



The ITIL® 4 Foundation Examination

Sample Paper 1

Answers and Rationales

The ITIL® 4 Foundation Examination

For exam paper: EN_ITIL4_FND_2018_SamplePaper1_QuestionBk_v1.1

Q	A	Syllabus Ref	Rationale
1	A	7.1.c	<p>A. Correct. "More complex incidents will usually be escalated to a support team for resolution. Typically, the routing is based on the incident category, which should help to identify the correct team." Ref 5.2.5</p> <p>B. Incorrect. The category is concerned with the type of incident whereas priority is determined by business impact. "Incidents are prioritized, based on agreed classification, to ensure that incidents with the highest business impact are resolved first." Ref 5.2.5</p> <p>C. Incorrect. "Every incident should be logged and managed to ensure that it is resolved in a time that meets the expectations of the customer and user." Categorization by itself will not ensure this. Ref 5.2.5</p> <p>D. Incorrect. This is customer and user satisfaction. "Incident management can have an enormous impact on customer and user satisfaction, and on how they perceive the service provider." Ref 5.2.5</p>
2	C	5.2.e	<p>A. Incorrect. The purpose of 'improve' value chain activity is "to ensure continual improvement of products, services and practices across all value chain activities and the four dimensions of service management." This value chain activity does not include service components as an input or an output. Ref 4.5.2</p> <p>B. Incorrect. The purpose of 'engage' value chain activity is "to provide a good understanding of stakeholder needs, transparency, and continual engagement and good relationships with all stakeholders." This value chain activity does not include service components as an input or an output. Ref 4.5.3</p> <p>C. Correct. The purpose of 'obtain/build' value chain activity is "to ensure that service components are available when and where they are needed, and meet agreed specifications." Service components for 'deliver and support' and service components for design and transition are key outputs of 'obtain/build' value chain activity. Ref 4.5.5</p> <p>D. Incorrect. The purpose of 'deliver and support' value chain activity is "to ensure that services are delivered and supported according to agreed specifications and stakeholders' expectations." This activity includes service components from 'obtain/build' value chain activity as an input, but does not list service components as an output. Ref 4.5.6</p>

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Q	A	Syllabus Ref	Rationale
3	B	1.1.c	<p>A. Incorrect. An output is "A tangible or intangible artefact that is produced by carrying out an activity". Ref 2.5.1, glossary</p> <p>B. Correct. The definition of warranty is "assurance that a product or service will meet agreed requirements" Ref 2.5.4, glossary</p> <p>C. Incorrect. Risk is defined as "A possible event that could cause harm or loss, or make it more difficult to achieve objectives". Ref 2.5.3, glossary</p> <p>D. Incorrect. Utility is "The functionality offered by a product or service to meet a particular need". Ref 2.5.4, glossary</p>
4	D	6.1.a	<p>A. Incorrect. "The purpose of the information security management practice is to protect the organization's information. This includes understanding and managing risks to the confidentiality, integrity and availability of information, as well as other aspects of information security such as authentication (ensuring someone is who they claim to be), and non-repudiation (ensuring that someone can't deny that they took an action)." Ref 5.1.3</p> <p>B. Incorrect. "The purpose of the information security management practice is to protect the organization's information. This includes understanding and managing risks to the confidentiality, integrity and availability of information, as well as other aspects of information security such as authentication (ensuring someone is who they claim to be), and non-repudiation (ensuring that someone can't deny that they took an action)." Ref 5.1.3</p> <p>C. Correct. "The purpose of the information security management practice is to protect the organization's information. This includes understanding and managing risks to the confidentiality, integrity and availability of information, as well as other aspects of information security such as authentication (ensuring someone is who they claim to be), and non-repudiation (ensuring that someone can't deny that they took an action)." Ref 5.1.3</p> <p>D. Incorrect. "The purpose of the information security management practice is to protect the organization's information. This includes understanding and managing risks to the confidentiality, integrity and availability of information, as well as other aspects of information security such as authentication (ensuring someone is who they claim to be), and non-repudiation (ensuring that someone can't deny that they took an action)." Ref 5.1.3</p>

