The ITIL® 4 Managing Professional Transition Examination

Sample Paper 1

Answers and Rationales

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For exam paper: EN_ITIL4_TRANS_2019_SamplePaper1_QuestionBk_v1.3

Q	A	Syllabus Ref	Rationale
1	D	CDS 1.3.b	A. Incorrect. Integration and data sharing focuses on bringing together multiple systems within service design. Ref 3.1 B. Incorrect. "Advanced analytics is the autonomous or semi-autonomous examination of data or content using high level techniques and tools that go beyond traditional business intelligence, to discover profounder insights, make predictions, or generate recommendations." Ref 3.2 C. Incorrect. A team culture is made up "of values that are shared by a group of people, including their ideas, beliefs, and practices, and their expectations with regard to how the individuals within the group should behave." Ref 2.3.1 D. Correct. These changes are examples of the 'building trust' element of a continual improvement culture. This element is focused on establishing a comfort zone where people feel enabled and supported in trying out new ideas, making suggestions and experimenting. "It is essential for all stakeholders to understand the importance of positive attitude, collaboration, transparent working, and a supportive culture. This should encourage individuals to make suggestions, regardless of how unusual the suggestion may seem, so long as the goal is to improve the service." Ref 2.3.4

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Q	A	Syllabus Ref	Rationale
2	C	CDS 1.1.b	A. Incorrect. This is an example of cooperation. Cooperation is working with others to achieve your goals, which may be part of a common goal. With cooperation "There is a risk that individuals or teams who are cooperating instead work in silos. As a result, the individual or team goals are achieved but the organizational goals are missed." Ref 2.3.5 B. Incorrect. Collaboration is more than just technology, i.e., Skype, Slack, or MS Office Teams. Collaboration is “Working with others to achieve common shared goals.”. “From a business perspective, collaboration is a practice where individuals work together to achieve a common, shared goal/objective." Ref 2.3.5 C. Correct. From a business perspective, "collaboration is a practice where individuals work together to achieve a common, shared goal/objective". Ref 2.3.5 D. Incorrect. Aligning the goals and KPIs of all the individuals and groups is not sufficient for collaboration, these need to be shared and integrated, for cooperation to become collaboration. A clear understanding of how all of the individuals and groups are successful and their value in contributing to the success is necessary for effective collaboration. Ref 2.3.5
3	B	HVIT 1.1.a	A. Incorrect. “An organization which is enabled by digital technology to do business that it could not do in a same or similar way, or at a similar scale, without this technology.” Marketing and selling existing products and services is not a different way to do business. Ref 2.2 B. Correct. “For digital products and customer experiences, innovative digital investments are needed to create or maintain competitive advantage, and have to be realized quickly. The resulting digital products, services and customer channels have to be operationally resilient, and the users of these product must use them well to achieve the desired return on investment.” Ref 2.3 C. Incorrect. This is a description of IT transformation. “IT transformation is focused on how IS and IT services are developed, run and supported.” Ref 2.4.1 D. Incorrect. This is a description of IT transformation. “IT transformation is often used to denote major change which improves how IT services are provided.” Ref 2.4.1

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Q	A	Syllabus Ref	Rationale
4	A	HVIT 3.1.b	A. Correct. Safety culture involves creating a climate in which people are comfortable being (and expressing) themselves, even in stressful situations such as in the event of a failure. “Be realistic about failure: acknowledge that it will happen and that people are not to blame, but the system”. Ref 3.3.2.2 B. Incorrect. 'Relationship management' relates to how an organization establishes and maintains its relationships with stakeholders. Activities and resources associated with this technique are “Activities and techniques to regularly review the status and direction of existing relationships with various stakeholders”. Ref 4.2.3 tab 4.7 C. Incorrect. Service-dominant relates to a service provider involving a customer in the service delivery process to co-create value. “Service-dominant logic regards service as the process of doing something for and with another party. Value creation is a collaborative process. In service-dominant logic, value is always co-created.” Ref 2.5.2.5 D. Incorrect. Cynefin is a decision-making framework. “The Cynefin sense-making framework… offers a practical way of assessing complexity and determining appropriate courses of action.” Ref 3.2.3.1
5	A	HVIT 3.2.b	A. Correct. “In HVIT environments, it is crucial that people feel able to share their opinions and experiment with improvement without the fear of judgement”. Ref 3.2.2.2 B. Incorrect. It is important to address the work environment issue first. Besides, chaos engineering, through tools such as the Chaos Monkey "tests the resilience of IT infrastructures and platforms". This would not detect errors in financial trading algorithms. Ref 4.3.2 C. Incorrect. It is not possible to remove all errors in a high velocity IT environment. "These systems always contain multiple flaws and therefore latent issues. Continual changes to the system and its environment mean that the flaws also continually change." Ref 3.2.2.2 D. Incorrect. This organization has invested in AI in order to co-create value. The IT staff need to support this capability. "In the digital organization, IT drives and enables the business." Ref 4.1

