improvement initiatives realized in line with planned timelines, costs, and other plans." Ref CI: Table 2.3</p> <p>C. Incorrect. This is a key metric relating to the 'ensuring effective and efficient improvement across the organization' practice success factor. "Key metrics: Percentage and effect of improvement initiatives for which negative outcomes and realized risks outweighed planned positive outcomes." Ref CI: Table 2.3</p> <p>D. Correct. "Practice success factors: Establishing and maintaining an effective approach to continual improvement. Key metrics: Awareness and adoption of the continual improvement approach across the organization." Ref CI: Table 2.3</p>
38	C	ITIL4P_CAI_4.1.3.b	<p>A. Incorrect. An improvement register contains details about individual improvements, including the current configuration items to be changed and the urgency of the improvement. "Definition: improvement register. A database or structured document used to record and manage improvement initiatives throughout their lifecycles." Ref CI: 2.2</p> <p>B. Incorrect. Business as usual activities focus on day-to-day activities. "Definition: Business as usual. Typically, repeatable routine tasks that can be carried out by people with appropriate technical skills without needing to be managed as a project. 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." Ref CI: 2.2</p> <p>C. Correct. "Definition: Vision. A defined aspiration of what an organization would like to become in the future... The vision focuses on the organization's ambitions, but usually does not detail the ways in which these will be achieved." Ref CI: 2.2</p> <p>D. Incorrect. "Definition: Improvement. A deliberately introduced change that results in increased value for one or more stakeholders... Improvement means change; there cannot be a change to outcomes without changing the current state." Ref CI: 2.2</p>
39	D	ITIL4P_CAI_4.2.1	<p>A. Incorrect. This question describes the 'measuring and evaluating the results of improvement initiatives' activity, which is the very last activity in the process "managing continual improvement initiatives". "Improvement record" will be produced much earlier in the process as a result of logging and managing individual improvements. Ref CI: Table 3.3</p> <p>B. Incorrect. This question describes the 'measuring and evaluating the results of improvement initiatives' activity, which is the very last activity in the process "managing continual improvement initiatives". "Updated CIR" will be</p>

Q	A	Syllabus Ref	Rationale
			<p>produced much earlier in the process as a result of logging and managing individual improvements. Ref CI: Table 3.3</p> <p>C. Incorrect. This question describes the 'measuring and evaluating the results of improvement initiatives' activity, which is the very last activity in the process 'managing continual improvement initiatives'. "Improvement plans" will be produced much earlier in the process as a result of "Planning improvement initiatives". Ref CI: Table 3.3</p> <p>D. Correct. This question describes the 'measuring and evaluating the results of improvement initiatives' activity, which is the very last activity in the process "managing continual improvement initiatives". "Lessons learnt" is the very last output, that will be used to help plan and manage future improvement activities. Ref CI: Table 3.3</p>
40	A	ITIL4P_CAI_4.2.2	<p>A. Correct. "Learn from mistakes. Some initiatives will not result in the planned outcome but adopting a cultural mindset of "there is value in everything" will help reinforce the behaviour to always look for value even in mistakes or failures." Ref CI: Table 3.2</p> <p>B. Incorrect. The value of an improvement involves much more than financial value, and this option only considers financial benefits. "Improvement outcomes can have positive impacts on value in many areas. Typically, they will provide time or cost savings, enhance the user experience, reduce risk, improve culture, increase productivity or growth, or achieve compliance to regulations. It is important that CI Practitioners fully understand the definition of value for their organization and/or customers." Ref CI: Table 3.4</p> <p>C. Incorrect. Value co-creation should be measured at each step of the project, but the overall value may be greater than the value of the individual steps. "Some initiatives will not result in the planned outcome but adopting a cultural mindset of "there is value in everything" will help reinforce the behaviour to always look for value even in mistakes or failures." Ref CI: Table 3.2</p> <p>D. Incorrect. There is some value even in a project that does not deliver all of the expected outcomes. "Learn from mistakes. Some initiatives will not result in the planned outcome but adopting a cultural mindset of "there is value in everything" will help reinforce the behaviour to always look for value even in mistakes or failures." Ref CI: Table 3.2</p>