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Q	A	Syllabus Ref	Rationale
5	C	7.1.b	<p>C. Correct.</p> <p>(3) (4) “Change control must balance the need to make beneficial changes that will deliver additional value with the need to protect customers and users from the adverse effect of changes.” Ref 5.2.4</p> <p>A, B, D. Incorrect.</p> <p>(1) “All changes should be assessed by people who are competent to understand the risks and the expected benefits” but this is not balanced against any of the other options. Ref 5.2.4</p> <p>(2) “The change schedule is used to help plan changes, to assist in communication, to avoid conflicts and to assign resources.” This applies to all changes, it does not need to be balanced with the need to make beneficial changes. Ref 5.2.4</p>
6	B	1.1.a	<p>A. Incorrect. Warranty is “assurance a product or service will meet agreed requirements”. Warranty of a service is necessary, but not sufficient to enable value co-creation. Ref 2.3, glossary</p> <p>B. Correct. A service is “a means of value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks”. Ref 2.2, glossary</p> <p>C. Incorrect. Utility is “the functionality offered by a product or service”. Utility of a service is necessary, but not sufficient to enable value co-creation. Ref 2.5.4, glossary</p> <p>D. Incorrect. An output is “A tangible or intangible artefact that is produced by carrying out an activity”. The output of a service is necessary, but not sufficient to enable value co-creation. Ref 2.5.1, glossary</p>
7	A	5.2.c	<p>A. Correct. The outputs of 'engage' value chain activity include "contracts and agreements with external and internal suppliers and partners". Ref 4.5.3</p> <p>B. Incorrect. A key output of 'design and transition' value chain activity is "contract and agreement requirements for engage activity", but these requirements are passed to 'engage' value chain activity which includes "continual engagement and good relationships with all stakeholders". Ref 4.5.4, 4.5.3</p> <p>C. Incorrect. A key input to 'obtain/build' value chain activity is "contracts and agreements with external and internal suppliers and partners provided by engage". Ref 4.5.5</p> <p>D. Incorrect. A key input to 'deliver and support' value chain activity is "contracts and agreements with external and internal suppliers and partners provided by engage". Ref 4.5.6</p>

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Q	A	Syllabus Ref	Rationale
8	C	6.1.q	<p>A. Incorrect. "The purpose of problem management is to reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, and managing workarounds and known errors." Ref 5.2.8</p> <p>B. Incorrect. "The purpose of the change control practice is to maximize the number of successful IT changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing a change schedule." Ref 5.2.4</p> <p>C. Correct. "The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for the service provider with all of its users." Ref 5.2.14</p> <p>D. Incorrect. "The purpose of the service level management practice is to set clear business-based targets for service performance, so that the delivery of a service can be properly assessed, monitored and managed against these targets." Ref 5.2.15</p>
9	D	4.1	<p>A. Incorrect. The seven guiding principles are 'start where you are', 'progress iteratively with feedback', 'collaborate and promote visibility', 'think and work holistically', 'keep it simple and practical' and 'optimize and automate'. Ref 4.3.1-7</p> <p>B. Incorrect. The four dimensions of service management are 'organizations and people', 'information and technology', 'partners and suppliers', and 'value streams and processes'. Ref 3.1-4</p> <p>C. Incorrect. The activities of the service value chain are 'plan', 'improve', 'engage', 'design and transition', 'obtain/build', and 'deliver and support'. Ref 4.5.1-6</p> <p>D. Correct. The components of the service value system are 'guiding principles', 'governance', 'service value chain', 'practices', and 'continual improvement'. Ref 4.1</p>
10	D	7.1.a	<p>A. Incorrect. 'Service level management' is not the responsibility of everyone in the organization. A number of roles are required but there is no fixed structure. It is recommended that there is an independent and non-aligned role where possible. Ref 5.2.15</p> <p>B. Incorrect. 'Change control' is not the responsibility of everyone in the organization. Many roles can be assigned such as change authority. It also requires input from people with specialist knowledge. Ref 5.2.4</p> <p>C. Incorrect. 'Problem management' is not the responsibility of everyone in the organization. Most problem management activity relies on the knowledge and experience of staff. Ref 5.2.8</p> <p>D. Correct. "Continual improvement is everyone's responsibility," and "The commitment to and practice of continual improvement must be embedded into the very fiber of the organization". Ref 5.1.2</p>