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Q	A	Syllabus Ref	Rationale
6	A	DSV 6.6	A. Correct. Providing a combination of online and service desk support is the most appropriate for the target market described in the question. Ref 7.3, tab 7.7 B. Incorrect. Chatbots have "limited applicability" and would not be much help in providing support to the described target market. Also, this solution does not suggest backing up chatbots with human support. "Don't replace human interfaces with ML-based until level of success is high enough – provide human backup". Ref 7.3, tab 7.7 C. Incorrect. A 'shift left' approach is only useful when users are sufficiently experienced with using the internet. In this case we are told this is not true. Challenges of 'shift left' include, "Users do not have sufficient technology skills and/or motivation to use the self-help tools; Only limited range of tasks can be fulfilled by users at their level of access to the service; Mistakes made by users during self-help may cause more incidents; Knowledge base navigation may be difficult". Ref 7.3, tab 7.7 D. Incorrect. This answer suggests using social media which the target market is stated to have little experience of, hence it is inappropriate. Social media "is widely used for services provided to individual users that are likely to be active users of social networks". Ref 7.3

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Q	A	Syllabus Ref	Rationale
7	A	CDS 2.1	A. Correct. An agile approach encourages "small increments that provide fast feedback and the opportunity to change specifications at short notice". It would therefore provide the advantage of increasing speed to market and making changes in line with business objectives. Ref 4.2.1 B. Incorrect. This is a waterfall approach, which "defines the process of system development/implementation as a linear series of phases, with each phase only commenced once the previous step has been completed." Ref 3.7.1 C. Incorrect. A waterfall approach, rather than an agile approach, has the advantage of having a go live date as a clear target for all involved to focus and co-ordinate activities. "Plan-based approaches, such as the waterfall method, may still be more suitable in some situations; for example, where there is a high certainty about the requirements of the service", for example when it will be delivered. Ref 3.7.5 D. Incorrect. The organization's structure would not work well with an agile way of working, and this would not speed up decision-making. "A hierarchical organizational structure can impede decision-making, as well as an organization's ability to work quickly and with an agile approach". Ref 2.4
8	D	FND 3.1.b	A. Incorrect. "The challenges of information management, such as those presented by security and regulatory compliance requirements" are a focus of the 'information and technology' dimension". Ref 3.2 B. Incorrect. Key focuses of the 'information and technology' dimension "include, but are not limited to, workflow management systems, knowledge bases, inventory systems, communication systems, and analytical tools". Ref 3.2 C. Incorrect. Key focuses of the 'information and technology' dimension "include, but are not limited to, workflow management systems, knowledge bases, inventory systems, communication systems, and analytical tools." Ref 3.2 D. Correct. "The organizations and people dimension of a service covers roles and responsibilities, formal organizational structures, culture, and required staffing and competencies, all of which are related to the creation, delivery, and improvement of a service." This is not a key focus of the 'information and technology' dimension. Ref 3.1

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Q	A	Syllabus Ref	Rationale
9	C	DSV 4.1	A. Incorrect. This refers to the technique of identifying the minimum viable product (MVP). " A minimum viable product is a product with just enough features to satisfy early customers and to provide feedback for future product development." It is not a user-centered method of designing services. Ref 5.2.4 B. Incorrect. “The MoSCoW method is a prioritization technique for managing requirements.” MOSCOW is used for specifying requirements, not for designing service offerings. Ref 5.2.67 C. Correct. "User-centered design ensures that the product and the service focus on what users need before balancing this with the technical and the user experience." Ref 5.3.3 D. Incorrect. “Value stream mapping is a Lean technique for illustrating and analysing the logic of a value stream.” VSM is used to identify areas for improvement. It is not a user-centered method of designing services. Ref 5.3.1
10	B	DSV 3.2	A. Incorrect. An attribute of a "basic" relationship is that there is not much data-sharing. This is not true of a "partnership" relationship. Ref 4.2, tab 4.3 B. Correct. The need to develop a deep sense of trust is an attribute of a strategic partnership. Ref 4.2, tab 4.3 C. Incorrect. The need for the service consumer to exit easily is an attribute of a "basic" relationship. This is not true of a "partnership" relationship. Ref 4.2, tab 4.3 D. Incorrect. An attribute of a "basic" relationship is that it is "driven by price". This is not true of a "partnership" relationship. Ref 4.2, tab 4.3

