ITIL®

ITIL® 4 Specialist: Plan, Implement and Control

Sample Paper 2

Answers and Rationales

PeopleCert

Official Training Materials

Sample Paper 2: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	D	ITIL4PIC_2.3.2	A. Incorrect. The customer is happy with the quality and the communication about changes, but unhappy with the speed of delivery. If a CAB is introduced to create additional dependencies between teams (by unifying their delivery schedules), then the delivery will be slowed down even more. "Where the dependencies between teams have been minimized and these teams can work in an autonomous manner, following their own customer-value focused schedule, the need for such an advisory body is minimal." Ref CE: 4.2 B. Incorrect. The customer is happy with the quality and the communication about changes, but unhappy with the speed of delivery. There is no need to focus on communication and creating a CAB for that purpose would not be recommended. "Where the dependencies between teams have been minimized and these teams can work in an autonomous manner, following their own customer-value focused schedule, the need for such an advisory body is minimal." Ref CE: 4.2 C. Incorrect. A centralized change authority is not recommended. "The structure of change authorities should also be reviewed to ensure a decentralized approach to change approvals. The closer the authority sits to the work being done and decisions made, the better. Amassing lots of decisions to higher-level authorities has few, if any upsides. It might contribute to the illusion of control, but that provides a false sense of security, slows things down, and destroys people's desire to engage and collaborate. Empowerment is key." Ref CE: 4.2 **D. Correct. A decentralized change authority where decisions are brought closer to the team doing the work is recommended. "The structure of change authorities should also be reviewed to ensure a decentralized approach to change approvals. The closer the authority sits to the work being done and decisions made, the better. Amassing lots of decisions to higher-level authorities has few, if any upsides. It might contribute to the illusion of control, but that provides a false sense of security, slows things down, and destroys people's desire to engage and collaborate. Empowerment is key." Ref CE: 4.2**

Q	A	Syllabus Ref	Rationale
2	C	ITIL4PIC_2.2.2	A. Incorrect. Informing stakeholders about any changes to change models is a task in the 'change model and procedure update communication' activity, so it does not belong to this activity. Analysing the procedures related to change enablement is a task in the 'change review and planning' activity, so it does not belong to this activity. "Change model and procedure update communication: If the change model is successfully updated, it is communicated to the relevant stakeholders, together with updated procedures and other relevant documentation. ... Change review and planning: The change manager, together with service owners and other relevant stakeholders, performs a review of the available change enablement processes, procedures, and models." Ref CE: Table 3.2 B. Incorrect. Analysing the procedures related to change enablement is a task in the 'change review and planning' activity, so it does not belong to this activity. Describing the rules used to assign priorities to changes is a task in the 'change enablement initiation' activity. "Change review and planning: The change manager, together with service owners and other relevant stakeholders, performs a review of the available change enablement processes, procedures, and models. ... Change enablement initiation: The team responsible for the introduction or formalization of the existing service management practices documents the initial version of the following: the criteria for change categorization and prioritization." Ref CE: Table 3.2 **C. Correct. Describing the rules used to assign priorities to changes is a task in the 'change enablement initiation' activity. Agreeing on the roles and responsibilities for change enablement is a task in the 'change enablement initiation' activity. "The team responsible for the introduction or formalization of the existing service management practices documents the initial version of the following: practice roles and responsibilities; the criteria for change categorization and prioritization." Ref CE: Table 3.2** D. Incorrect. Informing stakeholders about any changes to change models is a task in the 'change model and procedure update communication' activity, so it does not belong to this activity. Agreeing on the roles and responsibilities for change enablement is a task in the 'change enablement initiation' activity. "Change model and procedure update communication: If the change model is successfully updated, it is communicated to the relevant stakeholders, together with updated procedures and other relevant documentation. ... The team responsible for the introduction or formalization of the existing service management practices documents the initial version of the following: practice roles and responsibilities." Ref CE: Table 3.2