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Q	A	Syllabus Ref	Rationale
11	C	7.1.e	<p>A. Incorrect. This is 'improve' activity. "Improve: Service request management can provide a channel for improvement initiatives, compliments and complaints from users. It also contributes to improvement by providing trend, quality and feedback information about fulfilment of requests." Ref 5.2.16</p> <p>B. Incorrect. This is 'deliver and support' activity. "Deliver and support: Service request management makes a significant contribution to normal service delivery. This activity of the value chain is mostly concerned with ensuring users continue to be productive, and sometimes heavily depends on fulfilment of their requests." Ref 5.2.16</p> <p>C. Correct. This is 'obtain/build' activity. "Obtain/build: The fulfilment of service requests may require acquisition of pre-approved service components." Ref 5.2.16</p> <p>D. Incorrect. This is 'engage' activity. "Engage: Service request management includes regular communication to collect user-specific requirements, set expectations, and to provide status updates." Ref 5.2.16</p>
12	D	1.3.a	<p>A. Incorrect. The combination of things described in this question may help to create value, but it is not an example of value. Value is "the perceived benefits, usefulness and importance of something." Ref 2.1, glossary</p> <p>B. Incorrect. The combination of things described in this question may help to create an outcome, but it is not an example of an outcome. Outcome is "a result for a stakeholder enabled by one or more outputs." Ref 2.5.1, glossary</p> <p>C. Incorrect. Warranty is "Assurance that a product or service will meet agreed requirements". Ref 2.5.4, glossary</p> <p>D. Correct. Service providers define combinations of goods, access to resources and service actions, to address the needs of different consumer groups. These combinations are called service offerings. Ref 2.3.2</p>
13	C	7.1.g	<p>A. Incorrect. "Using single system-based metrics as targets can result in mis-alignment and a disconnect between service partners." Ref 5.2.15</p> <p>B. Incorrect. Although this would be appropriate for some SLAs, it would not be simple to understand for a non-technical customer. "They must be simply written and easy to understand and use for all parties." Ref 5.2.15</p> <p>C. Correct. "They should relate to defined outcomes and not simply operational metrics. This can be achieved with balanced 'bundles' of metrics" Ref 5.2.15</p> <p>D. Incorrect. Although this would be appropriate for some SLAs, it would not be simple to understand for some parties. Service level agreements "must be simply written and easy to understand and use for all parties." Ref 5.2.15</p>

Q	A	Syllabus Ref	Rationale
14	B	1.2.a	<p>A. Incorrect. The price of the service is only part of the costs imposed on the consumer. The cost of creating the service is a concern of the service provider, rather than the service consumer. This answer option does not include the costs removed from the consumer. Ref 2.5.2</p> <p>B. Correct. From the service consumer's perspective, there are two types of costs involved in service relationships:</p> <ol style="list-style-type: none"> 1. Costs removed from the service consumer by the service (a part of the value proposition). This may include costs of staff, technology and other resources, which are not needed by the consumer. 2. Costs imposed on the consumer by the service (the costs of service consumption). The total cost of consuming a service includes the price charged by the service provider (if any), plus other costs such as staff training, costs of network utilization, procurement, etc. Ref 2.5.2 <p>C. Incorrect. Both of these costs are concerns of the service provider, not the service consumer. This answer does not include the costs removed from the consumer or the costs imposed on the consumer. Ref 2.5.2</p> <p>D. Incorrect. The two types of cost are costs removed from the consumer and costs imposed on consumers. The cost of hardware and software may be included in either of these, but will only be part of that cost. Ref 2.5.2</p>
15	B	7.1.c	<p>A. Incorrect. "Target resolution times are agreed, documented and communicated to ensure that expectations are realistic." A good IT service management tool may help the organization to meet these times, but the tool cannot ensure that this happens. Ref 5.2.5</p> <p>B. Correct. "Modern IT service management tools can provide automated matching of incidents to other incidents, problems or known errors". Ref 5.2.5</p> <p>C. Incorrect. Incident management requires supplier contracts to be correctly aligned, but ensuring that the contracts are aligned is a purpose of the 'supplier management' practice. Ref 5.2.5, 5.1.13</p> <p>D. Incorrect. "The most complex incidents, and all major incidents, often require a temporary team to work together to identify the resolution", and "Investigation of more complicated incidents requires knowledge and expertise, rather than procedural steps." Ref 5.2.5</p>

