ITIL®

## ITIL® 4 Specialist: Monitor, Support, and Fulfil

# Sample Paper 2

Answers and Rationales

PeopleCert

Official Training Materials

# Sample Paper 2: Answers and Rationales

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 1 | C | ITIL4P_INM_2.2 | A. Incorrect. A change is NOT initiated in the incident closure step of the incident handling and resolution process. It takes place in the incident resolution step. Ref 3.1.1, Table 3.2<br>B. Incorrect. A change is NOT initiated in the incident registration step of the incident handling and resolution process. It takes place in the incident resolution step. Ref 3.1.1, Table 3.2<br>**C. Correct. A change IS initiated in the incident resolution step of the incident handling and resolution process. Ref 3.1.1, Table 3.2**<br>D. Incorrect. A change is NOT initiated in the incident diagnosis step of the incident handling and resolution process. It takes place in the incident resolution step. Ref 3.1.1, Table 3.2 |
| 2 | B | ITIL4P_INM_1.1 | A. Incorrect. This IS one of the benefits of the incident management practice. "Benefits for service providers include: Fulfilment of the SLAs with service consumers." Ref 2.1<br>**B. Correct. This is not one of the benefits of the incident management practice. It is the cost of service restoration that is reduced, not the use of knowledge capture and reuse. "Benefits for service providers include: Reduced costs of service restoration due to knowledge capture and reuse." Ref 2.1**<br>C. Incorrect. This IS one of the benefits of the incident management practice. "Benefits for service consumers include: Higher client and employee satisfaction." Ref 2.1<br>D. Incorrect. This IS one of the benefits of the incident management practice. "Benefits for service providers include: Reduced losses caused by IT service unavailability." Ref 2.1 |
| 3 | A | ITIL4P_INM_4.1 | **A. Correct. Monitoring and event management tools are used in "Detection of incidents; Analysis of trends and events during incident diagnosis; Confirmation of incident resolution" Ref Table 5.1**<br>B. Incorrect. Monitoring and event management tools are not used to plan improvement initiatives. They are used in "Detection of incidents; Analysis of trends and events during incident diagnosis; Confirmation of incident resolution" Ref Table 5.1<br>C. Incorrect. Monitoring and event management tools are not used to manage incident lifecycle. They are used in "Detection of incidents; Analysis of trends and events during incident diagnosis; Confirmation of incident resolution" Ref Table 5.1<br>D. Incorrect. Monitoring and event management tools are not used to manage incident models. They are used in "Detection of incidents; Analysis of trends and events during incident diagnosis; Confirmation of incident resolution" Ref Table 5.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 4 | A | ITIL4P_INM_1.3.e | **A. Correct. "The total rework backlog accumulated by choosing workarounds instead of systemic solutions that would take longer." Ref 2.2.3**<br>B. Incorrect. This is the definition of major incidents "An incident with significant business impact, requiring an immediate coordinated resolution." Ref 2.2.2<br>C. Incorrect. This is the definition of incident models "A repeatable approach to the management of a particular type of incident." Ref 2.2.1<br>D. Incorrect. This is an aspect of major incident models. "Special methods of investigation (for example, swarming – see Section 2.4.2)." Ref 2.2.2 |
| 5 | C | ITIL4P_INM_1.2 | A. Incorrect. Improved ability to hide incident records from users is not an expected outcome of automatically detecting and registering incidents. "Additionally, incident records should not be hidden from users, but incidents that are solved before these become visible to users are a benefit." Ref 2.4.1<br>B. Incorrect. Increased time to keep negatively impacted services offline is not an expected outcome of automatically detecting and registering incidents. "Additionally, normal operation of services should be restored as quickly as possible." Ref 2.4.1<br>**C. Correct. "This method of sourcing information is still widely used, but good practice currently suggests detecting and registering incidents automatically wherever possible. This can be done immediately after incidents occur and before they start affecting users. This approach has multiple benefits: ...Costs associated with incident management may decrease." Ref 2.4.1**<br>D. Incorrect. Prevented occurrences of systems self-healing is not an expected outcome of automatically detecting and registering incidents. Additionally, self-healing is an expected benefit of automatically detecting and registering incidents. "The higher quality of the initially collected data supports the correct response and resolution of incidents, including automated resolution, also known as self-healing." Ref 2.4.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 6 | C | ITIL4P_INM_3.2 | A. Incorrect. Hierarchical and strict team structures are discouraged. "The expansion of Agile methods and evolution of IT systems (such as self-healing systems) call for the wider use of horizontal team structures, rather than hierarchical team structures." Ref 4.2.1<br>B. Incorrect. Clear boundaries between teams lead to negative results. "In such teams, there were clear boundaries between levels and clear procedures for the escalation of incidents. Unfortunately, such structures can restrain collaboration and information flow, resulting in prolonged resolution time." Ref 4.2.1<br>**C. Correct. Horizontal team structures are encouraged. "The expansion of Agile methods and evolution of IT systems (such as self-healing systems) call for the wider use of horizontal team structures, rather than hierarchical team structures." Ref 4.2.1**<br>D. Incorrect. Free flow of information is encouraged. "The expansion of Agile methods and evolution of IT systems (such as self-healing systems) call for the wider use of horizontal team structures, rather than hierarchical team structures. Flatter structures and respective collaboration methods, such as swarming, replace tiered ones to facilitate cooperation and the free flow of information. The main driver of such change is the rejection of rigid tiering and its replacement by a more dynamic, self-organized collaboration." Ref 4.2.1 |
| 7 | C | ITIL4P_INM_7.1 | A. Incorrect. This would help them to understand, manage and improve the incident resolution value stream, not only the incident management practice. The best recommendation for them to adjust the processes and procedures for complexity is to use swarming to optimize resolution of unusual and major incidents. Ref 8, Table 8.1<br>B. Incorrect. This would help them to look at the incidents from the service consumer perspective. The best recommendation for them to adjust the processes and procedures for complexity is to use swarming to optimize resolution of unusual and major incidents. Ref 8, Table 8.1<br>**C. Correct. The best recommendation for them to adjust the processes and procedures for complexity is to use swarming to optimize resolution of unusual and major incidents. Ref 8, Table 8.1**<br>D. Incorrect. This would help them to gather and reuse data. The best recommendation for them to adjust the processes and procedures for complexity is to use swarming to optimize resolution of unusual and major incidents. Ref 8, Table 8.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 8 | A | ITIL4P_INM_5.1 | **A. Correct. The guidance does not mention salary agreements 'and' there is nothing to link salary agreements to the specifics of common language in multi-vendor environments. Ref 6**<br>B. Incorrect. Rules for data exchange should be considered. "Defined standard interfaces may become an easy way to communicate the necessary conditions and requirements for a supplier to become a part of the organization's ecosystem. Such interface description may include rules of data exchange, tools, and processes that will create a common language in the multi-vendor environment."<br>Ref 6<br>C. Incorrect. Software tools should be considered. "Defined standard interfaces may become an easy way to communicate the necessary conditions and requirements for a supplier to become a part of the organization's ecosystem. Such interface description may include rules of data exchange, tools, and processes that will create a common language in the multi-vendor environment." Ref 6<br>D. Incorrect. Processes should be considered. "Defined standard interfaces may become an easy way to communicate the necessary conditions and requirements for a supplier to become a part of the organization's ecosystem. Such interface description may include rules of data exchange, tools, and processes that will create a common language in the multi-vendor environment." Ref 6 |