41	D	ITIL4P_CAI_4.2.2	<p>A. Incorrect. This will result in many improvement opportunities never being logged, so prioritization will only include a subset of the possible improvements. Also, managers often have less understanding of the detailed operational needs than the people doing the work, so the suggestions will probably not be of higher quality. "Capturing ideas for improvement is everyone's responsibility and is a critical part of developing a culture of continual improvement. The initial idea does not need to be detailed; it is a starting point for a conversation about requirements and</p>

Q	A	Syllabus Ref	Rationale
			<p>understanding the delta between the current state and the desired future state. The key step in this activity is to log the improvement idea in the CIR." Ref CI: Table 3.4</p> <p>B. Incorrect. There is no requirement for everyone to be able to log improvement suggestions in the practice capability criteria. The only requirement at level 2 is that "Improvement opportunities are identified, captured, and registered as part of the normal operation of the organization." Ref CI: Table 7.1</p> <p>C. Incorrect. Managers often have less understanding of the detailed operational needs than the people doing the work. "Capturing ideas for improvement is everyone's responsibility and is a critical part of developing a culture of continual improvement. The initial idea does not need to be detailed; it is a starting point for a conversation about requirements and understanding the delta between the current state and the desired future state. The key step in this activity is to log the improvement idea in the CIR." Ref CI: Table 3.4</p> <p>D. Correct. "Encourage ideas throughout the organization Many successful initiatives in organizations of all sizes originate with employees at the operational level, therefore it is critical that all employees feel safe to suggest ideas" and "Capturing ideas for improvement is everyone's responsibility and is a critical part of developing a culture of continual improvement. The initial idea does not need to be detailed; it is a starting point for a conversation about requirements and understanding the delta between the current state and the desired future state. The key step in this activity is to log the improvement idea in the CIR." Ref CI: Table 3.2, Table 3.4</p>
42	C	ITIL4P_CAI_4.2.3	<p>A. Incorrect. There should not be a value stream for the continual improvement practice. The continual improvement value stream, like every other value stream, includes contributions from many different practices. "Typically, practices contributing to the continual improvement value stream include: Relationship management, service value management, service desk, ... Monitoring and event management, infrastructure and platform management, availability management, performance and capacity management, information security management, problem management, ..." Ref CI: 3.2.2</p> <p>B. Incorrect. Value stream analysis should not be done separately for each practice. Each value stream should include contributions from multiple practices. "In reality, a flow of work required to facilitate or enable value for a customer or other stakeholder is almost never limited to one single practice." Ref CI: 3.2.1</p> <p>C. Correct. A value stream is "A series of steps an organization undertakes to create and deliver products and services to consumers" "a flow of work required to facilitate or enable value for a customer or other stakeholder is almost never limited to one single</p>

Q	A	Syllabus Ref	Rationale
			<p>practice.", and "2) Define the purpose of the value stream from the business standpoint Since stakeholders define value, it is essential that their concerns are clearly understood." Ref CI: 3.2.1, 3.2.3.1</p> <p>D. Incorrect. It is important to include the relevant stakeholders in the value stream analysis, not just present the results to them afterwards. "Since stakeholders define value, it is essential that their concerns are clearly understood. In the case of continual improvement, a service provider may focus on how an improvement effort increases their efficiency and effectiveness. However, other stakeholders will likely benefit from the successful achievement of the initiative." Ref CI: 3.2.3.1</p>
43	C	ITIL4P_CAI_4.3.1a	<p>A. Incorrect. Evaluating resources can identify improvement opportunities, but it is not the best way to motivate staff to become involved. "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</p> <p>B. Incorrect. The continual improvement coordinator can play a role in change enablement, but raising awareness in this way is not the best way to motivate staff. "Change management: As improvement initiatives often involve changes to processes, systems, or roles, the coordinator plays a role in change management. They communicate changes effectively, address concerns, provide training and support, and help employees adapt to new ways of working." Ref CI: 4.1.1</p> <p>C. Correct. "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>D. Incorrect. The selection of specific improvement methods may motivate some staff that are interested in such methods, but it is not the best way to reach a lot of people. "Planning and implementation: The continual improvement coordinator develops plans and frameworks for implementing continuous improvement methodologies, such as Lean, Six Sigma, or Kaizen, in different areas of the organization." Ref CI: 4.1.1</p>