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Q	A	Syllabus Ref	Rationale
16	C	2.2.a	<p>A. Incorrect. It is essential to determine who the service consumer is, and what they value. The outcomes should be based on this understanding, rather than determining them. "The first step in focusing on value is knowing who is being served. In each situation the service provider must, therefore, determine who the service consumer is ". Ref 4.3.1</p> <p>B. Incorrect. Suppliers and partners are possible stakeholders, but it is important to identify the service consumer first. "The first step in focusing on value is knowing who is being served. In each situation the service provider must, therefore, determine who the service consumer is". Ref 4.3.1</p> <p>C. Correct. "The first step in focusing on value is knowing who is being served. In each situation the service provider must, therefore, determine who the service consumer is". Ref 4.3.1</p> <p>D. Incorrect. The cost of providing the service may have some impact on the value from the perspective of the service provider, but "The first step in focusing on value is knowing who is being served. In each situation the service provider must, therefore, determine who the service consumer is". Ref 4.3.1</p>
17	C	7.1.f	<p>A. Incorrect. "The purpose of incident management is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible." 'Incident management' does not provide a single point of contact for service users. Ref 5.2.5</p> <p>B. Incorrect. "The purpose of the change control practice is to maximize the number of successful IT changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing a change schedule." Change control does not provide a single point of contact for service users. Ref 5.2.4</p> <p>C. Correct. "The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for the service provider with all of its users. " Ref 5.2.14</p> <p>D. Incorrect. "The purpose of the 'service request' management practice is to support the agreed quality of a service by handling all pre-defined, user-initiated service requests in an effective and user-friendly manner." Service request management does not provide a single point of contact for service users. Ref 5.2.16</p>

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Q	A	Syllabus Ref	Rationale
18	A	7.1.b	<p>A. Correct. "Standard changes: These are low-risk, pre-authorized changes that are well-understood and fully-documented," and "When the procedure for a standard change is created or modified there should be a full risk assessment and authorization as for any other change. This risk assessment does not need to be repeated each time the standard change is implemented, only if there is a modification to the way it is carried out." Ref 5.2.4</p> <p>B. Incorrect. Normal changes are "changes that need to be scheduled, assessed and authorized" Ref 5.2.4</p> <p>C. Incorrect. An emergency change that is needed to resolve an incident should still be assessed and authorized. "As far as possible, emergency changes should be subject to the same testing, assessment and authorization as normal changes". Ref 5.2.4</p> <p>D. Incorrect. This is a description of a normal change "changes that need to be scheduled, assessed and authorized". Ref 5.2.4</p>
19	C	2.2.c	<p>A. Incorrect. 'Focus on value' helps to ensure that you consider all aspects of value for the service consumer, as well as the service provider and other stakeholders. It does not specifically describe organizing work into smaller, manageable sections that can be executed and completed in a timely manner. Ref 4.3.1, 4.3.3</p> <p>B. Incorrect. 'Start where you are' helps to avoid waste and leverage existing services, processes, people, tools, etc. It does not specifically describe organizing work into smaller, manageable sections that can be executed and completed in a timely manner. Ref 4.3.2, 4.3.3</p> <p>C. Correct. The description of 'progress iteratively with feedback' says "By organizing work into smaller, manageable sections that can be executed and completed in a timely manner, the focus on each smaller effort will be sharper and easier to maintain." Ref 4.3.3</p> <p>D. Incorrect. 'Collaborate and promote visibility' helps to involve the right people and provide better decision making and greater likelihood for success. It does not specifically describe organizing work into smaller, manageable sections that can be executed and completed in a timely manner. Ref 4.3.4, 4.3.3</p>