Q	A	Syllabus Ref	Rationale
3	B	ITIL4PIC_2.1.2	A. Incorrect. While considering stakeholder expectations is indeed an aspect of ensuring stakeholder satisfaction, the increase in the size of individual changes is likely to make the timelines longer, thus affecting the timeliness of changes, thus working against stakeholder interests. "The change enablement practice ensures that stakeholders are identified and that their expectations are captured, considered, and met as appropriate." "The effectiveness and timeliness of changes can be improved by: decreasing the size of individual changes." Ref CE: 2.4.3, 2.4.1 **B. Correct. Capturing stakeholder expectations and monitoring stakeholder engagement are both activities that contribute to stakeholder satisfaction. "The change enablement practice ensures that stakeholders are identified and that their expectations are captured, considered, and met as appropriate... The change enablement practice mostly focuses on the continual monitoring of stakeholder engagement and satisfaction during change realization and after the change is complete." Ref CE: 2.4.3** C. Incorrect. While collecting stakeholder feedback is indeed an aspect of ensuring stakeholder satisfaction, the strict adherence to pre-approved plans might become a problem when the situation changes. "Ongoing communication, status updates, and feedback collection are important components of satisfaction management." "Timeliness of change can be measured against the approved change plan, but meeting the change initiator's needs is the main concern. This should be an important consideration when changes are being planned, controlled, and assessed. Sometimes failure to meet requirements for timeliness makes a change ineffective, useless, or even harmful." Ref CE: 2.4.3, 2.4.1 D. Incorrect. While providing status updates to stakeholders is indeed an aspect of ensuring stakeholder satisfaction, treating each change in a unique way (and not using change models) is likely to have a negative effect on the timeliness of changes. "Ongoing communication, status updates, and feedback collection are important components of satisfaction management." "To balance the timeliness, effectiveness, and risk level of change, organizations define change models where manual and automated controls are combined to standardize changes, continually reduce change size, and monitor and assess the impact of changes on the infrastructure, services, and stakeholders." Ref CE: 2.4.3, 2.4.2

Q	A	Syllabus Ref	Rationale
4	C	ITIL4PIC_2.1.2	A. Incorrect. This is the metric for ensuring that changes are realized in a timely and effective manner. “Ensuring that changes are realized in a timely and effective manner: Average time of change realization per change model.” Ref CE: Table 2.4 B. Incorrect. This is the metric for minimizing the negative impact of changes. “Minimizing the negative impact of changes: Business impact of change-related incidents.” Ref CE: Table 2.4 **C. Correct. This is the correct metric for ensuring stakeholder satisfaction. “Ensuring stakeholder satisfaction: Stakeholder satisfaction with realization of individual changes.” Ref CE: Table 2.4** D. Incorrect. This is the metric for meeting change-related governance and compliance requirements. “Meeting change-related governance and compliance requirements: Number and impact of change-related compliance incidents.” Ref CE: Table 2.4
5	A	ITIL4PIC_2.2.3	**A. Correct. If a service request fulfilment requires changes, these changes are usually standard. "The change enablement practice supports the request fulfilment value stream by providing change models and automation tools for standard changes underpinning the value stream. This includes, among other aspects, pre-authorization and standardization of procedures for quicker request fulfilment." Ref CE: 3.2.2.1** B. Incorrect. Incident resolution may require standard or non-standard changes. "Changes are possible in all business situations, from business as usual to catastrophic. Organizations should be able to make changes in any situation on this spectrum. ... Change models may also be helpful when dealing with uncertainty in complex situations. For example, a process determined by the change model may include the safe-to-fail testing of several hypotheses before one or some of the solutions are implemented. This may help to address incidents and disasters where there is no clarity around what changes are needed." Ref CE: 2.2.1 C. Incorrect. Service improvements are likely to need non-standard changes. "The service improvement value stream follows the whole lifecycle of a change from ideation to post-release confirmation. This value stream focuses on outcomes. The value stream invokes the deployment management and release management practices that are responsible for the related tasks, and returns to change enablement once the change has been released to confirm its success." Ref CE: 3.2.2.2 D. Incorrect. Although the product improvement value stream is highly standardized, it is unlikely to provide opportunities for standard changes. "The product improvement value stream usually focuses on software/code and does not require any non-code-based changes to hardware, networks, or procedures. Agile practices that are partially or fully automated using a CI/CD pipeline make use of this value stream. The role of change enablement is mostly to support the automation aspects of this service value stream." Ref CE: 3.2.2.3