| 9 | C | ITIL4P_INM_1.3.b | A. Incorrect. Optimizing the handling of novel incidents is not a purpose of incident models. Novel incidents require expert analysis and/or experiments to find potential solutions. "Service providers benefit from defining incident models to optimize the handling and resolution of repeating or similar incidents." Ref 2.2.1<br>B. Incorrect. Reducing the impact of an incident without a full resolution available is not a purpose of incident models. "Service providers benefit from defining incident models to optimize the handling and resolution of repeating or similar incidents." This refers to workarounds. "A solution that reduces or eliminates the impact of an incident or problem for which a full resolution is not yet available. Some workarounds reduce the likelihood of incidents." Ref 2.2.1, Ref 2.2.3<br>**C. Correct. Optimizing the handling of repeating incidents is a purpose of incident models. "Service providers benefit from defining incident models to optimize the handling and resolution of repeating or similar incidents." Ref 2.2.1**<br>D. Incorrect. Reducing the technical debt created by incident workarounds is not a purpose of incident models. "Service providers benefit from defining incident models to optimize the handling and resolution of repeating or similar incidents." This is the task for problem management. "The problem management practice can be used to reduce the technical debt created by incident workarounds." Ref 2.2.1, Ref 2.2.3 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 10 | A | ITIL4P_INM_2.3 | **A. Correct. The next step after the service value stream walk and mapping of the As-is value stream map is "Reflect on the value stream map (VSM). Identify factors that might not have been entirely apparent at first. The information collected is used at this step to find the waste." Ref 3.2.3.1**<br>B. Incorrect. Before changing the value stream, it is important to identify waste in the current one and to create a To-be version of the value stream: "4. Reflect on the value stream map. 5. Create a 'to be' value stream map. 6. Using the 'to be' value stream map, plan improvements." Ref 3.2.3.1<br>C. Incorrect. Before changing the value stream, it is important to identify waste in the current one and to create a To-be version of the value stream: "4. Reflect on the value stream map. 5. Create a 'to be' value stream map. 6. Using the 'to be' value stream map, plan improvements." Ref 3.2.3.1<br>D. Incorrect. Although a 'to be' version of the value stream may benefit from adopting a best practice, creating of a To-be version of the value stream should be preceded by an analysis of the current value stream: "4. Reflect on the value stream map. 5. Create a 'to be' value stream map. 6. Using the 'to be' value stream map, plan improvements." Ref 3.2.3.1 |
| 11 | B | ITIL4P_INM_1.2 | A. Incorrect. Prioritization is relevant for single-team and multi-team situations. "Prioritization is a tool for assigning tasks to people in the context of a team. If an incident is handled by multiple teams, it will be prioritized within each team depending on resource availability, target resolution time, and estimated processing time. If resolution of an incident requires several tasks to be performed by different teams working in parallel, each team will be prioritizing their own task." Ref 2.4.2.1<br>**B. Correct. Incident prioritization is most relevant when it is impossible to assign resources to all tasks in the backlog. "Prioritization: An action of selecting tasks to work on first when it is impossible to assign resources to all tasks in the backlog." Ref 2.4.2.1**<br>C. Incorrect. A situation when there are sufficient resources to process every task within the time constraints is the opposite of when prioritization is needed. "Prioritization is needed only when there is a resource conflict. Where there are sufficient resources to process every task within the time constraints, prioritization is unnecessary." Ref 2.4.2.1<br>D. Incorrect. Visualization tools can be useful for effective prioritization, but do not determine the need for prioritization. "Visualization tools, such as Kanban, and Lean principles, such as the limiting of work in progress, are useful for effective prioritization." Ref 2.4.2.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 12 | B | ITIL4P_INM_6.1 | A. Incorrect. 'The competencies required to resolve incidents are identified and skilled human resources are available' criterion supports the practice success factor of resolving incidents quickly. Ref 7.1 Table 7.1<br>**B. Correct. 'The incident management approach is integrated with other standards and approaches adopted by the organization' criterion supports the practice success factor of continually improving incident management. Ref 7.1 Table 7.1**<br>C. Incorrect. 'The effectiveness of incident resolution is regularly reviewed and continually improved' criterion supports the practice success factor of resolving incidents quickly. Ref 7.1 Table 7.1<br>D. Incorrect. 'Information about detected incidents is traced and managed in an integrated information system' criterion supports the practice success factor of detecting incidents early. Ref 7.1 Table 7.1 |
| 13 | B | ITIL4P_SED_1.2 | A. Incorrect. This is a challenge associated with user-to-human communication channels, not user-to-technology. User-to-human communication challenges include "Unstructured information." Ref Table 2.4<br>**B. Correct. User-to-technology communication challenges include "Limited applicability to complicated and complex situations." Ref Table 2.5**<br>C. Incorrect. This is a challenge associated with user-to-human communication channels, not user-to-technology. User-to-human communication challenges include "Subjective attitudes and emotions." Ref Table 2.4<br>D. Incorrect. This is a challenge associated with user-to-human communication channels, not user-to-technology. User-to-human communication challenges include "Limited scalability." Ref Table 2.4 |