44	D	ITIL4P_CAI_4.4.1	<p>A. Incorrect. Workflow management and collaboration tools will help to some extent, but with the data already available, understanding stakeholder satisfaction requires analysis and reporting 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>

Q	A	Syllabus Ref	Rationale
			<p>B. Incorrect. Work planning and prioritization tools will help to some extent, but with the data already available, understanding stakeholder satisfaction requires analysis and reporting tools. "Work planning and prioritization tools. Management of the improvement backlog. Prioritization and assignment of the task required to implement the approved improvement initiatives." Ref CI: Table 5.1</p> <p>C. Incorrect. Knowledge management tools will help to some extent, but with the data already available, understanding stakeholder satisfaction requires analysis and reporting tools. "Knowledge management tools. Capture, share, and reuse: continual improvement methods and guidelines. lessons learned." Ref CI: Table 5.1</p> <p>D. Correct. This question is looking for tools that will help to understand stakeholder satisfaction. "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	B	ITIL4P_CAI_4.4.2	<p>A. Incorrect. Integration with ITSM tools will always bring some benefit, particularly to incident and problem resolution, but the service provider is already using an integrated ITSM toolset. "Integrate automation solutions with ITSM tools to enhance coordination and collaboration between continual improvement and other IT service management processes. This integration enables seamless data exchange, automates incident and problem resolution, and ensures improvement initiatives align with broader IT service objectives." Ref CI: 5.2.1</p> <p>B. Correct. AI and ML will help the service provider to work in a more proactive manner. "Implement intelligent algorithms that can analyse data, predict potential improvement opportunities, and provide recommendations. 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. Lessons learned are already shared using a convenient and popular communication platform. Further improvement of knowledge management may help to identify more improvements, but it is unlikely to be the best way to become more proactive. "Implement tools that capture and organize improvement-related documentation, automate version control, and enable easy search and retrieval. This ensures that knowledge is effectively shared, reduces duplication of effort, and facilitates continuous learning." Ref CI: 5.2.1</p> <p>D. Incorrect. The service provider is already using an integrated toolset to initiate and manage improvement initiatives. Further improvement of workflow management may help to implement improvements, but it is unlikely to</p>

Q	A	Syllabus Ref	Rationale
			help in proactively identifying them. "Utilize workflow automation tools that streamline the progression of tasks, automate notifications and approvals, and provide visibility into the status of improvement initiatives. Workflow automation reduces manual effort, improves collaboration, and ensures consistent and timely execution." Ref CI: 5.2.1
46	C	ITIL4P_CAI_4.5.2	<p>A. Incorrect. Suppliers can be involved in creating the practice, but the entire practice should not be outsourced. "Partners and suppliers may support the development, management, and execution of the continual improvement practice." Ref CI: 6</p> <p>B. Incorrect. Suppliers can 'support' the development of the continual improvement practice, but the continual improvement approach must be owned by the organization. "Partners and suppliers may support the development, management, and execution of the continual improvement practice." Ref CI: 6</p> <p>C. Correct. "Specialized suppliers with expertise in continual improvement can help establish and develop the practice, including the adoption of beneficial methods and techniques." Ref CI: 6.3</p> <p>D. Incorrect. This can be outsourced but is not part of creating the practice, but the operation of the practice. "Partners and suppliers may support the development, management, and execution of the continual improvement practice." Ref CI: 6</p>
47	C	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. Correct. Measurements are in place, so the practice meets level 4, but it does not fulfil the level 5 requirements of continual improvement. "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>D. Incorrect. Level 5 comment for continual improvement includes "Regular review of the continual improvement capability development." Ref CI: Table 7.2</p>