Q	A	Syllabus Ref	Rationale
6	D	ITIL4PIC_2.5.1	A. Incorrect. Although third parties can be involved in change authorization, regular CAB contradicts the organization's aim to increase the speed of change realization. "... formal committees that meet regularly to overview and authorize changes accumulated over the period. These are known as change advisory boards (CABs), and they often become bottlenecks for the organization's value streams. They introduce delays and limit the throughput of the change enablement practice." Ref CE: 4.1.2 B. Incorrect. Detailed contracts are not used for this purpose. Additionally, these are likely to slow things down. Change models is how the involvement of third parties in change enablement is documented. "Change models should define how third parties are involved in change realization and how the organization ensures the flow of changes." Ref CE: 6.1 C. Incorrect. RFC is "A description of a proposed change used to initiate change enablement". Although third parties may be able to submit RFCs, they do not define how third parties may be involved in the change realization. Change models is how the involvement of third parties in change enablement is documented. "Change models should define how third parties are involved in change realization and how the organization ensures the flow of changes." Ref CE: 6.1, 2.2.1 **D. Correct. Change models is how the involvement of third parties in change enablement is documented. "Change models should define how third parties are involved in change realization and how the organization ensures the flow of changes." Ref CE: 6.1**
7	B	ITIL4PIC_2.6.1	A. Incorrect. This capability is already required at level 2. "The negative impact of the changes is tracked and analysed; Capability level: 2." Ref CE: Table 7.1 **B. Correct. "The minimization of the negative impact of the changes is regularly reviewed and continually improved; Capability level: 5." Ref CE: Table 7.1** C. Incorrect. This capability is already required at level 2. "When detected, the negative impact of changes is mitigated; Capability level: 2." Ref CE: Table 7.1 D. Incorrect. This capability is already required at level 2. "The negative impact of changes is usually prevented or mitigated to an acceptable level: 2." Ref CE: Table 7.1

Q	A	Syllabus Ref	Rationale
8	B	ITIL4PIC_2.2.3	A. Incorrect. Request fulfilment requires well-known changes and allows time for planning and testing. These changes are not an issue in the situation. "The change enablement practice supports the request fulfilment value stream by providing change models and automation tools for standard changes underpinning the value stream. This includes, among other aspects, pre-authorization and standardization of procedures for quicker request fulfilment." Ref CE: 3.2.2.1 **B. Correct. The incident resolution value stream is the one where urgency is high. Change enablement ensures planning and implementation of "changes executed to solve an incident and restore normal service operations." Ref CE: 3.2.2** C. Incorrect. In the service improvement value stream, change enablement ensures "planning and implementation of changes executed to fulfil an agreed product or service development plan". Service improvements are unlikely to be urgent, and related changes have enough time planning and testing. They are not an issue in the situation. Ref CE: 3.2.2 D. Incorrect. Although change schedule helps to understand and communicate business impact of planned changes, it does not address the situation and does not help to make urgent changes faster and more flexible. The organization should focus on the value streams requiring urgent changes, such as incident resolution, where change enablement ensures planning and implementation of "changes executed to solve an incident and restore normal service operations." Ref CE: 3.2.2
9	C	ITIL4PIC_2.2.1	A. Incorrect. Change requests are one of the inputs to the process, not an output. Ref CE: Table 3.3 B. Incorrect. Although a valid output of the process, change records are created for each individual change and will not help to prevent or investigate conflicts between changes. Ref CE: Table 3.3 **C. Correct. Change schedule is the output of the change planning activity and includes all planned changes and their impact on operations and on each other. "The agreed change schedule is one of the inputs for teams to plan their work and also to highlight resource and priority conflicts." Ref CE: Table 3.3, Ref CE: 3.2.2** D. Incorrect. Configuration information is an input to this process, not an output. "Key inputs: Change requests; Change models and standard change procedures; Policies and regulatory requirements; Configuration information IT asset information; Service catalogue; Service level agreements (SLAs) with consumers and suppliers/partners." Ref CE: Table 3.3