| 14 | C | ITIL4P_SED_5.2 | A. Incorrect. Suppliers do not have the authority to mandate the user of a self-service portal. "All these have made outsourcing and out-staffing of service desk possible, and many organizations experiment with third-party resources working in the service desk teams." Ref 6<br>B. Incorrect. Reducing automation is unlikely to support the service desk. An increase in automation is more likely to improve things. "All these have made outsourcing and out-staffing of service desk possible, and many organizations experiment with third-party resources working in the service desk teams." Ref 6<br>**C. Correct. "All these have made outsourcing and out-staffing of service desk possible, and many organizations experiment with third-party resources working in the service desk teams." Ref 6**<br>D. Incorrect. Utilizing partners and suppliers does not affect the level of customization of IT services. "All these have made outsourcing and out-staffing of service desk possible, and many organizations experiment with third-party resources working in the service desk teams." Ref 6 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 15 | B | ITIL4P_SED_1.1 | A. Incorrect.<br>1. The service desk does not capture problems. "The purpose of the service desk practice is to capture demand for incident resolution and service requests." Ref 2.1<br>**B. Correct.**<br>**2. "The purpose of the service desk practice is to capture demand for incident resolution and service requests." Ref 2.1**<br>**3. "The purpose of the service desk practice is to capture demand for incident resolution and service requests." Ref 2.1**<br>C. Incorrect.<br>4. The service desk does not capture changes. "The purpose of the service desk practice is to capture demand for incident resolution and service requests." Ref 2.1<br>D. Incorrect.<br>1. The service desk does not capture problems. "The purpose of the service desk practice is to capture demand for incident resolution and service requests." Ref 2.1<br>4. The service desk does not capture changes. "The purpose of the service desk practice is to capture demand for incident resolution and service requests." Ref 2.1 |
| 16 | C | ITIL4P_SED_4.1 | A. Incorrect. Although workflow management and collaboration tools may be useful during the implementation of the improvements, work planning and prioritization tools are used for “planning and tracking of improvement initiatives.” Ref Table 5.1<br>B. Incorrect. Although analysis and reporting tools may be useful during the implementation of some improvements, work planning and prioritization tools are used for “planning and tracking of improvement initiatives.” Ref Table 5.1<br>**C. Correct. Work planning and prioritization tools are used for “planning and tracking of improvement initiatives” Ref Table 5.1**<br>D. Incorrect. Although survey tools may be useful during the implementation of some improvements, work planning and prioritization tools are used for “planning and tracking of improvement initiatives.” Ref Table 5.1 |
| 17 | C | ITIL4P_SED_2.3 | A. Incorrect. "Consider including the creation or updating of user communication templates and procedures in the value stream improvement plans (step 6)." Ref 3.2.3.2<br>B. Incorrect. "Consider including the creation or updating of user communication templates and procedures in the value stream improvement plans (step 6)." Ref 3.2.3.2<br>**C. Correct. "Consider including the creation or updating of user communication templates and procedures in the value stream improvement plans (step 6)." Ref 3.2.3.2**<br>D. Incorrect. "Consider including the creation or updating of user communication templates and procedures in the value stream improvement plans (step 6)." Ref 3.2.3.2 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 18 | C | ITIL4P_SED_2.1 | A. Incorrect. This is an input to the 'user query handling' process. Inputs to the process include "User queries; Triage guidelines and procedures; Service management records: for example, incident records, change records, problem records, and so on; Service configuration information, IT Asset information, and other relevant information." Ref Table 3.1<br>B. Incorrect. This is an output of the 'communicating to users' process, not an input. Outputs of the process include "Communicated messages; Communication reports." Ref Table 3.3<br>**C. Correct. Inputs to the 'communicating to users' process include "Requirements for the user communication; Information to communicate; Records of previous communications; Service management records; for example, incident records, change records, problem records, and so on; Service configuration information, IT Asset information, and other relevant information." Ref Table 3.3**<br>D. Incorrect. This is an input to the 'Service desk optimization' process. Inputs to the process include "Service desk performance reports; Satisfaction surveys and other feedback; Technology opportunities; Incident and service request reports." Ref Table 3.5 |
| 19 | B | ITIL4P_SED_7.1 | A. Incorrect. This describes the use of the guiding principle 'Progress iteratively with feedback'. "3. Implement new channels and tools gradually, based on the needs and preferences of the users, not only on the technology opportunities." Ref Table 8.1<br>**B. Correct. "4. Automate repeating and standardized operations." Ref Table 8.1**<br>C. Incorrect. This describes the use of the guiding principle' Focus on value'. "1. Start by establishing a clear communication channel for the users." Ref Table 8.1<br>D. Incorrect. This describes the guiding principle 'Start where you are'. "Do not wait for all possible procedures to be defined, or all possible tools to be implemented." Ref Table 8.1 |
| 20 | B | ITIL4P_SED_6.1 | A. Incorrect. "Level 1: The practice is not well organized; it's performed as initial or intuitive." Ref 7.1<br>**B. Correct. "Level 2: The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref 7.1**<br>C. Incorrect. "Level 3: The practice is well defined and achieves its purpose in an organized way, using dedicated resources and relying on inputs from other practices that are integrated into a service management system." Ref 7.1<br>D. Incorrect. "Level 4: The practice achieves its purpose in a highly organized way, and its performance is continually measured and assessed in the context of the service management system." Ref 7.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 21 | C | ITIL4P_SED_1.3c | A. Incorrect. A moment of truth is defined as "any episode in which the customer or user encounters an aspect of the organization and gets an impression of the quality of its service." Ref 2.2.2<br>B. Incorrect. This refers to the 'user query handling' process. It does not intrinsically help an agent to understand the user experience. The user query handling process "ensures user queries are captured, validated, and triaged for further processing." Ref 3.1.1<br>**C. Correct. Service empathy is defined as "the ability to recognize, understand, predict, and project the interests, needs, intentions, and experiences of another party in order to establish, maintain, and improve the service relationship." Ref 2.2.2**<br>D. Incorrect. Omnichannel communication is defined as "unified communications across multiple channels based on sharing information across the channels and providing a seamless communication experience." Ref 2.2.1 |
| 22 | A | ITIL4P_SED_2.3 | **A. Correct. "At the scoping step (1), identify the key user touchpoints and associated user expectations. These are the points where the service desk practice is likely to be involved." Ref 3.2.3.2**<br>B. Incorrect. "At the scoping step (1), identify the key user touchpoints and associated user expectations. These are the points where the service desk practice is likely to be involved." Ref 3.2.3.2<br>C. Incorrect. "At the scoping step (1), identify the key user touchpoints and associated user expectations. These are the points where the service desk practice is likely to be involved." Ref 3.2.3.2<br>D. Incorrect. "At the scoping step (1), identify the key user touchpoints and associated user expectations. These are the points where the service desk practice is likely to be involved." Ref 3.2.3.2 |