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Q	A	Syllabus Ref	Rationale
20	A	6.1.c	<p>A. Correct. "The purpose of the supplier management practice is to ensure that the organization's suppliers and their performance are managed appropriately to support the provision of seamless, quality products and services". Ref 5.1.13</p> <p>B. Incorrect. "The purpose of the continual improvement practice is to align the organization's practices and services with changing business needs through the ongoing identification and improvement of services, service components, practices or any element involved in the efficient and effective management of products and services." This is not the purpose of 'supplier management'. An organization is unlikely to change its practices to suit a supplier's needs. Ref 5.1.2</p> <p>C. Incorrect. "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". This is not the purpose of 'supplier management'. Ref 5.1.9</p> <p>D. Incorrect. "The purpose of the service configuration management practice is to ensure that accurate and reliable information about the configuration of services, and the CIs that support them, is available when and where it is needed". This is not the purpose of 'supplier management'. Ref 5.2.11</p>
21	A	2.1	<p>A. Correct. A guiding principle is defined as a recommendation that can guide an organization in all circumstances and will guide organizations when adopting service management. They are not described as prescriptive or mandatory. Ref 4.3</p> <p>B. Incorrect. The guiding principles will be reviewed and adopted by organizations. The guiding principles guide organizations to make decisions and adopt actions. They do not mandate specific actions and decisions. Ref 4.3</p> <p>C. Incorrect. Organizations will use the principles relevant to them and are not mandated to use a given number. Ref 4.3, 4.3.8</p> <p>D. Incorrect. The guiding principles guide organizations to make decisions and adopt actions. They are not mandatory. Ref 4.3, 4.3.8</p>

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Q	A	Syllabus Ref	Rationale
22	D	3.1.b	<p>A. Incorrect. "The challenges of information management, such as those presented by security and regulatory compliance requirements, is also a focus of this dimension". Ref 3.2</p> <p>B. Incorrect. "Technologies that support service management include, but are not limited to, workflow management systems, knowledge bases, inventory systems, communication systems and analytical tools. Ref 3.2</p> <p>C. Incorrect. "The technologies that support service management include, but are not limited to, workflow management systems, knowledge bases, inventory systems, communication systems and analytical tools." Ref 3.2</p> <p>D. Correct. "The 'organization and people' dimension of a service covers roles and responsibilities, formal organizational structures, culture and required staffing and competences, all of which are related to the creation, delivery and improvement of a service." Ref 3.1</p>
23	B	7.1.b	<p>A. Incorrect. "It is essential that the correct change authority is assigned to each type of change to ensure that change control is both efficient and effective." For normal changes "Change models, based on the type of change, determine the roles for assessment and authorization". A single change authority is inadequate. Ref 5.2.4</p> <p>B. Correct. "It is essential that the correct change authority is assigned to each type of change to ensure that change control is both efficient and effective." For normal changes "Change models, based on the type of change, determine the roles for assessment and authorization". Ref 5.2.4</p> <p>C. Incorrect. Normal changes are "changes that need to be scheduled, assessed and authorized following a standard process." Thus, all normal changes will be authorized by a change authority. Standard changes can be pre-authorized; "These are low-risk, pre-authorized changes that are well-understood and fully documented, and can be implemented without needing additional authorization". Ref 5.2.4</p> <p>D. Incorrect. "Emergency changes are not typically included in a change schedule, and the process for assessment and authorization is expedited to ensure they can be implemented quickly." Therefore, all emergency changes will be authorized by a change authority. Ref 5.2.4</p>