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Q	A	Syllabus Ref	Rationale
11	A	FND 2.1	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 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 4.3.8 C. Incorrect. Organizations will use the principles relevant to them and are not mandated to use a given number. Ref 4.3 D. Incorrect. The guiding principles guide organizations to make decisions and adopt actions. They are not mandatory. Ref 4.3

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Q	A	Syllabus Ref	Rationale
12	B	DPI 5.2.c	A. Incorrect. This answer focuses on encouraging staff members to provide feedback, but does not address the relevant challenge of staff feeling management is not listening nor caring about their concerns. "Communication is a two-way process; in addition to actively eliciting feedback, static feedback channels should be available and known to stakeholders." This necessitates establishing formal feedback channels where staff feel safe to voice their concerns and suggestions. For their part, management must respond to all feedback to encourage continued feedback and engagement. Ref 6.1.6 B. Correct. This answer focuses on establishing formal feedback channels where staff feel safe to voice their concerns and suggestions. This will open up channels to listen to staff concerns. It is important, however for management to respond to all feedback to encourage continued feedback and engagement. "Communication is a two-way process; in addition to actively eliciting feedback, static feedback channels should be available and known to stakeholders." Ref 6.1.6 C. Incorrect. In this answer, management is taking action to recognize and celebrate the work and success of the teams, which may prove helpful, but does not address the relevant challenge of staff feeling that management is not listening nor caring about their concerns. In fact, this approach can produce negative results as it may come across as insincere. It is important to establish formal feedback channels where staff feel safe to voice their concerns and suggestions. When feedback is given, management must respond to encourage continued feedback and engagement. Ref 6.1.6 D. Incorrect. This answer focuses on bridging the culture between company staff and the staff at acquired companies. While this may prove helpful, it does not address the relevant challenge of staff feeling management is not listening nor caring about their feedback. For that, it is important to establish formal feedback channels where staff feel safe to voice their concerns and suggestions. For their part, management must respond to all feedback to encourage continued feedback and engagement. Ref 6.1.6

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Q	A	Syllabus Ref	Rationale
13	B	DPI 3.1	A. Incorrect. The use of a Kanban board provides "full visualization of the process workflow", it is not suitable for evaluating how well future solutions would work. Ref 7.3.3.7 B. Correct. "If risks are not properly understood, teams could be directed to undertake projects that are certain to fail. If team members notice risks, but do not see evidence of preventative actions, they may lose confidence in their project, increasing the likelihood of failure." Ref 1.2.1.3 C. Incorrect. Measurement and reporting might help identify an issue, but it would not help to predict issues in advance. When measuring and reporting "data is collected, processed, and reported on to validate that desired actions are being performed or that agreed objectives are being met." Ref 2.5.2.1 D. Incorrect. "When the organization's mission and strategy are understood, objectives can cascade from them, translating the strategy from one organizational level to the next. This ensures the organization's strategy, tactics, and operations are aligned". This will not help the team to think about how well a proposed solution will work. Ref 2.1.3
14	A	HVIT 1.3.a	A. Correct. The valuable investments goal involves identifying and justifying digital investments. "New digital products and services should be envisaged and evaluated in terms of profitability", and "It is also important to continually evaluate investments after they have been justified and approved, because more valuable options for investment may exist. " Ref 4.1 B. Incorrect. Fast development involves realizing "new and improved digital products and services frequently, quickly and reliably." Ref 4.2 C. Incorrect. Resilient operations involves ensuring "that digital products are available for use whenever needed." Ref 4.3 D. Incorrect. Assured conformance involves assuring "that service provision and service consumption comply with corporate and regulatory directives with respect to governance, risk and compliance." There is no reference to corporate and regulatory directives in this question. Ref 4.5