| 23 | A | ITIL4P_SED_3.1 | **A. Correct. The service desk manager role involves "Creating and maintaining a healthy work culture in the service desk team." Ref 4.1.1**<br>B. Incorrect. This is a possible responsibility of partners and suppliers. Ref. 6<br>C. Incorrect.  This activity of the 'User query handling' process is performed by service desk agents. Ref 4.1.1, Table 4.2<br>D. Incorrect. This activity of the 'User query handling' process is performed by service desk agents. Ref 4.1.1, Table 4.2 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 24 | D | ITIL4P_SED_2.2 | A. Incorrect. Activities of the 'Service desk optimization' process include: "Service desk review; Service desk improvement initiation; Service desk improvement communication." Ref Table 3.5<br>B. Incorrect. Activities of the 'User query handling' process include: "Acknowledge and record the user query; Validate the user query; Triage the user query and initiate the appropriate activities." Ref Table 3.1<br>C. Incorrect. Omnichannel communication is not a process. Omnichannel communication is defined as "unified communications across multiple channels based on sharing information across the channels and providing a seamless communication experience." Ref 2.2.1<br>**D. Correct. Activities of the 'Communicating to user' process include: "Identifying and confirming the target audience; Identifying and confirming communication channels; Information packaging; Information sending; Gathering and processing receipt confirmations and the feedback." Ref Table 3.3** |
| 25 | D | ITIL4P_SRM_2.2 | A. Incorrect. This step is part of the fulfilment review activity. "The fulfilment review may also involve collecting user feedback and measuring user satisfaction." Ref 3.1.1, Table 3.2<br>B. Incorrect. This step is part of the fulfilment review activity. "The fulfilment review may also involve collecting user feedback and measuring user satisfaction." Ref 3.1.1, Table 3.2<br>C. Incorrect. This step is part of the fulfilment review activity. "The fulfilment review may also involve collecting user feedback and measuring user satisfaction." Ref 3.1.1, Table 3.2<br>**D. Correct. "The fulfilment review may also involve collecting user feedback and measuring user satisfaction." Ref 3.1.1, Table 3.2** |
| 26 | D | ITIL4P_ SRM_1.1 | A. Incorrect. This is a benefit of the practice, and not a means of achieving the purpose. "The purpose of the service request management practice is to support the agreed quality of a service by handling all predefined, user-initiated service requests in an effective and user-friendly manner." Ref 2.1<br>B. Incorrect. This is a benefit of the practice, and not a means of achieving the purpose. "The purpose of the service request management practice is to support the agreed quality of a service by handling all predefined, user-initiated service requests in an effective and user-friendly manner." Ref 2.1<br>C. Incorrect. This is a benefit of the practice, and not a means of achieving the purpose. "The purpose of the service request management practice is to support the agreed quality of a service by handling all predefined, user-initiated service requests in an effective and user-friendly manner." Ref 2.1<br>**D. Correct. "The purpose of the service request management practice is to support the agreed quality of a service by handling all predefined, user-initiated service requests in an effective and user-friendly manner." Service request: "A request from a user or a user's representative that initiates a service action which has been agreed as a normal part of service delivery." Ref 2.1** |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 27 | D | ITIL4P_ SRM_4.2 | A. Incorrect. It is a valid and important requirement, but it does not address the self-service issue. For self-service to be accepted by users, "user-facing interfaces should be clear, easy to use, informative, and customizable to meet the needs of the organization and specifics of different queries." Ref 5.2.1<br>B. Incorrect. It is a valid and important requirement, but it does not address the self-service issue. For self-service to be accepted by users, "user-facing interfaces should be clear, easy to use, informative, and customizable to meet the needs of the organization and specifics of different queries." Ref 5.2.1<br>C. Incorrect. It is a valid and important requirement, but it does not address the self-service issue. For self-service to be accepted by users, "user-facing interfaces should be clear, easy to use, informative, and customizable to meet the needs of the organization and specifics of different queries." Ref 5.2.1<br>**D. Correct. "Ensure that self-help capabilities of the system are available and convenient Some service requests can be fulfilled by users. User-facing interfaces should be clear, easy to use, informative, and customizable to meet the needs of the organization and specifics of different queries." Ref 5.2.1** |
| 28 | B | ITIL4P_ SRM_6.1 | A. Incorrect. "Capability level: 3. Comment for service request management: Use of an integrated information system." Ref 7.3, Table 7.2<br>**B. Correct. "Capability level: 3. Comment for service request management: Use of an integrated information system." Ref 7.3, Table 7.2**<br>C. Incorrect. "Capability level: 3. Comment for service request management: Use of an integrated information system." Ref 7.3, Table 7.2<br>D. Incorrect. "Capability level: 3. Comment for service request management: Use of an integrated information system." Ref 7.3, Table 7.2 |
| 29 | B | ITIL4P_ SRM_2.3 | A. Incorrect. Stakeholders defined value, and their views on value should have been considered initially. "Since stakeholders define value, it is essential that their concerns are clearly understood." Ref 3.2.3.1<br>**B. Correct. "Since stakeholders define value, it is essential that their concerns are clearly understood." With service request management, the primary stakeholder may be the request initiator or benefactor. Ref 3.2.3.1**<br>C. Incorrect. If there are concerns about the fulfilment procedures, it would be better to address them first before automating them. "Since stakeholders define value, it is essential that their concerns are clearly understood." Ref 3.2.3.1<br>D. Incorrect. If an issue is outsourced without first being fully understood, it will be difficult to define the requirements of the third party. "Since stakeholders define value, it is essential that their concerns are clearly understood." Ref 3.2.3.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 30 | D | ITIL4P_ SRM_2.1 | A. Incorrect. This is only a key input to the service request fulfilment control process, and not also a key output. "Key inputs: Service level agreements". Ref 3.1.1, Table 3.1<br>B. Incorrect. This is only a key output of the service request fulfilment control process, and not also a key input. "Key outputs: User satisfactions surveys". Ref 3.1.1, Table 3.1<br>C. Incorrect. This is only a key input to the service request fulfilment control process, and not also a key output. "Key inputs: Service request models". Ref 3.1.1, Table 3.1<br>**D. Correct. "Key inputs: Fulfilment actions records and reports"; "Key outputs: Fulfilment actions records and reports". Ref 3.1.1, Table 3.1** |
| 31 | A | ITIL4P_ SRM_4.1 | **A. Correct. Analysis and reporting tools are used for "practice measurement and reporting." Ref Table 5.1**<br>B. Incorrect. Analysis and reporting tools are used for "practice measurement and reporting." Ref Table 5.1<br>C. Incorrect. Analysis and reporting tools are used for "practice measurement and reporting." Ref Table 5.1<br>D. Incorrect. Analysis and reporting tools are used for "practice measurement and reporting." Ref Table 5.1 |