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Q	A	Syllabus Ref	Rationale
24	C	1.2.d	<p>A. Incorrect. "A tangible or intangible deliverable of an activity", is the definition of an output, not an outcome. 2.5.1, glossary</p> <p>B. Incorrect. "The functionality offered by a product or service to meet a particular need" is the definition of utility, not outcome. The utility of the service may facilitate outcomes. Ref 2.5.4</p> <p>C. Correct. An outcome is "A result for a stakeholder enabled by one or more outputs". The definition of a service describes how the value of a service enables value co-creation by facilitating outcomes that customers want to achieve. Ref 2.5.1</p> <p>D. Incorrect. A product is "a configuration of an organization's resources designed to offer value for a consumer." Ref 2.3.1</p>
25	A	7.1.a	<p>A. Correct. "Although everyone should contribute in some way, there should be at least a small team dedicated full-time to leading continual improvement efforts and advocating for the practice across the organization." Ref 5.1.2</p> <p>B. Incorrect. "Different types of improvements may call for different improvement methods. For example, some improvements may be best organized into a multi-phase project, while others may be more appropriate as a single quick effort." Ref 5.1.2</p> <p>C. Incorrect. "The continual improvement practice is integral to the development and maintenance of every other practice." Ref 5.1.2</p> <p>D. Incorrect. "When third party suppliers form part of the service landscape, they should be part of the improvement effort as well." Ref 5.1.2</p>
26	D	7.1.d	<p>D. Correct.</p> <p>(1) "Problem management activities can identify improvement opportunities in all four dimensions of service management. Problem solutions can in some cases be treated as improvement opportunities, so they are included in a continual improvement register and use continual improvement techniques to prioritize and manage them." Ref 5.2.8</p> <p>(4) "Error control includes identification of potential permanent solutions. This may result in a change request for implementation of a solution." Ref 5.2.8</p> <p>A, B, C. Incorrect.</p> <p>(2) "The purpose of the service request management practice is to support the agreed quality of a service by handling all agreed, user-initiated service requests in an effective and user-friendly manner." Ref 5.2.14</p> <p>(3) "The purpose of the service level management practice is to set clear business-based targets for service performance, so that the delivery of a service can be properly assessed, monitored and managed against these targets." Ref 5.2.15</p>

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27	D	3.1.d	<p>A. Incorrect. The 'organizations and people' dimension describes "roles and responsibilities, formal organizational structures, culture and required staffing and competences." Ref 3.1</p> <p>B. Incorrect. The 'information and technology' dimension includes "information and knowledge necessary for service management, as well as the technologies required" and "information created, managed and used in the course of service provision and consumption, and the technologies that support and enable that service." Ref 3.2</p> <p>C. Incorrect. "The partners and suppliers dimension encompasses an organization's relationships with other organizations that are involved in the design, development, deployment, delivery, support and/or continual improvement of services. It also incorporates contracts and other agreements between the organization and its partners or suppliers". Ref 3.3</p> <p>D. Correct. The 'value streams and processes' dimension "focuses on what activities the organization undertakes, and how they are organized, as well as how the organization ensures that it is enabling value creation for all stakeholders efficiently and effectively." Ref 3.4</p>
28	C	7.1.f	<p>A. Incorrect. "With increased automation, AI, robotic process automation (RPA) and chatbots, service desks are moving to provide more self-service logging and resolution directly via online portals and mobile applications." Ref 5.2.14</p> <p>B. Incorrect. "The service desk may not need to be highly technical, although some are." Ref 5.2.14</p> <p>C. Correct. "Another key aspect of a good service desk is its practical understanding of the wider organization, the business processes and the users." Ref 5.2.14</p> <p>D. Incorrect. "In some cases, the service desk is a tangible team, working in a single location... In other cases, a virtual service desk allows agents to work from multiple geographically dispersed locations." Ref 5.2.14</p>

