



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

Sample Paper 2

Question Booklet | Multiple Choice

Examination | 90 Minutes

 **PeopleCert**

Official Training Materials

Sample Paper 2

Question Booklet

Multiple Choice

Examination Duration: 90 minutes

Instructions

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

1. What is the purpose of the relationship management practice?
 - A. Ensuring that organizational change is in place to improve the relationships between an organization and its customers
 - B. Maintaining good relationships with stakeholders in support of business objectives
 - C. Creating relationship models to define the approach to working with stakeholders
 - D. Understanding the characteristics of the organization which influence the relationships between stakeholders

2. An organization is about to split its development team into several smaller teams. It is conducting an investigation into the relationship structures which will change because of the team split.

How can the relationship management practice support this organizational change?

 - A. By establishing an approach to management of relationships with customers
 - B. By effectively managing external relationships
 - C. By establishing an approach to management of relationships with suppliers
 - D. By effectively managing internal relationships

3. An organization wants to be sure that the relationships within the organization are effective.

What is a relevant metric for this?

 - A. The number of customer relationships which end because of disagreements with the organization
 - B. The percentage of relationships which follow an agreed relationship model
 - C. The percentage of exit interviews which reveal an employee's dissatisfaction with relationships in their teams
 - D. The percentage of customers who positively rated their relationship with the organization

4. A service provider wants to improve the consistency of communication with its important customers.

Which of the following should the service provider review **FIRST** to identify improvements supporting this objective?

 - A. Workflow management and collaboration tools
 - B. Knowledge management tools
 - C. A relationship journey
 - D. A relationship model

5. An organization regularly reviews the costs of and benefits from using services of an external supplier.

To which step of the service relationship journey does this activity relate **MOST**?

 - A. Realize
 - B. Co-create
 - C. Onboard
 - D. Agree

6. A relationship agent is selecting a communication approach to suit the value stream context.

Which activity of a relationship management process is this a part of?

- A. Identify stakeholders and relationship model
- B. Manage exceptions
- C. Follow the relationship model
- D. Review the relationships

7. A service provider is reviewing a value stream for incident resolution and wants to ensure that relevant relationship models are used across the value stream to maximize value for customers and improve user experience.

What is the **EARLIEST** step in the value stream analysis where the use of the relationship models should be considered?

- A. During the first step, where the scope of the value stream is defined
- B. During the second step, where the stakeholders are consulted on the value stream purpose
- C. During the fourth step, where the value stream is analysed
- D. During the fifth step, where a new version of the value stream is created

8. A new service provider has a small number of software products, developed and managed by cross-functional product teams. The service provider will offer its services to external customers. The service provider will work in a highly regulated industry and will have a strong internet presence.

How should the organization **BEST** position its relationship management activities?

- A. Make product managers responsible for customer relationship management, make relationships with regulators a responsibility of the legal team
- B. Create a dedicated team responsible for customer relationship management, make relationships with regulators a responsibility of the legal team
- C. Create a dedicated team responsible for relationships with regulators and media, assign a manager responsible for customer relationship
- D. Make product managers responsible for relationships with customers, regulators, and media

9. What automation tools should a relationship manager use to understand the patterns of changes in stakeholder relationships?

- A. Analysis and reporting tools
- B. CRM tools
- C. Knowledge management tools
- D. Workflow management and collaboration tools

10. A service provider is using the services of a service integrator.

Which activity is the service integrator likely to be involved in?

- A. Establishing communication channels with the service provider's customers
- B. Establishing communication channels with the service provider's suppliers
- C. Establishing alignment among the service provider's teams
- D. Establishing the relationships between the service provider and regulator organizations

11. A service provider has a relationship management practice which has a defined process for managing a common approach to relationships, but not for managing relationship journeys.
- What is the **HIGHEST** capability level that this practice demonstrates?
- A. Level 1
 - B. Level 2
 - C. Level 3
 - D. Level 4
12. An organization has been in business for several years, during which time its products, services, business models and operating models have changed. Some of the organization's external customers have complained that their relationship with the organization has deteriorated.
- What action should the relationship manager take to improve this situation, following the 'progress iteratively with feedback' guiding principle?
- A. Use a consistent approach to relationships within and outside of the organization
 - B. Integrate relationship management activities in the organization's value streams
 - C. Systematically review the relationship management approach and relationship journeys
 - D. Continually measure stakeholder satisfaction, including employee satisfaction
13. A new supplier manager wants to explain to service provider colleagues the purpose of a new supplier management practice.
- What should the supplier manager say to colleagues to help them understand the value of supplier management from the service provider's perspective?
- A. The supplier management practice will improve the image of the service consumer organization
 - B. The supplier management practice will increase intervals between service incidents
 - C. The supplier management practice will improve the service provider's management capabilities
 - D. The supplier management practice will reduce the costs for consumer organization
14. A service provider is categorizing its suppliers to adjust the supplier management approach to different types of supplier relationships. There is a group of suppliers that provided their own standardized contracts which the organization agreed to.
- Which category should be assigned to this group of suppliers?
- A. Basic
 - B. Cooperative
 - C. Partnership
 - D. Collaborative