| 32 | A | ITIL4P_ SRM_1.2 | **A. Correct. "...a service may be optimized for a no-request operation or include multiple requests available to users as part of normal consumption. In the first case, generic requests, such as compliments, complaints, or how-to requests are still available to service users. In the second case, there may be various requests specific to service utility." Ref 2.4.1**<br>B. Incorrect. This type of request would still be available for a no-request operation of a service. "...a service may be optimized for a no-request operation or include multiple requests available to users as part of normal consumption. In the first case, generic requests, such as compliments, complaints, or how-to requests are still available to service users. In the second case, there may be various requests specific to service utility." Ref 2.4.1<br>C. Incorrect. This type of request would still be available for a no-request operation of a service. "...a service may be optimized for a no-request operation or include multiple requests available to users as part of normal consumption. In the first case, generic requests, such as compliments, complaints, or how-to requests are still available to service users. In the second case, there may be various requests specific to service utility." Ref 2.4.1<br>D. Incorrect. This type of request would still be available for a no-request operation of a service. "...a service may be optimized for a no-request operation or include multiple requests available to users as part of normal consumption. In the first case, generic requests, such as compliments, complaints, or how-to requests are still available to service users. In the second case, there may be various requests specific to service utility." Ref 2.4.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 33 | C | ITIL4P_ SRM_1.3.c | A. Incorrect. "Definition: Request catalogue. A view of the service catalogue, providing details on service requests for existing and new services, which is made available to the user." Ref 2.2.2<br>B. Incorrect. "Definition: Request catalogue. A view of the service catalogue, providing details on service requests for existing and new services, which is made available to the user." Ref 2.2.2<br>**C. Correct. "Definition: Request catalogue. A view of the service catalogue, providing details on service requests for existing and new services, which is made available to the user." Ref 2.2.2**<br>D. Incorrect. "Definition: Request catalogue. A view of the service catalogue, providing details on service requests for existing and new services, which is made available to the user." Ref 2.2.2 |
| 34 | A | ITIL4P_ SRM_3.1 | **A. Correct. "There are no specialist roles specific to the service request management practice. The role of request initiator can be fulfilled by any user or authorized user representative; it does not require special skills or competencies." Ref 4.1**<br>B. Incorrect. "There are no specialist roles specific to the service request management practice. The role of request initiator can be fulfilled by any user or authorized user representative; it does not require special skills or competencies." Ref 4.1<br>C. Incorrect. "There are no specialist roles specific to the service request management practice. The role of request initiator can be fulfilled by any user or authorized user representative; it does not require special skills or competencies." Ref 4.1<br>D. Incorrect. "There are no specialist roles specific to the service request management practice. The role of request initiator can be fulfilled by any user or authorized user representative; it does not require special skills or competencies." Ref 4.1 |
| 35 | B | ITIL4P_ SRM_3.2 | A. Incorrect. "Usually, the same team structures are used for service request management and incident management." Ref 4.2<br>**B. Correct. "Usually, the same team structures are used for service request management and incident management." Ref 4.2**<br>C. Incorrect. "Usually, the same team structures are used for service request management and incident management." Ref 4.2<br>D. Incorrect. "Usually, the same team structures are used for service request management and incident management." Ref 4.2 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 36 | B | ITIL4P_ SRM_5.1 | A. Incorrect. "At the same time, supplier management practice should be used to ensure that, where reasonably possible, third parties adjust their level of service to the needs of the organization." Ref 6<br>**B. Correct. "At the same time, supplier management practice should be used to ensure that, where reasonably possible, third parties adjust their level of service to the needs of the organization." Ref 6**<br>C. Incorrect. "At the same time, supplier management practice should be used to ensure that, where reasonably possible, third parties adjust their level of service to the needs of the organization." Ref 6<br>D. Incorrect. "At the same time, supplier management practice should be used to ensure that, where reasonably possible, third parties adjust their level of service to the needs of the organization." Ref 6 |
| 37 | B | ITIL4P_ MEM_2.2 | A. Incorrect. "Activity: Defining the objective of monitoring. Assessing measurements available and criteria to be monitored. Defining types of events for the object of monitoring. Defining the thresholds for different type of events. Defining a service 'health model' (end-to-end events). Defining events correlations and rule sets. Mapping events with action plans and functions responsible and notified." Ref 3.2.1, Table 3.2<br>**B. Correct. "Activity: ...Notifications sent." Ref 3.2.2, Table 3.4**<br>C. Incorrect. "Activity: Post-mortem review for major events and incidents. Review of filtering and correlation analysis. Review of services 'health models'. Review of event response procedures and automation. Review of tools available for data analysis, correlation analysis, AI and ML. Review of statistical information gathered by monitoring tools." Ref 3.2.3, Table 3.6<br>D. Incorrect. This is not a process. It is a practice success factor. "Establishing and maintaining approaches/models that describe the various types of events and monitoring capabilities needed to detect them." Ref 2.4.1 |
| 38 | A | ITIL4P_ MEM_2.1 | **A. Correct. "Key outputs: ...Stakeholder notifications." Ref 3.2.2, Table 3.3**<br>B. Incorrect. "Key outputs: Monitoring plan for the object. Service health model. Defined types of events, criteria for event detection, priority and response to the events. Responsibility matrix for events." Ref 3.2.1, Table 3.1<br>C. Incorrect. "Key outputs: Updated event response procedures. Improvement proposals for filtering and correlation analysis. Changes proposed to automation. Updated monitoring criteria and thresholds. Updated filtering methods. Updated list of tools and technology used. Updated list of reports and statistical information provided." Ref 3.2.3, Table 3.5<br>D. Incorrect. This is a practice success factor, not a process. "Ensuring that events are detected, interpreted, and if needed acted upon as quickly as possible." Ref 2.4.3 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 39 | B | ITIL4P_ MEM_5.2 | A. Incorrect. All exception events require action. "In either case, exception events require action, as they signify that an exception to regular operation is occurring." Ref 2.2<br>**B. Correct. "Comprehensive documentation about their technology product's monitoring and event management configurations and capabilities... A good product should therefore include clear categorization and instructions about the meaning of each type of event and how to use it." Ref 6**<br>C. Incorrect. Major events reviews are part of the 'monitoring and event management review' activity and are initiated by the service provider, not the supplier. Ref Table 3.6<br>D. Incorrect. Customizing services has little relevance to supporting monitoring and event management. "Comprehensive documentation about their technology product's monitoring and event management configurations and capabilities... A good product should therefore include clear categorization and instructions about the meaning of each type of event and how to use it." Ref 6 |