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Q	A	Syllabus Ref	Rationale
15	C	DSV 1.1	A. Incorrect. This is just one perspective. “Mastering the customer journey helps to maximize stakeholder value through co-creation, focusing on both outcomes and experience." Ref 2 B. Incorrect. A customer journey may start at different points and follow different paths. “The customer journey rarely follows a predefined path between touchpoints and service interactions”. Ref 2.2 C. Correct. The customer journey represents “the overall perception of the touchpoints and interactions between the service consumer and the service provider… Every customer journey involves several touchpoints and service interactions between the service provider, service consumer, and other stakeholders.” Ref 1.1.4, 2.2 D. Incorrect. The customer journey includes touchpoint and interactions and the customer’s experience relative to each. “Individual touchpoints may perform well even if the overall experience is poor. Customers experience service providers through end-to-end experiences, not touchpoints.” Ref 2.2
16	A	DSV 7.3	A. Correct. “Peer support, knowledge articles, discussions, and improvement initiatives can help to decrease users’ demand for support from the service provider”. Ref 8.3 B. Incorrect. User communities are valuable for peer support, discussions and improvements, but do not provide sufficient formality for identifying which users are entitled to use what services. “Peer support, knowledge articles, discussions, and improvement initiatives can help to decrease users’ demand for support from the service provider”. Ref 8.3 C. Incorrect. While the creation of user communities may lead to improved collaboration within the user community, and between the users and the service provider, it is unlikely to impact the level of collaboration with the service provider organization. “Communities can become a powerful means of communication and cooperation between users and service providers.” Ref 8.3 D. Incorrect. The creation of user communities might provide increased collaboration between user organizations. "Communities can become a powerful means of communication and cooperation between users and service providers." Ref 8.3

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Q	A	Syllabus Ref	Rationale
17	B	DSV 8.1	B. Correct. (2) Feedback from service review meetings is a good method of understanding customer perception of the service. "The service provider should consider using the following methods to monitor customer experience: ...gathering customer feedback from service review meetings". Ref 9.2.2 (3) Feedback from telephone surveys is a good method of understanding customer perception of the service. "The service provider should consider using the following methods to monitor customer experience: ...conducting telephone perception surveys". Ref 9.2.2 A. C. D. Incorrect. (1) Service availability reports do not provide information about the perception of the service. Service availability targets may be met but customer perception can be low. "The service provider should consider using the following methods to monitor customer experience: ...gathering customer feedback from service review meetings". Ref 9.2.2 (4) Service provider employee satisfaction surveys will only measure service provider perception of the service, not customer perception. Ref 9.3
18	C	CDS 2.3	A. Incorrect. Organizational structure is concerned with how to build and maintain different structures in organizations. Ref 2.1.1 B. Incorrect. Collaboration is a " Working with others to achieve common shared goals." "From a business perspective, collaboration is a practice where individuals work together to achieve a shared goal or objective." Ref 2.3.5 C. Correct. A value stream is a "series of steps an organization undertakes to create and deliver products and services to consumers." In this example, the value stream is focused on reducing value leakage. Ref 4.1.1 D. Incorrect. The focus of workforce planning is on enabling "organizations, leaders, and managers to focus on creating an effective and actionable people strategy". Ref 2.2.3

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Q	A	Syllabus Ref	Rationale
19	B	CDS 1.1.g	A. Incorrect. "Therefore, organizations should measure employee satisfaction in order to understand how well they are meeting the employees' changing needs and expectations." Ref 2.2.4 B. Correct. "Good human communication is about being efficient, responsive, professional, and effective. Effective human communication is enhanced by establishing positive relationships that avoid unnecessary issues and stress." Ref 2.3.7 C. Incorrect. Organizational structure is concerned with the approaches to building and managing team structures. Ref 2.1.1 D. Incorrect. The Automation of interactions does not address the intellectual and emotional needs of others as effectively as positive communications. "Most working projects, teams, initiatives, and organizations require productive and positive interactions between individuals to succeed. Human interaction and communication are where real people still stand apart, ahead of the machines." Ref 2.3.7
20	D	HVIT 1.2	A. Incorrect. "High velocity IT is the application of digital technology for significant business enablement, where time to market, time to customer, time to change, and speed in general is crucial." Ref 2.7 B. Incorrect. "High velocity does not come at the expense of the utility or warranty of the solution, so high velocity equates with high performance in general", and "In the context of high velocity IT, this is interpreted as doing the right thing – in other words, not only fulfilling requirements but making the right decisions about investment and sustainability." Ref 2.1 C. Incorrect. Digital technology is "technology that digitizes something, or processes digital data. Digitization is the process of transforming something from analogue form to digital form, in other words expressed in (binary) digits, or processing digital data." The use of digital technology would support the move to high velocity IT. Ref 2.2, tab 2.2 D. Correct. Organizations "may choose not to pursue an increase in velocity as the amount of cultural change involved is deemed to be too difficult, or be unlikely to generate an acceptable return on investment." Ref 2.1