Q	A	Syllabus Ref	Rationale
10	B	ITIL4PIC_2.4.1	A. Incorrect. Orchestration systems are used for "Integration of multiple workflow management and collaboration tools for better visibility and closer collaboration." There is no indication in the question that the organization uses multiple systems which would benefit from orchestration. Ref CE: Table 5.1 **B. Correct. Analysis and reporting tools are used for "Review of records and creation of reports for individual changes as well as for periodic assessment of change models and the practice" and can help to optimize review of changes. Ref CE: Table 5.1** C. Incorrect. Knowledge management tools are used for "Capturing and sharing of lessons learned, guidelines, and good practices." They will not help to spend less time on change reviews. Ref CE: Table 5.1 D. Incorrect. Work planning and prioritization tools are used for "Planning, prioritization, and assignment of tasks to teams and team members, visualisation and optimization of workload, identification and prevention of resource conflicts." They might help to schedule change reviews better, but will not help to spend less time on them. Ref CE: Table 5.1
11	A	ITIL4PIC_2.1.3.d	**A. Correct. "Some emergency changes do deal with unpredictable and unknown situations. They may need fast implementation of the best available solution without sufficient information or time for testing. This applies to situations where the cost of delay is equal to or higher than the risks associated with unsuccessful change." Ref CE: 2.2.1** B. Incorrect. Change models can be also used for emergency changes. "Although some emergency scenarios may be predicted and provided with a standard solution (including standard changes required), many situations do not have a ready solution or the time for safe-to-fail testing. Change models for emergency changes often include bypassed or delayed procedures, such as change request registration or updating of the change schedule." Ref CE: 2.2.1 C. Incorrect. Emergency changes can be automated. "'Emergency' does not mean 'no rules or control'. Emergency changes can be standardized and automated. This can accelerate them without compromising control. Emergency does not always mean completely unpredictable and unknown." Ref CE: 2.2.1 D. Incorrect. Emergency changes also need to take risks into account. "They may also determine a dedicated change authority of high power and availability, together with other special arrangements. The aim is to accelerate changes while keeping risks at an acceptable level." Ref CE: 2.2.1

Q	A	Syllabus Ref	Rationale
12	C	ITIL4PIC_2.4.2	A. Incorrect. Although end-to-end automation is beneficial to all organizations, it does not address the issue of communications and unclear responsibilities. The issue can be addressed by making workflows simple and relevant to the stakeholders. "Do not overcomplicate the workflows and business rules. When different roles are pulled into the change enablement workflows and related service value streams, provide them with enough information so that they can fulfil their role, but do not overburden them... . Present the stakeholders whose input is required with concise information and clear requests when involving them." Ref CE: 5.2.1 B. Incorrect. Although integration of multiple systems is generally a good idea, it may lead to more miscommunications if the workflows and business rules are unclear or too complicated. Simplification should precede integration. "Do not overcomplicate the workflows and business rules. When different roles are pulled into the change enablement workflows and related service value streams, provide them with enough information so that they can fulfil their role, but do not overburden them... . Present the stakeholders whose input is required with concise information and clear requests when involving them." Ref CE: 5.2.1 **C. Correct. This is the best way to address the situation, before other options can be considered. "Do not overcomplicate the workflows and business rules. When different roles are pulled into the change enablement workflows and related service value streams, provide them with enough information so that they can fulfil their role, but do not overburden them... . Present the stakeholders whose input is required with concise information and clear requests when involving them." Ref CE: 5.2.1** D. Incorrect. Different types of changes do require different workflows. However, a variety of workflows can make the communications even less clear, if they are not simple and relevant. "Do not overcomplicate the workflows and business rules. When different roles are pulled into the change enablement workflows and related service value streams, provide them with enough information so that they can fulfil their role, but do not overburden them... . Present the stakeholders whose input is required with concise information and clear requests when involving them." Ref CE: 5.2.1