15. When should a request for bid be issued by an organization?
- A. The organization is seeking responses from potential suppliers to support a fair choice of supplier in the procurement process
 - B. The organization is seeking responses from potential suppliers to better understand the features of the software tools they offer
 - C. The organization is seeking responses from potential suppliers but does not yet want to use the organization's procurement process
 - D. The organization is seeking responses from potential suppliers to better define the organization's requirements
16. An organization has signed a contract with a new supplier, and the supplier has just started delivering services.
- Which **TWO** documents should be updated as part of this activity?
- 1. Supplier dependency matrix
 - 2. Service continuity requirements
 - 3. Collaboration framework
 - 4. Service catalogue
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4
17. An organization has defined three types of supplier; strategic, tactical, and commodity.
- Where should the definitions and descriptions of these supplier types be documented?
- A. In service contracts with the suppliers
 - B. In a supplier dependency matrix
 - C. In a service catalogue
 - D. In a sourcing strategy
18. An organization is planning to replace an existing supplier, and is currently negotiating a contract with the new supplier. A supplier coordinator is involved to ensure effective integration of the new supplier in the organization's products and services, and to off-board the current supplier.
- Which value stream should these activities of the supplier coordinator be integrated in, to ensure a seamless supplier switch?
- A. Continual improvement of products and services
 - B. Creation of a new or changed product or service
 - C. Service request fulfilment
 - D. Ongoing operation and maintenance
19. An organization is preparing to select a supplier for several important services.
- How will the supplier manager support this activity?
- A. By ensuring that the correct participants provide input to the RfX
 - B. By ensuring that selected suppliers appear in the service catalogue
 - C. By drafting the rules for selecting suppliers
 - D. By producing reports of supplier performance

20. A service provider uses a distributed organizational structure for supplier management, and its vision and objectives are reviewed regularly and widely understood. There is also a successful value stream for monitoring changing customer needs. However, the service provider experiences a large number of incidents that are tracked back to supplier issues.
- What additional aspect of organizational structure should the service provider adopt to resolve the issue?
- A. Business relationship management
 - B. Supplier journey management
 - C. Service-oriented governance
 - D. Strategic relationship management
21. An organization is thinking of procuring a highly standardized service available from many suppliers.
- What type of tools will help the organization to understand the options available and the list price of each option?
- A. Knowledge management tools
 - B. Workflow management and collaboration tools
 - C. Monitoring and event management tools
 - D. Survey tools
22. A supplier manager is in the process of selecting a new supplier. The manager has issued requests for information and has discovered that all the potential suppliers have declared similar levels of capability and performance.
- What type of automation should the supplier manager use to select the best supplier?
- A. Value stream tooling
 - B. Integrated service management tooling
 - C. Artificial intelligence capabilities
 - D. Measurement and reporting capabilities
23. An organization has a trusted partner with an expertise in supplier management. The organization wants to make sure that its suppliers follow the agreed contracts.
- What is the **BEST** way for the organization to use the partner's services in this situation?
- A. Ask the partner to draft and negotiate contracts with the organization's suppliers
 - B. Ask the partner to evaluate suppliers' responses to requests for proposals
 - C. Ask the partner to audit suppliers' performance
 - D. Ask the partner to provide software tools for the organization's supplier management practice