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Q	A	Syllabus Ref	Rationale
21	C	DSV 8.5	A. Incorrect. Ad-hoc reviews are appropriate for a "basic relationship" but not a "cooperative relationship". Shared activities for a basic relationship include "Ad-hoc service review". Ref 9.1, tab 9.2 B. Incorrect. Continual tracking and analysis of the outcomes, costs and risks is appropriate for a "partnership relationship" but not a "cooperative relationship". Shared activities for a partnership relationship include "Continual tracking and analysis of the outcomes, costs and risks and seeking optimization". Ref 9.1, tab 9.2 C. Correct. Shared activities for a cooperative relationship include "Joint service review of achievements compared to agreements and promises". Ref 9.1, tab 9.2 D. Incorrect. A review of costs of technology upgrades is a concern of the service provider only and not a joint or collaborative activity. Further the review will not validate the services that are provided. Ref 9.1, tab 9.2
22	B	DPI 5.1	A. Incorrect. Resistance should be addressed at earlier stages of improvement implementation; By helping in this, OCM practice helps to meet the requirement of “Willing and prepared participants” Ref. 6.3.2.1, Table 6.4 B. Correct. Correct. “The OCM practice seeks to continually reinforce the value of the change through regular communication and the support of sponsors and leaders.” Ref. 6.3.2.1, tab 6.4 C. Incorrect. Objectives should be communicated at earlier stages of improvement implementation; By helping in this, OCM practice helps to meet the requirement of “Clear and relevant objectives” Ref. 6.3.2.1, tab 6.4 D. Incorrect. Training should be planned at earlier stages of improvement implementation; By helping in this, OCM practice helps to meet the requirement of “Willing and prepared participants” Ref. 6.3.2.1, tab 6.4

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Q	A	Syllabus Ref	Rationale
23	B	DPI 3.3	A. Incorrect. The management team should promote collaboration and transparency between the organization and its consumers to build trust and validate the usefulness of measurements, which are “common controls”. Data that is not valuable might indicate that excessive control is behind the unnecessary measurement and reporting of that data. “Measurements should be limited to those that can be actively used to make informed decisions.” Ref 2.5.2.1 B. Correct. "It is impractical, however, to measure everything. Measurements should be limited to those that can be actively used to make informed decisions." The management team should avoid doing so, and use the guiding principle 'focus on value' to identify the data needed to make better decisions. Ref 2.5.2.1 C. Incorrect. The management team should pay attention to unintentional consequences as a way of identifying controls that are excessive. A control to enforce mandatory fields on records can inadvertently lead to staff using placeholder data to be able to save the record and continue working. Ref 2.5.2.1 D. Incorrect. The management team should review external factors, "when designing organizational measures, it is important to account for external factors, particularly legal factors, which are often enforced by regulatory authorities and should be considered mandatory." Ref 2.5.2.1
24	C	HVIT 2.1.c	A. Incorrect. "Fast development is mainly achieved by the application development and infrastructure engineering that takes place in the design and transition and obtain/build value chain activities." Ref 2.5.1 B. Incorrect. "Valuable investments is mainly achieved by the decision-making that occurs in the plan value chain activity". Ref 2.5.1 C. Correct. The five objectives are closely related to specific value chain activities, except for assured conformance, that applies to the whole value chain. Ref 2.5.1 D. Incorrect. "Resilient operations is mainly achieved by running the system in the delivery and support value chain activity". Ref 2.5.1

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Q	A	Syllabus Ref	Rationale
25	C	FND 2.2.a	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 4.3.1.1 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 4.3.1.1 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 4.3.1.1 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 4.3.1.1