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13	A	ITIL4PIC_3.1.2	**A. Correct. This is a key metric for the 'establishing and maintaining effective approaches to the deployment of services and service components across the organization' PSF. "Establishing and maintaining effective approaches to the deployment of services and service components across the organization: Number of audit findings and external compliance issues caused by deployments." Ref DM: 2.5** B. Incorrect. This is a key metric for the 'ensuring effective deployment of services and service components in the context of the organization's value streams' PSF. "Ensuring effective deployment of services and service components in the context of the organization's value streams: Number/percentage of incidents related to deployments." Ref DM: 2.5 C. Incorrect. This is a key metric for the 'ensuring effective deployment of services and service components in the context of the organization's value streams' PSF. "Ensuring effective deployment of services and service components in the context of the organization's value streams: Percentage of successful deployments/number of deployment errors/failures." Ref DM: 2.5 D. Incorrect. This is a key metric for the 'ensuring effective deployment of services and service components in the context of the organization's value streams' PSF. "Ensuring effective deployment of services and service components in the context of the organization's value streams: Timeliness/adherence to deployments schedule." Ref DM: 2.5
14	C	ITIL4PIC_3.5.1	A. Incorrect. Workflow management and collaboration tools aid the "Communication and collaboration between teams" but do not include requirements of how the parties should collaborate. "Deployment strategy, practices and value streams should define how third parties are involved in deployment management and how the organization ensures effective collaboration." Ref DM: Table 5.2, 6 B. Incorrect. "Specialized suppliers… can help establish and develop practices" but they do not provide the requirements of how the parties should collaborate. "Deployment strategy, practices and value streams should define how third parties are involved in deployment management and how the organization ensures effective collaboration." Ref DM: 6 **C. Correct. "Deployment strategy, practices and value streams should define how third parties are involved in deployment management and how the organization ensures effective collaboration." Ref DM: 6** D. Incorrect. "The deployment practitioner role is responsible for, e.g. contributing and assisting in deployment planning and coordinating with other practices and stakeholders and facilitating interfaces between groups", but is not responsible for defining how the parties should collaborate. "Deployment strategy, practices and value streams should define how third parties are involved in deployment management and how the organization ensures effective collaboration." Ref DM: 6, 4.1.2

Q	A	Syllabus Ref	Rationale
12	C	ITIL4PIC_2.4.2	A. Incorrect. Although end-to-end automation is beneficial to all organizations, it does not address the issue of communications and unclear responsibilities. The issue can be addressed by making workflows simple and relevant to the stakeholders. "Do not overcomplicate the workflows and business rules. When different roles are pulled into the change enablement workflows and related service value streams, provide them with enough information so that they can fulfil their role, but do not overburden them... . Present the stakeholders whose input is required with concise information and clear requests when involving them." Ref CE: 5.2.1 B. Incorrect. Although integration of multiple systems is generally a good idea, it may lead to more miscommunications if the workflows and business rules are unclear or too complicated. Simplification should precede integration. "Do not overcomplicate the workflows and business rules. When different roles are pulled into the change enablement workflows and related service value streams, provide them with enough information so that they can fulfil their role, but do not overburden them... . Present the stakeholders whose input is required with concise information and clear requests when involving them." Ref CE: 5.2.1 **C. Correct. This is the best way to address the situation, before other options can be considered. "Do not overcomplicate the workflows and business rules. When different roles are pulled into the change enablement workflows and related service value streams, provide them with enough information so that they can fulfil their role, but do not overburden them... . Present the stakeholders whose input is required with concise information and clear requests when involving them." Ref CE: 5.2.1** D. Incorrect. Different types of changes do require different workflows. However, a variety of workflows can make the communications even less clear, if they are not simple and relevant. "Do not overcomplicate the workflows and business rules. When different roles are pulled into the change enablement workflows and related service value streams, provide them with enough information so that they can fulfil their role, but do not overburden them... . Present the stakeholders whose input is required with concise information and clear requests when involving them." Ref CE: 5.2.1