48	D	ITIL4P_CAI_4.6.1	<p>A. Incorrect. This is required for capability level 4. Level 4 includes "Metrics." Ref CI: Table 7.2</p> <p>B. Incorrect. Regular review practice capability is required for capability level 5. Level 5 includes "Regular review of the continual improvement capability development." Ref CI: Table 7.2</p> <p>C. Incorrect. Integration with suppliers is required for capability level 3. Comments for the continual improvement practice for level 3 include "Suppliers and other parties involved in continual improvement activities." Ref CI: Table 7.2</p>

Q	A	Syllabus Ref	Rationale
			D. Correct. Comments for the continual improvement practice for level 2 include "Workflows, prioritized improvement initiatives, practice and team structure, automation and information exchange." Ref CI: Table 7.2
49	A	ITIL4P_CAI_5.1.2	<p>A. Correct. One key metric is "Number of improvement actions identified as a result of testing information security management plans." Ref ISM: Table 2.3</p> <p>B. Incorrect. This is a key metric for the practice success factor 'developing and managing information security policies and plans'. "Percentage of products and services with documented information security plans." Ref ISM: Table 2.3</p> <p>C. Incorrect. This is a key metric for the practice success factor 'embedding information security in all aspects of the service value system'. "Number and percentage of value streams that include specific steps and activities for information security." Ref ISM: Table 2.3</p> <p>D. Incorrect. This is a key metric for the practice success factor 'embedding information security in all aspects of the service value system'. "Number and percentage of improvement activities that include a security assessment." Ref ISM: Table 2.3</p>
50	A	ITIL4P_CAI_5.1.3a	<p>A. Correct.</p> <p>1. Confidentiality is defined as "The prevention of information being disclosed or made available to unauthorized entities." Ref ISM: 2.2.1</p> <p>2. Availability is defined as "A characteristic of information that ensures it can be used when needed." Ref ISM: 2.2.1</p> <p>B. Incorrect.</p> <p>2. Availability is defined as "A characteristic of information that ensures it can be used when needed." Ref ISM: 2.2.1</p> <p>3. Integrity is defined as "An assurance that information is accurate and can only be modified by authorized personnel and activities." Ref ISM: 2.2.1</p> <p>C. Incorrect.</p> <p>3. Integrity is defined as "An assurance that information is accurate and can only be modified by authorized personnel and activities." Ref ISM: 2.2.1</p> <p>4. Authentication is defined as "Verification that a characteristic or attribute which appears or is claimed to be true, is in fact true." Ref ISM: 2.2.1</p> <p>D. Incorrect.</p> <p>1. Confidentiality is defined as "The prevention of information being disclosed or made available to unauthorized entities." Ref ISM: 2.2.1</p> <p>4. Authentication is defined as "Verification that a characteristic or attribute which appears or is claimed to be true, is in fact true." Ref ISM: 2.2.1</p>
51	A	ITIL4P_CAI_5.2.2	A. Correct. "Evidence might need to be preserved for governance or audit purposes, or for possible use in, for example, future court proceedings. To prevent

Q	A	Syllabus Ref	Rationale
			<p>contamination, forensic data must be collected before any analysis is performed." Ref ISM: Table 3.6</p> <p>B. Incorrect. The server should be disconnected from the network to limit the risk of further damage. "The impacted systems and services are isolated from the internet and/or from the rest of the organization. This enables further analysis, which simultaneously limits the risk of further damage." Ref ISM: Table 3.6</p> <p>C. Incorrect. Establishing the nature and severity of the breach happens after collecting forensic data. "The nature and severity of the security incident is ascertained by examining systems, endpoints, applications, log files, and so on." Ref ISM: Table 3.6</p> <p>D. Incorrect. A backup of the server's state before the breach occurred would aid the recovery of any impacted services. "Services might be restored using alternative systems." Ref ISM: Table 3.6</p>
52	C	ITIL4P_CAI_5.2.3	<p>A. Incorrect. The current solution does not match the needs of the business, attempting to enforce this using tools may make the situation worse. "... pay special attention to instances where the fulfilment of information-security-related rules and tasks is unnecessarily difficult, time-consuming, or has to be carried out at the expense of the business objective at hand." Ref ISM: 3.2.3.2</p> <p>B. Incorrect. Even if the organization has a software development team with the ability, and available time, to do this – it would take a long time to develop and test a secure file sharing environment, and the issue would remain while this was ongoing. It will be much more sensible to purchase a secure third-party solution that has already been developed. "Partners' information security management capabilities can differ significantly from those of the organization, but also between different partners. It is not always possible to choose a business partner (service provider or vendor) that meets all the information security requirements. Depending on legislation applicable to the specific organization, compromises can sometimes be made." Ref ISM: 6.1</p> <p>C. Correct. The current solution does not match the needs of the business. "Make sure the stakeholder's concerns are clearly understood, since they are the ones defining value. Information security management should be aligned with business objectives and integrated into business processes." Ref ISM: 3.2.3.1</p> <p>D. Incorrect. The file sharing sites may not all provide the minimum level of security needed by the business. "Information security is fundamental, and this understanding leads to better descriptions of the purpose of the practice and its involvement in individual value streams." Ref ISM: 3.2.3.2</p>