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Q	A	Syllabus Ref	Rationale
26	C	DPI 2.1.c	A. Incorrect. Appointing one member of the executive group does not address the availability of the executive group. "Governance decisions are made at the highest levels of an organization, but most decisions should be made by other teams or areas in the organization. As much authority as possible should be delegated, so long as required outcomes are consistently produced." Ref 2.2.2 B. Incorrect. Operational staff may not be aware of all risks, technical and business. "Governance decisions are made at the highest levels of an organization, but most decisions should be made by other teams or areas in the organization. As much authority as possible should be delegated, so long as required outcomes are consistently produced." Ref 2.2.2 C. Correct. The decision-making authority should be aligned with risk and with business objectives. The 'risk management' practice should be continually applied and information about risks should be circulated when making decisions. Decisions about risks will vary depending on whether the risk relates to long-, medium-, or short-term organizational objectives, and "Governance decisions are made at the highest levels of an organization, but most decisions should be made by other teams or areas in the organization. As much authority as possible should be delegated, so long as required outcomes are consistently produced." Ref 2.2.2, 2.3.1 D. Incorrect. Referring all decisions to the executive group does not address the availability of the executive group. "Governance decisions are made at the highest levels of an organization, but most decisions should be made by other teams or areas in the organization. As much authority as possible should be delegated, so long as required outcomes are consistently produced." Ref 2.2.2

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Q	A	Syllabus Ref	Rationale
27	C	DPI 5.2.b	A. Incorrect. "Email is particularly useful for short, factual information exchanges, especially where written documentation is helpful", so it would not be the best method of communication for building relationships. Ref tab 6.2 B. Incorrect. While "It is possible to infer certain aspects of a person's emotional state while using a telephone through their tone of voice, volume, and language choices," a face-to-face meeting is more likely to resolve conflict. Ref tab 6.2 C. Correct. Face-to-face communication is the best approach where there is need to build the relationship and resolve issues. "One-on-one interactions are the best way of having good interactions and build relationships. They should always be considered when resolving issues." Ref tab 6.2 D. Incorrect. While social media can be useful for internal communication, "It requires a good understand of the technologies of use," and "Many organizations have policies governing social media's use." Face-to-face communication would be better because it does not come with these risks. Ref tab 6.2

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Q	A	Syllabus Ref	Rationale
28	C	CDS 2.1	A. Incorrect. The problem faced by this organization is that the relevant stakeholders have not been included in the development phase. There is nothing to suggest that the external development organization's support teams would have been involved, if the internal support teams were not. A change to the sourcing arrangements will not necessarily make any difference to the user experience. Ref 4.2.2.2 B. Incorrect. This answer does not resolve the situation in which the relevant stakeholders have not been involved in the development phase. Even if a self-service system were to be introduced, such a system would not be able to deal with all user issues relating to the changes, and the support staff would still need to be involved at some stage. Ref 4.2.2.2 C. Correct. "Successful completion of this step requires the organization to engage with the requestor, as well as other stakeholders like marketing and sample users (using surveys and polls) to fill in the business case template with high-level information about the requirement, benefits (both quantitative and qualitative), costs, and risks. This information is also supplemented by high-level estimates from various technical and service management teams, who consider the cost of development, release, operations and support." Ref 4.2.2.2 D. Incorrect. There is nothing to suggest that the second-line support teams are any more aware of the changes going live than the service desk staff are. But, even if the second-line support teams are able to resolve users' queries, the service desk, as first-line support, should not be bypassed, and should be made aware of the changes. Ref 4.2.2.2

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Q	A	Syllabus Ref	Rationale
29	D	CDS 2.3	A. Incorrect. Discussing with customers their requirements and expectations of service availability in order to determine incident prioritization categories is an activity that adds value for the customer and the organization. This would help organization to identify the requirements and expectation of service availability and how the issues are prioritized and managed to support business continuity. The data can also be used to identify actual levels of performance for future improvements. This is a customer-orientated, 'outside in' approach, and should be maintained. "It is highly desirable to maintain an outside-in tone or language when documenting the value stream, for example, by... framing outcomes and value from the customer or user's point of view." Ref 4.1.3 B. Incorrect. This is a consumer-orientated, 'outside in' approach, which will help the organization to make the self-service portal more user-friendly and improving the customer experience. This is an activity that adds value for the customer and should be maintained. "It is highly desirable to maintain an outside-in tone or language when documenting the value stream, for example, by... framing outcomes and value from the customer or user's point of view." Ref 4.1.3 C. Incorrect. This is another example of 'outside in' approach, which will help the organization to decide whether or not their support model needs to be re-designed as per the planned organizational re-structure. This is an activity that adds value for the customer by ensuring customer requirements and expectations are considered for the service support model in the planned organizational structure. "It is highly desirable to maintain an outside-in tone or language when documenting the value stream, for example, by... framing outcomes and value from the customer or user's point of view." Ref 4.1.3 D. Correct. This is not an example of an 'outside in' approach, as the organization is using a supplier-orientated method to determine customer-related goals. In this option the organization is viewing requirements from the perspective of their own technical and functional structures and working according to their capability. To be really effective however, it is vital to start with the customer journey and business objective and then work backwards to reflect how to deliver as per business objectives and requirements. "It is highly desirable to maintain an outside-in tone or language when documenting the value stream, for example, by... framing outcomes and value from the customer or user's point of view." Ref 4.3.1