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Q	A	Syllabus Ref	Rationale
15	B	ITIL4PIC_3.2.3	A. Incorrect. The first step of the service value stream analysis where differences between manual and automated deployments are identified as part of the scope definition is 'identify the scope of the value stream analysis'. “This can be mapped to a particular product or service or applied to most or all of them. Similarly, service value streams may differ for different consumers; for example, Deployments can be performed differently for internal and external service consumers, or for B2B and B2C products, Service category, services based on products developed inhouse or sourced externally, automated or manual deployment method, change models, waterfall or agile approach followed by the organization.” Ref DM: 3.2.3.1 **B. Correct. The first step of the service value stream analysis where differences between manual and automated deployments are identified as part of the scope definition is 'identify the scope of the value stream analysis'. “This can be mapped to a particular product or service or applied to most or all of them. Similarly, service value streams may differ for different consumers; for example, Deployments can be performed differently for internal and external service consumers, or for B2B and B2C products, Service category, services based on products developed inhouse or sourced externally, automated or manual deployment method, change models, waterfall or agile approach followed by the organization.” Ref DM: 3.2.3.1** C. Incorrect. The first step of the service value stream analysis where differences between manual and automated deployments are identified as part of the scope definition is 'identify the scope of the value stream analysis'. “This can be mapped to a particular product or service or applied to most or all of them. Similarly, service value streams may differ for different consumers; for example, Deployments can be performed differently for internal and external service consumers, or for B2B and B2C products, Service category, services based on products developed inhouse or sourced externally, automated or manual deployment method, change models, waterfall or agile approach followed by the organization.” Ref DM: 3.2.3.1 D. Incorrect. The first step of the service value stream analysis where differences between manual and automated deployments are identified as part of the scope definition is 'identify the scope of the value stream analysis'. “This can be mapped to a particular product or service or applied to most or all of them. Similarly, service value streams may differ for different consumers; for example, Deployments can be performed differently for internal and external service consumers, or for B2B and B2C products, Service category, services based on products developed inhouse or sourced externally, automated or manual deployment method, change models, waterfall or agile approach followed by the organization.” Ref DM: 3.2.3.1

Q	A	Syllabus Ref	Rationale
16	D	ITIL4PIC_3.3.2	A. Incorrect. A single deployment manager is inappropriate for a product/service-based organizational structure. "Deployment managers and practitioners belong to teams, each of which is focused on a particular product- or technology-defined scope such as a single product, service, platform, or a set of features." Ref DM: 4.2 B. Incorrect. Whilst it is sometimes appropriate to combine roles, this is not appropriate in a product/service-based organizational structure. "Deployment managers and practitioners belong to teams, each of which is focused on a particular product- or technology-defined scope such as a single product, service, platform, or a set of features." Ref DM: 4.2 C. Incorrect. A single team is inappropriate for a product/service-based organizational structure. "Designated deployment management teams are unusual, except in very large organizations with significant volumes and complexity of deployment." Ref DM: 4.2 **D. Correct. In a product/service-based structure "Deployment managers and practitioners belong to teams, each of which is focused on a particular product- or technology-defined scope such as a single product, service, platform, or a set of features." and "In a DevOps environment, deployment is often automated through the continual deployment practice/framework with use of deployment pipelines. However, the role of deployment manager is often still relevant." Ref DM: 4.2.1.1, 4.2**
17	C	ITIL4PIC_3.4.1	A. Incorrect. "Automation tools: Deployment Tools. Application in deployment management: Ability to deploy the designated service components/releases to target environment(s) in a scheduled and controlled manner." Ref DM: Table 5.1 B. Incorrect. "Automation tools: CI/CD Tools. Application in deployment management: Automate Development; Automate Testing; Automate deployment." Ref DM: Table 5.1 **C. Correct. "Automation tools: Environment configuration and management tools. Application in deployment management: Check the target platform(s) against set of parameters and attributes." Ref DM: Table 5.1** D. Incorrect. Service configuration management tools check the service components rather than the environments. "Automation tools: Service configuration management tools. Application in deployment management: Compare the components on various parameters." Ref DM: Table 5.1

