ITIL®4 How to Implement

Sample Paper 2

Answers and Rationales

PeopleCert

Official Training Materials

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Q	A	Syllabus Ref	Rationale
1	A	1.1	ITIL supports organizations and individuals that want to gain optimal value from IT and digital services.
2	B	1.2	The guiding principles defined here embody the core messages of ITIL and of service management in general, supporting successful actions and good decisions of all types and at all levels.
3	B	1.2	To carry out a certain task or respond to a particular situation, organizations create service value streams. These are specific combinations of activities and practices, and each one is designed for a particular scenario.
4	C	1.2	Each practice guide is structured around the four dimensions of service management.
5	D	1.3	Level 5 is described as the stage where the SVS is optimized and has a focus on continual improvement.
6	C	2.1	The 'information and technology' section includes 'information exchange' and 'automation and tooling'.
7	B	2.1	Each practice guide provides ways to measure the success of the practice through the use of key metrics. Key metrics are identified for each practice success factor. The capability criteria developed for each practice are based on the practice's PSFs. Practice success factors support achievement of the practice purpose; they do not depend on the methods and techniques adopted by an organization.
8	C	2.2	Level 4 implies that "The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed in the context of the service management system." The supporting section of the practice guides is 'Key Metrics'.
9	B	2.2	The 'Information and technology' section of each practice guide includes a list of relevant software tools and functionality supporting every practice activity.
10	C	2.3	Mapping activities in the form of value streams helps organizations. Value stream mapping is valuable because it: • Helps organizations to visualize more than the single-process level in production • Helps organizations to identify and remove waste • Highlights where decisions about workflow need to be discussed and made • Incorporates Lean concepts and techniques • Helps to plan and document improvements.
11	C	3.1	• Scoping considerations include management practices: Which management practices are the most important? • How management practices depend on each other? • Which management practices need improvement?
12	A	3.1	Practice considerations include: • Which management practices need improvement? • Which management practices are the most important? • How management practices depend on each other?

Q	A	Syllabus Ref	Rationale
13	C	3.1	The focus on organizational agility is supported by three objectives: • Agility in transforming business requirements into operational solutions; • Programmes and projects delivered on time, on budget, and meet requirements and quality standards; • Scalable infrastructure, applications, and processes.
14	D	3.2	Stakeholders with high influence and high interest should be fully engaged with the initiative.
15	B	3.2	Stakeholders with low influence and high interest should be kept adequately informed and engaged in order to ensure the initiative causes no major incidents.
16	D	3.2	The next activity after 'identify the message' is 'devise a practical plan to communicate with each stakeholder'.
17	B	3.3	Not preparing for changes can result in failure to anticipate organizational and cultural shifts.
18	B	3.3	Lack of senior management commitment can lead to insufficient resources, support, and alignment with organizational goals, impacting the project's success.
19	C	3.4	Integration costs: Expenses for external services or tools required to integrate the ITSM system with existing software and databases, including data migration from legacy systems to the new ITSM solution.
20	D	3.4	Consulting and professional service: Expenses incurred by hiring external consultants, experts, or service providers to assist with ITSM implementation planning, configuration, and customization.
21	B	4.1	OCM ensures improvements are implemented smoothly and successfully for lasting benefit.
22	B	4.1	The OCM practice seeks to continually reinforce the value of the change through regular communication and the support of sponsors and leaders.
23	B	4.2	Involving employees in the improvement initiative is a valid means of overcoming resistance.
24	C	5.1	Next step after documenting the 'as-is' value stream is to reflect on the value stream map.
25	A	5.2	Workflow metrics are used to identify and remove inefficiencies in workflows, including service value streams.
26	C	5.3	Practices enable value only in the context of service value streams. Many organizations have been following best practice recommendations for various service management practices, including incident management, change enablement, and software development. However, the practices have often been adopted and organized in a siloed, isolated manner, just as they were presented in the service management bodies of knowledge. In reality, a flow of work required to create or restore value, for a customer or another stakeholder, is almost never limited to one practice.
27	C	5.4	In ITIL 4, a value stream is a combination of practices, meaning it can include activities and resources from multiple practices.

Q	A	Syllabus Ref	Rationale
28	A	5.4	The incident management practice is not enough to restore normal service after it has been interrupted. The real-life workflow may involve activities of other practices, including change enablement.
29	B	6.1	Between 2000–2010 IT services and IT service management systems became increasingly standardized. Many organizations decided to fully or partially detach their IT teams and outsource some or all IT services.
30	D	6.1	As business services become increasingly digitized, organizations adopt product management methods for IT products and digital business products.
31	C	6.2	In a basic service relationship, performance measures are restricted to warranty parameters.
32	D	7.1	Analysis and reporting tools: used to analyse accumulated records to understand and highlight trends and predict future events; they are used to analyse and report performance of various objects, from technology components to products and services, to processes, practices, and organizations.
33	D	7.1	Service configuration management tools: used to record, analyse, and visualize relationships between service components; this makes them very useful in all activities including diagnosis of service malfunctions or evaluation of the impact (actual or planned) of events and changes on services and users.
34	A	7.2	Focusing on standard best practices and standard tool capabilities leads to a risk of failing to address customer's goals and expectations, extra costs for solution adoption.
35	B	7.2	Goal setting and clear scoping is supported with ITIL MM assessments.
36	C	8.1	A key performance indicator (KPI) is used to evaluate the success in meeting an objective.
37	B	8.1	A measurement is a means of decreasing uncertainty based on observations.
38	D	8.1	The effect of a measurement on behaviour and expectations is not always as intended. If metrics do not enable appropriate decision-making and action, they will be meaningless.
39	A	8.2	There are several steps involved in establishing a measurement and evaluation system based on a purpose and a set of objectives. These steps are universally applicable to any managed object, whether it is a service, practice, project, or a resource: • Define the objectives; • Identify success factors; • Select metrics and measurement tools; • Form a system of key performance indicators; • Aggregate the measurement data.
40	B	8.2	Operational reports help to quickly identify deviations from plans and objectives as they happen, so that necessary corrective measures are triggered.

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