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Q	A	Syllabus Ref	Rationale
30	C	HVIT 3.2.d	A. Incorrect. This approach is more suited to a highly predictable situation. “Obvious – clear causality, where predetermined best practice should be applied... apply constructs such as prescriptive processes and detailed waterfall-based plans”. Ref 3.2.3.1 B. Incorrect. This approach is more suited when there is enough information to be analysed. “Complicated – unclear but knowable causality that can be determined by analysis or expertise, followed by good practice... apply constructs such as case management and timeboxing”. Ref 3.2.3.1 C. Correct. This approach is best. “Complex – unclear and unknowable causality requiring safe-to-fail experimentation (emergent practice)”. Ref 3.2.3.1 D. Incorrect. This approach is more suited to extremely urgent and important issues. “Chaotic – a more extreme form of complexity that demands immediate action to transition the situation to complex (novel practice)”. Ref 3.2.3.1
31	A	HVIT 3.1.a	A. Correct. A typical behaviour pattern of 'design thinking' is to "create hypotheses based on observation and reflection, and test them with prototypes ." Ref 3.2.1.2 B. Incorrect. Safety culture is "a climate in which people are comfortable being (and expressing) themselves." Ref 4.5.2 C. Incorrect. The continual improvement model provides organizations with "a structured approach to implementing improvements." Ref 3.2.3 D. Incorrect. Complexity-based heuristics focusses on "The understanding that some systems are unpredictable and can only be influenced by experimentation with attractors, repellers, and modifications to the boundaries that constrain the system’s parts." Ref 3.2.3

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Q	A	Syllabus Ref	Rationale
32	B	DSV 4.2	A. Incorrect. Services should be included in the service catalogue regardless of whether they are used by internal or external customers. The service catalogue is a valuable tool for marketing services to internal customers. "One of the most important tools for the internal sales process is the service catalogue". Ref 5.4.2 B. Correct. "Internal sales and promotions, combined with incentives and pricing mechanisms, are important for managing demand. "Some benefits of selling to internal customers are: ...enhanced utilization of existing services". Ref 5.4.2 C. Incorrect. Gaining maximum profit should not be the goal of marketing and selling services. "The service provider should avoid creating a higher price for a service than it is worth for the customer." Many service providers do not charge for internal services and act as cost centres, not profit centres. Ref 5.4.3 D. Incorrect. Services should not be marketed to reduce demand. The appropriate marketing of services should increase demand. Ref 5.4.2
33	D	FND 4.1	A. Incorrect. The seven guiding principles are ‘focus on value’, ‘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 B. Incorrect. The four dimensions of service management are ‘organizations and people’, ‘information and technology’, ‘partners and suppliers’, and ‘value streams and processes’. Ref 3.1-3.4 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 D. Correct. The components of the service value system are ‘guiding principles’, ‘governance’, ‘service value chain’, ‘practices’, and ‘continual improvement’. Ref 4.1

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Q	A	Syllabus Ref	Rationale
34	A	DPI 3.2	A. Correct. The board of directors are "Responsible for their organization's governance". Ref 2.2.1, tab 2.1 B. Incorrect. Shareholders are "Responsible for appointing directors and auditors to ensure effective governance." Ref 2.2.1, tab 2.1 C. Incorrect. The audit committee is "Responsible for supporting the board of directors by providing an independent assessment of management performance and conformance." Ref 2.2.1, tab 2.1 D. Incorrect. A service management office is "A group or department that functions as a centre of excellence for service management, ensuring continual development and the consistent application of management practices across the organization." Ref 7.2.2
35	A	CDS 3.1.b	A. Correct. Triage is used to assess which issues are the most urgent. Triage prioritization is "determined by urgency, based upon an assessment of the impact a delay may cause." Ref 5.1.3 B. Incorrect. A CI/CD pipeline "defines the set of tools, integrations, practices, and guardrails which allow a continuous and substantially automated flow of changes, from their initial design and development, through to deployment into production." Ref 3.7.3 C. Incorrect. Service integration and management refers to an approach whereby organizations manage and integrate multiple suppliers in a value stream. Ref 5.2.4 D. Correct. Incorrect. "Deep learning is a subset of machine learning based on artificial neural networks." Ref 3.6.2