24. An organization is aiming to achieve capability level 4 for its supplier management practice.
Which is evidence that indicates that capability level 4 is being achieved?
- A. A sourcing strategy is agreed and communicated across the organization
 - B. Policies and guidelines for the use of suppliers are regularly reviewed and updated
 - C. Scorecards are published indicating the number and outcome of contacts with suppliers
 - D. Supplier management is integrated with other practices and workflows
25. Service level management should ensure a clear understanding between the service consumer and service provider of service functionality and assurance and that agreed targets are met.
What other aspect of a service should be agreed?
- A. Technical metrics are agreed and reported
 - B. The service supports the performance of the service consumer
 - C. The service levels meet agreed conditions
 - D. The service is perceived by the user to provide value
26. Which is an example of a metric used to measure the PSF 'establishing a shared view of target service levels with customers'?
- A. Number of joint service review meetings held with customers
 - B. Number of services that can be monitored through the service portal
 - C. Number of misunderstandings regarding service targets
 - D. Number of customer requests for improvements that are implemented
27. A service provider is drafting a service level agreement which provides details of the service hours and transaction response time.
Which term should be used to describe these details?
- A. Warranty
 - B. Output
 - C. Experience
 - D. Utility
28. A service level manager has met with a customer to discuss the service targets for a new business-wide management information system.
What should the service level manager produce as a result of the meeting?
- A. Updates to the service catalogue
 - B. A service improvement plan
 - C. A draft agreement
 - D. Service performance information to be shared with users

29. An SLA for a tailored service has been signed off by a new customer.
What should the service provider do **NEXT**?
- A. Identify the necessary activities to prepare the service resources and initiate a project
 - B. Analyse the resource needs for the service and evaluate the cost
 - C. Evaluate the performance of the service each month and share with the customer
 - D. Initiate the procedures for deploying the service for each user
30. A service provider is reviewing the service request fulfilment value stream. After mapping the current value stream, it has been identified that users and technical teams often have different understanding of the request fulfilment timelines.
How can service level management help to improve the situation?
- A. By identifying the steps of the value stream where the request fulfilment targets are communicated to users
 - B. By collecting feedback from users on the timeliness of request fulfilment
 - C. By ensuring that technical teams are involved in the value stream mapping and analysis
 - D. By ensuring that service targets and progress communications are integrated in relevant steps of the value stream
31. The service level manager is attending a workshop to review a value stream for making changes to an organization's website. The workshop attendees have agreed that the aim is to increase the number of successful changes and have agreed which components contribute to the website. The service level manager wants to ensure that relevant service level management activities are considered.
What should the workshop attendees do **NEXT**?
- A. Identify the services and stakeholders affected by the value stream
 - B. Map and evaluate the steps in the value stream
 - C. Review the value stream to identify service level management contributions
 - D. Create a 'to be' value stream map including any necessary improvements
32. A customer has asked a service provider for evidence that the online payment system is achieving its service targets.
What should the service provider's service level manager do in response to this request?
- A. Meet with the customer to understand their requirements
 - B. Identify and plan service improvements
 - C. Collate and present the requested service level report
 - D. Conduct a service review and present results to the customer
33. Which service level management activity do social media tools support?
- A. Understanding unsolicited opinions on the quality of services
 - B. Processing service performance data and presenting the findings
 - C. Maintaining effective communications of service targets to customers
 - D. Understanding if customers' requirements can be fulfilled

34. An organization has decided to outsource the management of customer and user satisfaction surveys to a supplier.
- Which approach should the organization take?
- A. Provide the supplier with full access to the organization's service information
 - B. Involve service owners in the validation of the measurement means used by the supplier
 - C. Ensure that the supplier uses the agreed SLA format when negotiating service targets with the organization's customers
 - D. Use the same supplier to plan and implement improvements based on the survey results
35. An internal service provider has recently introduced a team of service level management that started identifying customers and discussing current and target service levels and metrics with them. At the same time, the team started designing the SLM processes.
- Which capability level of service level management practice does this indicate?
- A. Level 4
 - B. Level 3
 - C. Level 2
 - D. Level 1
36. A service provider delivers services to internal customers. There are no SLAs in place for the services. The users demand high service quality and complain when services do not perform as expected. The service level manager has failed in attempts to negotiate service targets with the customers despite involving service owners.
- What action should the service level manager take to resolve the issue?
- A. Create SLAs that contain service targets for the services that are relevant to the customers and distribute them to all stakeholders
 - B. Collect service metrics and use them to engage with customers and users regularly in order to understand how the services support business activities
 - C. Allocate responsibility to relevant technical teams for managing service quality and user satisfaction
 - D. Set up continual improvement activities as part of the service level management practice in order to respond to customer issues regarding the services
37. An organization wants to understand the current adoption of the agreed approach to continual improvement.
- What is a metric for this?
- A. The percentage of improvements which do not have to be amended after implementation
 - B. The percentage of improvements which were implemented within budget
 - C. Number and percentage of services interrupted or degraded as a result of improvement initiatives
 - D. Number and percentage of teams aware of the procedures for handling of improvement initiatives