| 40 | C | ITIL4P_ MEM_2.3 | A. Incorrect. "Most technology components include monitoring and event management capabilities by default that are designed to assist operations staff and administrators to keep the component functioning optimally." Ref 3.2.2<br>B. Incorrect. "Most technology components include monitoring and event management capabilities by default that are designed to assist operations staff and administrators to keep the component functioning optimally." Ref 3.2.2<br>**C. Correct. "Most technology components include monitoring and event management capabilities by default that are designed to assist operations staff and administrators to keep the component functioning optimally, according to specifications set by the component's designers and developers... monitoring and event management should include activities... that are required for the component to contribute to the creation of value in the organization." Ref 3.2.2**<br>D. Incorrect. "Most technology components include monitoring and event management capabilities by default." Ref 3.2.2 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 41 | D | ITIL4P_ MEM_1.3.b | A. Incorrect. This is a benefit of monitoring. "Knowing the current status of services and service components is essential for managing them. Information about service health and performance enables the organization to:<br>• perform operational activities that are required to ensure that service components are performing optimally<br>• respond appropriately to service-impacting events that have already occurred<br>• take proactive actions, based on pattern analysis of past events, to prevent future adverse events from occurring."<br>Ref 2.2<br>B. Incorrect. This is a benefit of monitoring. "Knowing the current status of services and service components is essential for managing them. Information about service health and performance enables the organization to:<br>• perform operational activities that are required to ensure that service components are performing optimally<br>• respond appropriately to service-impacting events that have already occurred<br>• take proactive actions, based on pattern analysis of past events, to prevent future adverse events from occurring."<br>Ref 2.2<br>C. Incorrect. This is a benefit of monitoring. "Knowing the current status of services and service components is essential for managing them. Information about service health and performance enables the organization to:<br>• perform operational activities that are required to ensure that service components are performing optimally<br>• respond appropriately to service-impacting events that have already occurred<br>• take proactive actions, based on pattern analysis of past events, to prevent future adverse events from occurring."<br>Ref 2.2<br>**D. Correct. This is benefit of thresholds. "Thresholds play two important roles:**<br>• **First, they are a way of initially filtering the vast amount of monitoring data which can be collected through the monitoring tools, reporting only those events which are significant for the management of the service or service component. Threshold values should be defined to prevent resources being overwhelmed by reports of relatively insignificant events." Ref 2.2** |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 42 | C | ITIL4P_ MEM_1.2 | A. Incorrect. These are established in the Organizations and People dimension. "The business rules, however, by which the EMS filters and categorizes the data and makes determinations of significance about them (deciding whether the data represent an Informational, Action Required, Warning, or Exception event) are established in the Organization and People dimension of service management." Ref 2.4.1<br>B. Incorrect. These are established in the Information and Technology service, filtering and categorization is occurring. "Filtering and categorization, occurring in the Information and Technology service dimension, are largely done automatically by the organization's event management system (EMS) into which the IT monitoring tools feed the detected, collected, and transmitted information." Ref 2.4.1<br>**C. Correct. These are established in the Organizations and People dimension. "The business rules, however, by which the EMS filters and categorizes the data and makes determinations of significance about them (deciding whether the data represent an Informational, Action Required, Warning, or Exception event) are established in the Organization and People dimension of service management." Ref .4.1**<br>D. Incorrect. These are established in the Organizations and People dimension. "The business rules, however, by which the EMS filters and categorizes the data and makes determinations of significance about them (deciding whether the data represent an Informational, Action Required, Warning, or Exception event) are established in the Organization and People dimension of service management." Ref 2.4.1 |
| 43 | A | ITIL4P_ MEM_3.1 | **A. Correct. The competencies required for the 'Event logging' activity are "coordinator/communicator and administrator." Ref Table 4.1**<br>B. Incorrect. The competencies required for the 'Event logging' activity are "coordinator/communicator and administrator." Ref Table 4.1<br>C. Incorrect. The competencies required for the 'Event logging' activity are "coordinator/communicator and administrator." Ref Table 4.1<br>D. Incorrect. The competencies required for the 'Event logging' activity are "coordinator/communicator and administrator." Ref Table 4.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 44 | C | ITIL4P_ MEM_6.1 | A. Incorrect. This is a criterion for the PSF 'Ensuring that timely, relevant, and sufficient monitoring data is available to relevant stakeholders'. Capability criteria for the PSF 'The key users of the monitoring data and their requirements are identified." Ref Table 7.1<br>B. Incorrect. This is a criterion for the PSF 'Ensuring that events are detected, interpreted, and if needed acted upon as quickly as possible'. Capability criteria for the PSF 'Ensuring that events are detected, interpreted, and if needed acted upon as quickly as possible' include "Trends are analysed and used to predict the event occurrence." Ref Table 7.1<br>**C. Correct. Capability criteria for the PSF 'Establishing and maintaining approaches/models that describe the various types of events and monitoring capabilities needed to detect them' include "The effectiveness of the monitoring and event management approach is measured and reported." Ref Table 7.1**<br>D. Incorrect. This is a criterion for the PSF 'Ensuring that events are detected, interpreted, and if needed acted upon as quickly as possible'. Capability criteria for the PSF 'The responsibility for the approach to monitoring and event management is clearly defined." Ref Table 7.1 |
| 45 | C | ITIL4P_ MEM_4.1 | A. Incorrect. Although the teams may use service configuration tools, the joint work is enabled by workflow management and collaboration tools. Ref Table 5.1<br>B. Incorrect. Although the teams may use knowledge management tools, the joint work is enabled by workflow management and collaboration tools. Ref Table 5.1<br>**C. Correct. Workflow management and collaboration tools are used to "Collaboration during the monitoring and event management planning; Handling monitoring activities and event-triggered records and tasks; Support of collaboration between teams performing monitoring and processing events." Ref Table 5.1**<br>D. Incorrect. Although the teams may use analysis and reporting tools, the joint work is enabled by workflow management and collaboration tools. Ref Table 5.1 |