53	D	ITIL4P_CAI_5.3.2	<p>A. Incorrect. "In organizations with a dedicated IT department, the role of the CISO is usually outside of IT. This is to ensure that the CISO's ability to have an objective end-to-end view of the organization and the scope of the practice is not simply</p>

Q	A	Syllabus Ref	Rationale
			<p>restricted to IT. Typically, the CISO will have several direct reports who can develop policies and processes, perform security audits, and provide information security guidance to other staff." Ref ISM: 4.2</p> <p>B. Incorrect. "In organizations with a dedicated IT department, the role of the CISO is usually outside of IT." CISO is usually independent from the IT department and reports to the management board: "Many organizations have a board member who is responsible for the information security management practice. This role is usually called a chief information security officer (CISO)." Ref ISM: 4.2, 4.1.2</p> <p>C. Incorrect. "In organizations with a dedicated IT department, the role of the CISO is usually outside of IT." CISO is usually independent from the IT department and reports to the management board: "Many organizations have a board member who is responsible for the information security management practice. This role is usually called a chief information security officer (CISO)." Ref ISM: 4.2, 4.1.2</p> <p>D. Correct. CISO is likely to report to the management board: "Many organizations have a board member who is responsible for the information security management practice. This role is usually called a chief information security officer (CISO)." Information security managers should report to CISO, as many of their responsibilities should be independent from the IT department, for example "Along with the CISO, an Information security manager is responsible for creating and implementing security policies and procedures that align with industry best practices and regulatory requirements. They help define the guidelines for secure practices and ensure that employees are aware of and adhere to these policies." "In organizations with a dedicated IT department, the role of the CISO is usually outside of IT. This is to ensure that the CISO's ability to have an objective end-to-end view of the organization and the scope of the practice is not simply restricted to IT. Ref ISM: 4.2, 4.1.1, 4.1.2</p>
54	B	ITIL4P_CAI_5.4.1	<p>A. Incorrect. This task is supported by monitoring and event management tools and SIEM tools: "Detection, correlation, reporting, and processing of information security events", "Log management, event correlation, and incident monitoring and response." Knowledge management tools are used for "Capturing, organizing and sharing knowledge, including policies, plans, standards, and other relevant information security management knowledge." Ref ISM: Table 5.1</p> <p>B. Correct. Knowledge management tools are used for "Capturing, organizing and sharing knowledge, including policies, plans, standards, and other relevant information security management knowledge." Ref ISM: Table 5.1</p> <p>C. Incorrect. These communications are supported by workflow management and collaboration tools: "Communications between the teams and team members." Knowledge management tools are used for "Capturing,</p>

Q	A	Syllabus Ref	Rationale
			<p>organizing and sharing knowledge, including policies, plans, standards, and other relevant information security management knowledge." Ref ISM: Table 5.1</p> <p>D. Incorrect. This task is supported by monitoring and event management tools and SIEM tools: "Detection, correlation, reporting, and processing of information security events", "Log management, event correlation, and incident monitoring and response." Knowledge management tools are used for "Capturing, organizing and sharing knowledge, including policies, plans, standards, and other relevant information security management knowledge." Ref ISM: Table 5.1</p>