38. Which of the following should **NOT** have the organization's current state as part of its focus?
- A. Improvement register
 - B. Business as usual
 - C. Vision
 - D. Improvement
39. An organization has made a number of improvements and is now reviewing how much difference they have made to the organization.
- What output will the organization produce as a result of this activity?
- A. Improvement record
 - B. Updated continual improvement register
 - C. Improvement plans
 - D. Lessons learned
40. An improvement project has finished. The intended outcomes have not been achieved within the expected timeframe, and the organization is reviewing what went wrong.
- How should the value of this project **BEST** be measured?
- A. The lessons learned should be treated as a benefit and added to the other benefits of the project
 - B. The overall cost of the project should be compared to the financial benefits that the project delivered
 - C. The value co-creation from each step of the project should be added together to create an overall value
 - D. The value of the project should be measured as zero, because the expected outcomes were not achieved
41. What will be the effect of a policy that says only managers are allowed to submit improvement suggestions?
- A. It will be easier to prioritize and analyse improvement opportunities, because there will be fewer suggestions and these will be of higher quality
 - B. The continual improvement practice will be at capability level 1, because some people are not allowed to log improvement suggestions
 - C. The improvement opportunities will be more appropriate, because managers have a better understanding of the organization's needs
 - D. Many improvement opportunities will be missed, because the managers do not necessarily have all relevant information

42. An organization has a continual improvement coordinator, and a continual improvement register, but very few improvement opportunities are logged. The continual improvement coordinator wants to analyse and improve the approach to identifying and planning improvements.

How should this coordinator include other practices into this analysis and improvement?

- A. Invite all of the other practice managers to take part in a value stream analysis of the continual improvement practice, and mentor them during the analysis
- B. Train other managers in value stream analysis and help them to plan value stream analysis and improvement for their own practices
- C. Work with the business to identify the most important value streams, then invite other practice managers to assist in value stream analysis of these value streams
- D. Perform value stream analysis of the most important value streams, then share the output of this analysis with the other practice managers in a training session

43. An organization wants to encourage more staff to create improvement recommendations and become involved in improvement initiatives.

What is the **BEST** action that the continual improvement coordinator should take to achieve this?

- A. Evaluate the resources that contribute to all value streams to identify improvements
- B. Attend change assessment meetings to raise the profile of continual improvement
- C. Introduce a convenient platform for sharing ideas and examples of improvements
- D. Select and apply the latest improvement method recommended by a consultant

44. As part of a review of continual improvement, an organization will understand how people who submitted improvement requests feel about the response they received. The key data for this is available from the improvement records.

Which type of tool will **MOST** help the organization with this?

- A. Workflow management and collaboration tools
- B. Work planning and prioritization tools
- C. Knowledge management tools
- D. Analysis and reporting tools

45. A service provider uses an integrated ITSM toolset to initiate and manage improvement initiatives. Lessons learned are shared using a convenient and popular communication platform. However, the number of improvement initiatives coming from the operational team is low. The team members are focused on isolated issues and operational activities and do not have a holistic view of improvement opportunities.

What is the **BEST** way for the service provider to use automation tools to improve this situation?

- A. Integrate the continual improvement process with IT service management tools
- B. Utilize artificial intelligence and machine learning in the continual improvement process
- C. Automate the documentation and knowledge management aspects of continual improvement
- D. Automate the workflows involved in continual improvement initiatives

46. An organization is creating its continual improvement practice.
What part of creating the practice will the organization **MOST LIKELY** source from a supplier?
- A. Development and management of the entire continual improvement practice
 - B. Development and implementation of the organization's continual improvement approach
 - C. Provision of expert advice regarding ways of identifying improvement opportunities
 - D. Logging and management of improvement opportunities
47. An organization regularly reviews and measures the performance of its highly organized continual improvement practice, but it has not yet implemented a means of adapting the practice in response.
Which capability level does this practice demonstrate?
- A. Level 2
 - B. Level 3
 - C. Level 4
 - D. Level 5
48. An organization is aiming to achieve capability level 2 for its continual improvement practice.
Which is evidence of the capability level 2 being achieved?
- A. Weekly continual improvement team meetings assess the KPIs for ongoing improvement initiatives
 - B. The effectiveness of continual improvement methods is regularly reviewed and improvements recommended
 - C. All contracts contain clear guidelines for supporting improvement activities
 - D. A continual improvement register is implemented containing sufficient information to recognize the relative importance of improvement suggestions
49. An organization wants to understand how well it has achieved the practice success factor 'exercising and testing information security management plans'.
Which is a key metric for this?
- A. How many enhancement opportunities were logged by this activity
 - B. What percentage of services have written plans for information security management
 - C. How many value streams include actions that support this activity
 - D. What percentage of improvement opportunities include a review of security implications

50. An organization is preparing a virtual shareholder meeting. The information security team aims to ensure that all shareholders have relevant business information, but no information is leaked to the press prematurely.