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Q	A	Syllabus Ref	Rationale
29	B	7.1.a	<p>A. Incorrect. There are many methods that can be used for improvement initiatives and too many shouldn't be used. "Different types of improvements may call for different improvement methods". Therefore, using a new method each time is inappropriate. Ref 5.1.2</p> <p>B. Correct. There are many methods that can be used for improvement initiatives and too many shouldn't be used. "It is a good idea to select a few key methods that are appropriate to the types of improvements the organization typically handles and to cultivate those methods". Ref 5.1.2</p> <p>C. Incorrect. There are many methods that can be used for improvement initiatives and too many shouldn't be used. Ref 5.1.2</p> <p>D. Incorrect. There are many methods that can be used for improvement initiatives and too many shouldn't be used. "Different types of improvements may call for different improvement methods". Therefore, selecting a single method is inappropriate. Ref 5.1.2</p>
30	C	7.1.d	<p>A. Incorrect. "The purpose of plan value chain activity is to ensure shared understanding of the vision, current status and improvement direction for all four dimensions and all products and services." Ref 4.5.1</p> <p>B. Incorrect. The purpose of "improve value chain activity is to ensure continual improvement of products, services and practices across all value chain activities and the four dimensions of service management." Ref 4.5.2</p> <p>C. Correct. "Engage: Problems that have a significant impact on services will be visible to customers and users. In some cases, customers may wish to be involved in problem prioritization, and the status and plans for managing problems should be communicated. Workarounds are often presented to users via a service portal," and "The purpose of engage value chain activity is to provide... continual engagement with all stakeholders. Ref 5.2.8, 4.5.3</p> <p>D. Incorrect. "The purpose of obtain/build value chain activity is to ensure that service components are available when and where needed, and meet agreed specifications." Ref 4.5.5</p>

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Q	A	Syllabus Ref	Rationale
31	C	6.1.i	<p>A. Incorrect. "The purpose of the change control practice is to maximize the number of successful IT changes". Ref 5.2.4</p> <p>B. Incorrect. "The purpose of the service request management practice is to support the agreed quality of a service by handling all pre-defined, user-initiated service requests in an effective and user-friendly manner". Ref 5.2.16</p> <p>C. Correct. "The purpose of release management is to make new and changed services and features available for use". Ref 5.2.9</p> <p>D. Incorrect. "The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes, or any other component to live environments." Ref 5.3.1</p>
32	D	7.1.e	<p>A. Incorrect. This is how the 'service request management' practice contributes to 'engage' activity. Ref 5.2.16</p> <p>B. Incorrect. This is how the 'service request management' practice contributes to 'obtain/build' activity. Ref 5.2.16</p> <p>C. Incorrect. This is how the 'service request management' practice contributes to 'improve' activity. Ref 5.2.16</p> <p>D. Correct. "Standard changes to services can be initiated and fulfilled as service requests." Ref 5.2.16</p>
33	B	5.2a	<p>A. Incorrect. The purpose of 'improve' value chain activity is "to ensure continual improvement of products, services and practices across all value chain activities and the four dimensions of service management." Ref 4.5.2</p> <p>B. Correct. The purpose of 'plan' value chain activity is "to ensure a shared understanding of the vision, current status and improvement direction for all four dimensions and all products and services across the organization." Ref 4.5.1</p> <p>C. Incorrect. The purpose of 'deliver and support' value chain activity is "to ensure that services are delivered and supported according to agreed specifications and stakeholders' expectations." Ref 4.5.6</p> <p>D. Incorrect. The purpose of 'obtain/build' value chain activity is "to ensure that service components are available when and where they are needed, and meet agreed specifications." Ref 4.5.5</p>