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Q	A	Syllabus Ref	Rationale
36	D	FND 1.3.a	A. Incorrect. The combination of things described in this option 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 B. Incorrect. The combination of things described in this option 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 C. Incorrect. Warranty is “assurance that a product or service will meet agreed requirements.” New functionality may or may not affect warranty. Ref 2.5.4 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
37	B	DSV 6.2	A. Incorrect. It is the customer that agrees the level of service, not the sponsor. However, in the case of an individual consumer one person can take on all three roles of user, customer and sponsor. Therefore, agreeing the level of service is no more of a challenge than in any other consumer arrangement. Also, requirements are agreed during the agree step, not during onboarding. “Onboarding occurs after an agreement is reached or changed but before service consumption starts.” Ref 7 B. Correct. Individual consumers refer to the case in which one individual performs all three roles of user, customer and sponsor. The challenges of fostering relationships with individual consumers include the "Large number of service consumers with different skills and backgrounds". Ref 7.2.2 tab 7.6 C. Incorrect. Returning equipment and revoking rights are typical activities of offboarding, not onboarding. Ref 7.6.1 D. Incorrect. Requirements are established during the offer step, not during onboarding. Onboarding takes place after the agreement is reached about starting service relationship or expanding the scope of existing relationship, and before service consumption starts. Ref 7

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Q	A	Syllabus Ref	Rationale
38	D	DPI 2.1.b	A. Incorrect. This may be needed at a later stage, but the existing rules may have been based on organizational objectives that are no longer relevant or appropriate. "Automating controls or building them into technology relieves people of the effort of making the control work. Controls managed in this way should directly align with and support the achievement of high-level objectives." Ref 2.5.2.1 B. Incorrect. Controls are "means of managing a risk", and the risk register is one possible source of information about risks that need to be managed. But firstly the network engineer must understand the organizational objectives they are trying to achieve, otherwise they may implement controls that are not appropriate for the organization. "Automating controls or building them into technology relieves people of the effort of making the control work. Controls managed in this way should directly align with and support the achievement of high-level objectives." Ref 2.5.2.1, 1.2.1 C. Incorrect. It may be appropriate to talk to the vendor about what controls are available and how they are commonly used. But firstly, the network engineer must understand the organizational objectives they are trying to achieve, otherwise they may implement controls that are not appropriate for the organization. "Automating controls or building them into technology relieves people of the effort of making the control work. Controls managed in this way should directly align with and support the achievement of high-level objectives." Ref 2.5.2.1 D. Correct. "Automating controls or building them into technology relieves people of the effort of making the control work. Controls managed in this way should directly align with and support the achievement of high-level objectives." Ref 2.5.2.1

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Q	A	Syllabus Ref	Rationale
39	B	FND 5.2.a	A. Incorrect. The purpose of the '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 B. Correct. The purpose of the '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 C. Incorrect. The purpose of the '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 D. Incorrect. The purpose of the '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
40	B	HVIT 3.2.a	A. Incorrect. Continuous delivery "allow smaller, more frequent and more reliable deployments" Ref 3.2.2.3.3 B. Correct. Service-dominant logic involves the co-creating value and states that "value is always co-created", and "When service-dominant logic is applied to service delivery, the provider pays more attention to the customer's specific situation, and involves the customer in the service delivery process." Ref 2.5.2.5 C. Incorrect. The 'deployment management' practice involves moving components (e.g., hardware, software) to live environments. "Systematic/automatic installation of specific versions or packages of software to a predetermined environment (e.g. integration, UAT, production)." Ref 4.2.5 tab 4.10 D. Incorrect. The 'availability management' practice involves ensuring IT services deliver agreed levels of availability. "Detailed warranty requirements for the new or changed service negotiated and agreed with stakeholders." Ref 4.3.3 tab 4.16

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