| 46 | D | ITIL4P_ MEM_2.2 | A. Incorrect. "Some correlations might use second event as a check of the first event, or to further filter the scope of the event." Ref 3.2.1, Table 3.2<br>B. Incorrect. "A rule set consists of several rules that define how the event messages for a particular event will be processed and evaluated." Ref 3.2.1, Table 3.2<br>C. Incorrect. "Such models let monitoring team assess user experience of the service." Ref 3.2.1, Table 3.2<br>**D. Correct. "For each event or group of events, an action plan to minimize the negative impact of event is defined." Ref 3.2.1, Table 3.2** |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 47 | A | ITIL4P_ MEM_6.1 | **A. Correct. Comments for the monitoring and event management practice for level 3 include "Integration in the service value streams." Ref Table 7.2**<br>B. Incorrect. This is required for capability level 2. Comments for the monitoring and event management practice for level 2 includes "workflows, event handling automation, monitoring plans, including roles and responsibilities." Ref Table 7.2<br>C. Incorrect. This is required for capability level 5. Comments for the monitoring and event management practice for level 5 includes "Regular review of practice and the monitoring and event management capability development." Ref Table 7.2<br>D. Incorrect. This is required for capability level 4. Comments for the monitoring and event management practice for level 4 includes "Define and agree measurement and reporting." Ref Table 7.2 |
| 48 | A | ITIL4P_ MEM_4.2 | **A. Correct. "Define a strategy for monitoring and event management. This should specify the tools that are used, as well as the role of the practice in supporting services and value streams, and the standard activities and criteria for each team to set up and use monitoring and event management." Ref 5.2.1**<br>B. Incorrect. This may be a valid recommendation, but it should support a monitoring and event management strategy. "Define a strategy for monitoring and event management. This should specify the tools that are used, as well as the role of the practice in supporting services and value streams, and the standard activities and criteria for each team to set up and use monitoring and event management." Ref 5.2.1<br>C. Incorrect. This may be a valid recommendation, but it should support a monitoring and event management strategy. "Define a strategy for monitoring and event management. This should specify the tools that are used, as well as the role of the practice in supporting services and value streams, and the standard activities and criteria for each team to set up and use monitoring and event management." Ref 5.2.1<br>D. Incorrect. This contradicts the idea of establishing and automating an integrated monitoring and even management practice. "Even though some teams are responsible for monitoring and managing individual CIs, monitoring should be centralized as far as possible. This minimizes the risk of events not being detected." "Define a strategy for monitoring and event management. This should specify the tools that are used, as well as the role of the practice in supporting services and value streams, and the standard activities and criteria for each team to set up and use monitoring and event management." Ref 5.2.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 49 | D | ITIL4P_ PRM_2.2 | A. Incorrect. Creation of a known error happens after the problem has been investigated, not as the first step. "If the investigated problem is relevant to the organization, it is assigned the known error status." Ref 3.1.3, Table 3.7<br>B. Incorrect. Problem solution development is part of error control, which occurs after the problem has been investigated. "Activities of the error control process... Problem solution development." Ref 3.1.4, Table 3.9<br>C. Incorrect. Submitting a change request is part of problem resolution initiation, which is part of error control, and occurs after the problem has been investigated. "Activities of the error control process... Problem resolution initiation." Ref 3.1.4, Table 3.9<br>**D. Correct. "For problems identified reactively, localization starts with understanding which CIs may have errors causing past or ongoing incidents." Ref 3.1.3, Table 3.7** |
| 50 | A | ITIL4P_ PRM_5.5.2 | **A. Correct. "Specialised suppliers who have developed expertise in problem management can help to establish and develop the practice, adopt methods and techniques (such as swarming...)." Ref 6**<br>B. Incorrect. The problem manager may contribute to the success of swarming, but formally defining their role will not make a significant contribution. "This role is usually responsible for managing and coordinating the specialist activities in the problem management processes." Ref 4.1.1<br>C. Incorrect. "The problem coordinator focuses on routine problem management activities, such as the review of submitted information about possible problems, problem review, and problem closure." Ref 4.1.2<br>D. Incorrect. This is an essential linkage to have in the tools, but it will not significantly help with swarming, "At the least, it should be possible to link problem records to incident records." Ref 5.2.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 51 | D | ITIL4P_ PRM_4.2 | A. Incorrect. Incident records are the main source of data for reactive problem identification. Proactive problem identification requires integration with knowledge bases: "At the least, information about errors and related recommendations should be available. Consider integration (and automated analysis) of the vendors' and suppliers' knowledge bases, bug reports, release notes and so on." Ref 5.2.1<br>B. Incorrect. Practice measurement and reporting is important for practice improvement but does not help in proactive problem identification. Proactive problem identification requires integration with knowledge bases: "At the least, information about errors and related recommendations should be available. Consider integration (and automated analysis) of the vendors' and suppliers' knowledge bases, bug reports, release notes and so on." Ref 5.2.1<br>C. Incorrect. Separation of problem control and error control is particularly useful for error control, but not for problem identification. Proactive problem identification requires integration with knowledge bases: "At the least, information about errors and related recommendations should be available. Consider integration (and automated analysis) of the vendors' and suppliers' knowledge bases, bug reports, release notes and so on." Ref 5.2.1<br>**D. Correct. Proactive problem identification requires information from sources other than incident records. "Ensure integration with knowledge base(s). At the least, information about errors and related recommendations should be available. Consider integration (and automated analysis) of the vendors' and suppliers' knowledge bases, bug reports, release notes and so on. If applicable, capture information shared by other users of the same third-party products about their experience, problems and resolutions." Ref 5.2.1** |
| 52 | A | ITIL4P_ PRM_4.1 | **A. Correct. Knowledge management tools are used for "Retrieving, managing, and communicating known solutions for incidents and problems." Ref Table 5.1**<br>B. Incorrect. Workflow management and collaboration tools are not enough. Knowledge management tools are used for "Retrieving, managing, and communicating known solutions for incidents and problems." Ref Table 5.1<br>C. Incorrect. Monitoring and event management tools are not used for this. Knowledge management tools are used for "Retrieving, managing, and communicating known solutions for incidents and problems." Ref Table 5.1<br>D. Incorrect. Service configuration management tools are not used for this. Knowledge management tools are used for "Retrieving, managing, and communicating known solutions for incidents and problems." Ref Table 5.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 53 | C | ITIL4P_ PRM_2.3 | A. Incorrect.<br>1. "Incident detection. Service desk... Monitoring and event management." Ref 3.2.2, Table 3.10<br>2. "Incident registration. Incident management." Ref 3.2.2, Table 3.10<br>B. Incorrect.<br>2. "Incident registration. Incident management." Ref 3.2.2, Table 3.10<br>**C. Correct.**<br>**3. "Incident resolution... Problem management." Ref 3.2.2, Table 3.10**<br>**4. "Incident closure... Problem management." Ref 3.2.2, Table 3.10**<br>D. Incorrect. 1. "Incident detection. Service desk... Monitoring and event management." Ref 3.2.2, Table 3.10 |