55	C	ITIL4P_CAI_5.4.1	<p>A. Incorrect. This activity is supported by monitoring and event management tools and SIEM tools: "Detection, correlation, reporting, and processing of information security events", "Log management, event correlation, and incident monitoring and response". Work planning and prioritization tools are used for "Planning of tests, exercises, and reviews." Ref ISM: Table 5.1</p> <p>B. Incorrect. This activity is supported by monitoring and event management tools and SIEM tools: "Detection, correlation, reporting, and processing of information security events", "Log management, event correlation, and incident monitoring and response". Work planning and prioritization tools are used for "Planning of tests, exercises, and reviews." Ref ISM: Table 5.1</p> <p>C. Correct. Work planning and prioritization tools are used for "Planning of tests, exercises, and reviews." Ref ISM: Table 5.1</p> <p>D. Incorrect. Although work planning and prioritization tools are used for "Planning of tests, exercises, and reviews" and this may include planning of the risk analysis, the actual risk analysis activities are supported by workflow management and collaboration tools: "Workflow management (especially for tests, exercises, and incident management); Communications between the teams and team members; Record management; Automation of the security controls in the context of service value streams." Ref ISM: Table 5.1</p>
56	C	ITIL4P_CAI_5.4.2	<p>A. Incorrect. "Many organizations have legacy systems with weakened security. Most organizations have smaller budget for cyber-security-related activities compared to criminals. As a result, it is safe to assume that the organization's digital systems could be or could have been breached at any time. This consideration puts significant importance on the recovery and restoration of services. An organization might not be able to fend off cyber criminals or protect their digital systems from internal mishaps, but it can plan and prepare for situations where a breach does happen and it is crucial to limit the impact, communicate, and restore services for customers." Ref ISM: 5.2.1</p> <p>B. Incorrect. "Many organizations have legacy systems with weakened security. Most organizations have smaller budget for cyber-security-related activities compared to criminals. As</p>

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			<p>a result, it is safe to assume that the organization's digital systems could be or could have been breached at any time. This consideration puts significant importance on the recovery and restoration of services. An organization might not be able to fend off cyber criminals or protect their digital systems from internal mishaps, but it can plan and prepare for situations where a breach does happen and it is crucial to limit the impact, communicate, and restore services for customers." Ref ISM: 5.2.1</p> <p>C. Correct. "Many organizations have legacy systems with weakened security. Most organizations have smaller budget for cyber-security-related activities compared to criminals. As a result, it is safe to assume that the organization's digital systems could be or could have been breached at any time. This consideration puts significant importance on the recovery and restoration of services. An organization might not be able to fend off cyber criminals or protect their digital systems from internal mishaps, but it can plan and prepare for situations where a breach does happen and it is crucial to limit the impact, communicate, and restore services for customers." Ref ISM: 5.2.1</p> <p>D. Incorrect. "Many organizations have legacy systems with weakened security. Most organizations have smaller budget for cyber-security-related activities compared to criminals. As a result, it is safe to assume that the organization's digital systems could be or could have been breached at any time. This consideration puts significant importance on the recovery and restoration of services. An organization might not be able to fend off cyber criminals or protect their digital systems from internal mishaps, but it can plan and prepare for situations where a breach does happen and it is crucial to limit the impact, communicate, and restore services for customers." Ref ISM: 5.2.1</p>
57	B	ITIL4P_CAI_5.5.1	<p>A. Incorrect. This would provide some protection from supplier staff who should not be allowed access, but some supplier staff must be allowed to access the confidential data, and encryption would prevent this (unless the supplier is given the encryption keys in which case the encryption serves no purpose). "... strong authentication and encryption, preventing the supplier from accessing sensitive data and systems." Ref ISM: 6.1</p> <p>B. Correct. Supplier staff must be allowed to access the confidential data, so contractual terms and audits are the best way to control this. "Typically, this is controlled with: ...contractual terms with regular audits, ensuring the supplier understands what is expected of them and meets these expectations." Ref ISM: 6.1</p> <p>C. Incorrect. Network isolation would help to prevent security breaches of other systems, but it will not protect the confidential information that has been shared with the</p>

Q	A	Syllabus Ref	Rationale
			supplier. "... network isolation, preventing the supplier from accessing more sensitive parts of the network." Ref ISM: 6.1 D. Incorrect. Vulnerability assessments of the supplier's systems would help to prevent breaches, and this may be included in the contract, but there are many other potential risks to the data that should also be specified in the contract. "A vulnerability assessment is used to identify vulnerabilities in a specific environment, service, or configuration item. This typically involves compiling a list of potential vulnerabilities and using tools to test each component in the environment, to see if that vulnerability exists." Ref ISM: 2.4.2