Which **TWO** information security characteristics is the team focused on?

1. Confidentiality
2. Availability
3. Integrity
4. Authentication

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

51. Why should the security incident response team make a copy of the current state of a breached server before any analysis is performed?

- A. To collect evidence that might be needed for prosecuting the threat actor
- B. To prevent the risk of further damage to the server by the threat actor
- C. To help understand exactly what happened and how serious the breach is
- D. To enable efficient restoration of the impacted service(s)

52. The information security team provides a secure file sharing platform to enable sales people to share confidential documents with potential customers. This tool is provided by a third party, which takes nearly two weeks to onboard a new user. Sales people are bypassing this constraint by using less secure file sharing sites on the internet.

What should the information security team do to resolve this issue?

- A. Use automation to prevent the use of unauthorized file sharing sites on the sales people's devices
- B. Work with an internal software development team to develop a new file sharing platform that meets the security standards
- C. Work with sales management to identify a different file sharing platform that can onboard users much faster
- D. Establish a policy that requires sales people to use the official platform when possible and create a process to review and track any exceptions

53. A retail organization has an IT department where the head of the IT department reports to the management board. There are information security managers (ISMs) who report to the head of the IT department. The organization is planning to appoint a chief information security officer (CISO).

What is the **BEST** organizational structure to introduce?

- A. CISO should report to the management board, ISMs should stay in the IT department
- B. CISO should report to the Head of IT department, with ISMs reporting to CISO
- C. CISO and the ISMs should report to the Head of IT department
- D. CISO should report to the management board, and ISMs should report to CISO

54. Which activity is **MOST LIKELY** to be supported by the use of a knowledge management tool?
- A. Identification of security events trends and patterns
 - B. Communicating updated security policies to the teams
 - C. Ongoing communications between members of the security team
 - D. Identifying systems that do not have anti-virus software installed
55. Which activity is **MOST LIKELY** to be supported by the use of work planning and prioritization tools?
- A. Identifying systems that do not have anti-virus software installed
 - B. Identifying a potential attack that could cause future incidents
 - C. Preparing to deliver the results of an audit to management
 - D. Performing an information security risk analysis
56. An organization has a wide range of in-house and cloud-based information systems and services. It is now planning its information security controls.
- For which type of the systems should the organization focus more on detection and recovery, rather than prevention?
- A. In-house developed applications running on cloud infrastructure
 - B. Software-as-a-service applications hosted by suppliers
 - C. Older systems no longer supported by the vendor
 - D. Mobile applications developed together with an external partner
57. An organization uses a third-party to provide a number of HR-related services that will require the supplier to have access to employees' personal data.
- What is the **BEST** way for the organization to protect confidential information that the supplier needs to access?
- A. Encrypt all confidential information that is shared with the supplier, and ensure it is deleted when no longer needed
 - B. Ensure the contract specifies how the information will be handled, and use audits to ensure these conditions are met
 - C. Use network isolation to restrict which parts of the organization's network can be accessed by the supplier
 - D. Perform vulnerability assessments of the supplier's systems to ensure the confidential data cannot be breached
58. A small organization has very few information security staff, and the board does not see information security as an important area for investment.
- What is the **BEST** way for this organization to review and update its security policies after a new data privacy law has been introduced?
- A. Work with consultants who are experienced in privacy to identify what needs to be done
 - B. Create a new 'data privacy officer' role and recruit an expert to do this work
 - C. Outsource IT services to a service provider who can ensure that privacy requirements are met
 - D. Perform a threat analysis to identify potential risks and document how these should be managed

59. An information security manager has developed effective processes, supported by skilled security staff, with well thought out security technology. The next improvement initiative will consider suppliers and partners.

What is the **MAXIMUM** capability level that the practice is currently demonstrating?

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

60. A newly created real-estate organization develops innovative applications, which are hosted on cloud infrastructure, and which give the organization a competitive advantage. The organization understands the importance of information security and wants to ensure that security incidents do not have any serious impact on the business or its customers.

What approach should this organization take to managing information security?

- A. Implement all information security controls defined in ISO/IEC 27001 and use regular audits to ensure these remain in place
- B. Use Software as a Service (SaaS) applications from trusted third parties to replace in-house applications
- C. Develop the organization's information security management practice to achieve level 5 and use regular audits to ensure these capabilities are maintained
- D. Use automation and pattern recognition to identify and automatically resolve security incidents, before they have an impact