| 54 | A | ITIL4P_ PRM_4.1 | **A. Correct. Workflow management and collaboration tools are used for "Reactive problem identification (analysis of incident records)" and for "support of problem impact analysis and root cause analysis (through records of other management practices, including incidents and changes)." Ref Table 5.1**<br>B. Incorrect. Workflow management and collaboration tools are used for "Reactive problem identification (analysis of incident records)" and for "support of problem impact analysis and root cause analysis (through records of other management practices, including incidents and changes)." Ref Table 5.1<br>C. Incorrect. Workflow management and collaboration tools are used for "Reactive problem identification (analysis of incident records)" and for "support of problem impact analysis and root cause analysis (through records of other management practices, including incidents and changes)." Ref Table 5.1<br>D. Incorrect. Workflow management and collaboration tools are used for "Reactive problem identification (analysis of incident records)" and for "support of problem impact analysis and root cause analysis (through records of other management practices, including incidents and changes)." Ref Table 5.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 55 | C | ITIL4P_ PRM_1.2 | A. Incorrect. This is a reason why awareness of the practice is important. It relates to the PSF 'optimizing problem resolution and mitigation' "As problem investigation and resolution may require significant resources, it is important to maintain awareness and support of the practice at all levels of the service provider." Ref 2.4.2<br>B. Incorrect. This is a purpose of the 'error control' process. "When a problem has been analysed (i.e. the errors in the products have been localized and their impact on services has been assessed), it should be continually managed until resolved or closed without resolution." Ref 2.2.3<br>**C. Correct. "Organizations should understand the errors in their products because they may cause incidents and affect service quality and customer satisfaction." Ref 2.4.1**<br>D. Incorrect. "Many known errors remain open for a long time if they cannot be efficiently resolved, and they keep affecting services. In these cases, the organization may focus on maximizing the effectiveness and efficiency of incident handling." Ref 2.2.3 |
| 56 | C | ITIL4P_ PRM_6.1 | A. Incorrect. "The effectiveness and performance of the ITIL practices should be assessed within the context of the value streams to which the practices contribute. ...This is why this practice guide cannot recommend universal key performance indicators for problem management." Ref 2.5<br>B. Incorrect. Use of external consultants may be helpful if the organization lacks resources or requires an independent assessment, but the organization would still need to specify what maturity model or criteria should be used for the assessment. "For each practice, the ITIL maturity model defines criteria for every capability level from level 2 to level 5. These criteria can be used to assess the practice's ability to fulfil its purpose and to contribute to the organization's service value system." Ref 7.1<br>**C. Correct. "For each practice, the ITIL maturity model defines criteria for every capability level from level 2 to level 5. These criteria can be used to assess the practice's ability to fulfil its purpose and to contribute to the organization's service value system." Ref 7.1**<br>D. Incorrect. Documenting the service value system may be part of what is needed to improve the problem management practice, but this will not deliver a maturity or capability assessment. "The ITIL maturity model defines criteria for every capability level from level 2 to level 5. These criteria can be used to assess the practice's ability to fulfil its purpose and to contribute to the organization's service value system." Ref 7.1 |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 57 | D | ITIL4P_ PRM_1.3.c | A. Incorrect. This is a definition of priority, not prioritization: "The importance of a task relative to other tasks." Although connected, the terms are different. "Prioritization: The action of selecting which tasks to work on first when it is impossible to assign resources to all tasks in the backlog." Ref 2.2.2<br>B. Incorrect. This is one of the practice success factors for the problem management practice. "The problem management practice includes the following PSFs: ...optimizing problem resolution and mitigation." Although prioritization contributes to this PSF, it is not equal or sufficient for the PSF to be realized. Ref 2.4<br>C. Incorrect. This is swarming. "In swarming, multiple people with different areas of expertise work together on a task until it becomes clear which competencies are the most relevant and needed." Although the need for swarming may be suggested by prioritization, they are not the same. Ref 2.2.2<br>**D. Correct. "Definitions. Prioritization. The action of selecting which tasks to work on first when it is impossible to assign resources to all tasks in the backlog." Ref 2.2.2** |
| 58 | B | ITIL4P_ PRM_3.2 | A. Incorrect. There is likely to be an impact on many different services and we have not been told that this service owner is familiar with other services or their stakeholders. "Known error communication... Understanding of stakeholders and responsibilities." Ref 4.1.2, Table 4.2<br>**B. Correct. "This role is usually responsible for... coordinating known error monitoring and review." "Known error communication... Understanding of stakeholders and responsibilities." Ref 4.1.1, Ref 4.1.2, Table 4.2**<br>C. Incorrect. "The problem coordinator focuses on routine problem management activities." Ref 4.1.2<br>D. Incorrect. We have not been told that this technical specialist knows the stakeholders, or the communication tools and procedures. "Known error communication... Understanding of stakeholders and responsibilities. Knowledge of the communication tools and procedures."<br>Ref 4.1.1, Ref 4.1.2, Table 4.2 |
| 59 | D | ITIL4P_ PRM_5.1 | A. Incorrect. "Prioritization is used for assigning tasks to people in a team. If a task is transferred between multiple teams, it should be prioritized within each team." Ref 2.2.2<br>B. Incorrect. "To optimize the handling and resolution of these and other types of problems, service providers define problem models." Ref 2.2.4<br>C. Incorrect." This may be delegated to a third party but is often carried out by the service provider with no third party involvement. "Partners and suppliers may support the development, management, and execution of the problem management practice." Ref 6<br>**D. Correct. "Quite often, after the correct model is selected for a problem, further consideration of third-party dependencies is needed within the processes of problem and error control." Ref 6** |

| Q | A | Syllabus Ref | Rationale |
|---|---|---|---|
| 60 | B | ITIL4P_ PRM_2.2 | A. Incorrect. "If the decision is made not to register a problem, the initiator may be notified (usually applicable in case of an active or 'push' submission" Ref 3.1.1, Table 3.3<br>**B. Correct. "Not applicable if the information was obtained or 'pulled' from external sources, such as vendor bulletins where nobody is expecting feedback)." Ref 3.1.1, Table 3.3**<br>C. Incorrect. "A proactive approach is focused on identifying problems before they cause incidents." Ref 2.2.1<br>D. Incorrect. "A proactive approach is focused on identifying problems before they cause incidents." Ref 2.2.1 |


PeopleCert