58	A	ITIL4P_CAI_5.5.2	<p>A. Correct. It is unlikely that this small organization will have the resources to analyse the new legislation, so use of consultants is the best approach. "Information security consultancies can help their customers 'translate' legislation and various policies and other requirements into specific actions the organization needs to take to fulfil its obligations." Ref ISM: 6.2</p> <p>B. Incorrect. It is unlikely that this small organization will need a full-time 'data privacy officer' or will have the resources to employ one full-time. "While large organizations often have or are building strong information security management capabilities in-house, this investment can be out of reach for smaller organizations." Ref ISM: 6.2</p> <p>C. Incorrect. Outsourcing IT services will not take away the responsibility of this organization to manage information in compliance with the laws. "Every value stream should include appropriate information security management practice activities." Ref ISM: 2.4.4.3</p> <p>D. Incorrect. A threat analysis will identify potential risks and document how they should be managed, but this will not specifically address the issue of new data privacy legislation. "A threat assessment is used to identify potential threats so that the organization can take appropriate action." Ref ISM: 2.2.2</p>
59	B	ITIL4P_CAI_5.6.1	<p>A. Incorrect. Level 1 is the default level that is achieved if level 2 criteria are not all met. This does not demonstrate any specific capability. "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 ISM: 7.1</p> <p>B. Correct. The integration of partners and suppliers is assessed at capability level 3. If this organization's information security management practice has not previously considered partners and suppliers, the highest capability level that it could currently be achieving is level 2. "The number of criteria at each level differs; the four dimensions are comprehensively covered starting from level 3." Ref ISM: Table 7.1</p> <p>C. Incorrect. "The number of criteria at each level differs; the four dimensions are comprehensively covered starting from level 3." These four dimensions include organization and</p>

Q	A	Syllabus Ref	Rationale
			<p>people, value streams and processes, information and technology, and partners and suppliers. Ref ISM: 7.1</p> <p>D. Incorrect. Level 4 builds on level 3 by adding measurement and assessment in the context of an overall service management system. "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.", but all four dimensions of service management are covered at level 3. Ref ISM: 7.1</p>
60	D	ITIL4P_CAI_5.7.1	<p>A. Incorrect. "Investing in the ability to pass an information security audit... needs to take into account customer value (what is actually required), company profile (which risks are realistic and which vulnerabilities critical), and technology used. Not all policies and standards are relevant to all organizations and not everything needs to be addressed at once." Ref ISM: Table 8.1</p> <p>B. Incorrect. There is no reason to suppose that SaaS services will be more secure than the in-house applications or will have the capabilities needed. "Partners' information security management capabilities can differ significantly from those of the organization, but also between different partners. It is not always possible to choose a business partner (service provider or vendor) that meets all the information security requirements." Also, the question tells us that the organization develops innovative applications which provide a competitive advantage. Use of SaaS software would not do this because the same SaaS software is available to any competitor. Ref ISM: 6.1</p> <p>C. Incorrect. Improving the maturity of the information security management practice would help, but this is a newly created organization, and it takes significant time to achieve the higher capability levels. "The practice success factors described in section 2.4 cannot be accomplished overnight." Also, level 5 capability may not be appropriate for this organization: "Higher capability level provides higher assurance of the fulfilment of the practice's purpose, but it comes at a price." Ref ISM: 7.1, 7.3</p> <p>D. Correct. This organization has new innovative applications and could make use of modern architectures. "Modern infrastructure and software architecture patterns, on the other hand, help build resilient systems where closing off access to minimize impact of breaches, automated resolution, and automated service restoration are built in. The organization benefits from knowing that even in case of information security incidents, the loss will be minimal and the outages short." Ref ISM: Table 8.1</p>