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Q	A	Syllabus Ref	Rationale
34	A	6.2.c	<p>A. Correct. "An event can be defined as any change of state that has significance for the management of a configuration item (CI) or IT service". Ref 5.2.7</p> <p>B. Incorrect. This is the definition of configuration item. "A configuration item is any component that needs to be managed in order to deliver an IT service". Ref 5.2.11</p> <p>C. Incorrect. This is the definition of availability. "Availability is the ability of an IT service or other configuration item to perform its agreed function when required". Ref 5.2.1</p> <p>D. Incorrect. This is the definition of an IT asset. "An IT asset is any valuable component that can contribute to delivery of an IT product or service". Ref 5.2.6</p>
35	A	6.2.a	<p>A. Correct. "Availability is the ability of an IT service or other configuration item to perform its agreed function when required." Ref 5.2.1</p> <p>B. Incorrect. The definition of service management is "a set of specialised organizational capabilities for enabling value for customers in the form of services." Ref 2</p> <p>C. Incorrect. The definition of an event is "any change of state that has significance for the management of a configuration item (CI) or IT service". Ref 5.2.7</p> <p>D. Incorrect. The definition of a known error is "a problem that has been analysed and has not been resolved.". Ref 5.2.8</p>
36	D	5.1	<p>A. Incorrect. "Value chain activities use different combinations of ITIL practices". No practices belong to a single value chain activity. Ref 4.5</p> <p>B. Incorrect: "Service value streams are specific combinations of activities and practices, and each one is designed for a particular scenario," and "Service relationships include service provision, service consumption and service relationship management." Ref 4.5, 2.4</p> <p>C. Incorrect. "Service value streams are specific combinations of activities and practices, and each one is designed for a particular scenario." There can be multiple service value streams within one service value chain. Ref 4.5</p> <p>D. Correct. "Each activity contributes to the value chain by transforming specific inputs into outputs... Each activity may draw upon resources, processes, skills and competencies from one or more practices." Ref 4.5</p>

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Q	A	Syllabus Ref	Rationale
37	D	2.2.e	<p>A. Incorrect. The guiding principle 'start where you are' is concerned with not starting from scratch but making an objective assessment of where you are in order to decide what to keep and what to discard. This is not concerned with the coordination of all parts of service management. Ref 4.3.2</p> <p>B. Incorrect. The guiding principle 'progress iteratively with feedback' advises "organizing work into smaller, manageable sections that can be executed and completed in a timely manner, the focus on each smaller effort is sharper and easier to maintain." This is not concerned with the coordination of all parts of service management. Ref 4.3.3</p> <p>C. Incorrect. The guiding principle 'keep it simple and practical' advises "If a process, service, action or metric provides no value or produces no useful outcome, then eliminate it." This is not concerned with the coordination of all parts of service management. Ref 4.3.6</p> <p>D. Correct. The guiding principle 'think and work holistically' advises that "Services are delivered to internal and external service consumers through the coordination and integration of the four dimensions of service management". Ref 4.3.5</p>
38	D	6.1.k	<p>A. Incorrect. "The purpose of the change control practice is to maximize the number of successful IT changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing a change schedule". Ref 5.2.4</p> <p>B. Incorrect. "The purpose of the release management practice is to make new and changed services and features available for use." Ref 5.2.9</p> <p>C. Incorrect. "The purpose of the IT asset management practice is to plan and manage the full lifecycle of all IT assets." Ref 5.2.6</p> <p>D. Correct. "The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes, or any other component to live environments." Ref 5.3.1</p>
39	B	2.2.f	<p>A. Incorrect. "Trying to provide a solution for every exception will often lead to overcomplication. When creating a process or a service, designers need to think about exceptions, but they cannot cover them all. Instead, rules should be designed that can be used to handle exceptions generally." Ref 4.3.6</p> <p>B. Correct. "When analyzing a practice, process, service, metric or other improvement target, always ask whether it contributes to value creation." Ref 4.3.6</p> <p>C. Incorrect. "When designing, managing, or operating practices, be mindful of conflicting objectives... the organization should agree on a balance between its competing objectives." Ref 4.3.6</p> <p>D. Incorrect. "It is better to start with an uncomplicated approach and then carefully add controls, activities or metrics when it is seen that they are truly needed." Ref 4.3.6</p>

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Q	A	Syllabus Ref	Rationale
40	C	7.1.c	<p>A. Incorrect. "There may be scripts for collecting information from users during initial contact". Ref 5.2.5</p> <p>B. Incorrect "There should be a formal process for logging and managing incidents." Ref 5.2.5</p> <p>C. Correct. "This process does not usually include detailed procedures for how to diagnose, investigate and resolve incidents." Ref 5.2.5</p> <p>D. Incorrect. "Investigation of more complicated incidents often requires knowledge and expertise, rather than procedural steps." Ref 5.2.5</p>