Q	A	Syllabus Ref	Rationale
18	D	ITIL4PIC_3.2.3	A. Incorrect. The role of deployment management in this value stream is "Deployment of new, changed, or fixed components, patches, updated versions of software, and other changes executed to realize an approved improvement initiative." Although some of these initiatives may be urgent, many can be scheduled to be deployed on the agreed days. Ref DM: 3.2.2 B. Incorrect. The role of deployment management in this value stream is "Deployment of changed or new components and versions required to fulfil a request model." All service requests are fulfilled according to a pre-agreed schedule, which can be adjusted to the deployment approach if necessary. Ref DM: 3.2.2 C. Incorrect. The role of deployment management in this value stream is "Deployment of new, changed, or fixed components, patches, updated versions of software, and other changes executed to fulfil an agreed product or service development plan." Although some of these changes may be urgent, many can be scheduled to be deployed on the agreed days. Ref DM: 3.2.2 **D. Correct. The role of deployment management in this value stream is "Deployment of fixed components, patches, updated versions of software, and other changes executed to solve an incident and restore normal service operations." As incidents are always unplanned and may significantly affect the business, deployments on fixed days of week are likely to cause unacceptable delays of incident resolution. Ref DM: 3.2.2**
19	B	ITIL4PIC_3.4.1	A. Incorrect. This is a use of environment configuration and management tools. “Automation tools: Environment configuration and management tools. Application in deployment management: Check the target platform(s) against set of parameters and attributes.” Ref DM: Table 5.1 **B. Correct. “Automation tools: Workflow management and collaboration tools. Application in deployment management: Record management; Integration in the value streams; Communication and collaboration between teams.” Ref DM: Table 5.1** C. Incorrect. This is what service configuration management tools are used for. Ref DM: Table 5.1 D. Incorrect. This is a use of deployment tools. “Automation tools: Deployment Tools. Application in deployment management: Ability to deploy the designated service components/releases to target environment(s) in a scheduled and controlled manner.” Ref DM: Table 5.1

Q	A	Syllabus Ref	Rationale
20	C	ITIL4PIC_3.1.1	A. Incorrect. Adoption of CI/CD pipeline is not a benefit of improved agility, but one of the means to achieve it. "Improved agility supporting faster and more efficient software development and release." Ref DM: 2.1 B. Incorrect. "Reduced risk of errors and downtime related to product and service updates." Risks related to ongoing operations are not directly reduced by deployment management. Ref DM: 2.1 **C. Correct. The practice does support quicker updates to software and this applies to both staging and test environments. "Benefits for service providers include: Improved agility supporting faster and more efficient software development and release." Ref DM: 2.1** D. Incorrect. "Controlled and efficient deployment of service components to different environments" is a benefit of deployment management. Changes within development environment are not directly controlled by the practice. Ref DM: 2.1
21	A	ITIL4PIC_3.1.3.c	**A. Correct. "Continuous delivery means that built software can be released to production at any time... deployment decisions are taken on a case-by-case basis..." Ref DM: 2.2.2** B. Incorrect. This is a key feature of continuous deployment. "Continuous deployment. Changes go through the pipeline and are automatically put into the production environment..." Ref DM: 2.2.2 C. Incorrect. The opposite is true. "Continuous deployment relies on continuous delivery." Ref DM: 2.2.2 D. Incorrect. This statement relates to continuous integration. "Integrating, building and testing code within the software development environment." Ref DM: 2.2.2
22	C	ITIL4PIC_3.6.1	A. Incorrect. "Level 1: The practice is not well organized; it's performed as initial or intuitive." Ref DM: 7.1 B. Incorrect. "Level 2: The practice systematically achieves its purpose through a basic set of activities supported by specialized resources." Ref DM: 7.1 **C. Correct. The organization has a deployment management team indicating that they use dedicated resources that share information with other practices. "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 DM: 7.1** 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 DM: 7.1

Q	A	Syllabus Ref	Rationale
23	C	ITIL4PIC_3.3.1	A. Incorrect. 1. This is a skill required for the deployment practitioner role. "A deployment practitioner role calls for strong technical skills and effective teamwork." Ref DM: 4.1.2 2. This is a skill required for the deployment practitioner role. "A deployment practitioner role calls for strong technical skills and effective teamwork." Ref DM: 4.1.2 B. Incorrect. 2. This is a skill required for the deployment practitioner role. "A deployment practitioner role calls for strong technical skills and effective teamwork." Ref DM: 4.1.2 3. "A deployment manager role calls for a strong knowledge of the organization's business, products and services, technology, platforms, frameworks, and processes." Ref DM: 4.1.1 **C. Correct.** **3. "A deployment manager role calls for a strong knowledge of the organization's business, products and services, technology, platforms, frameworks, and processes." Ref DM: 4.1.1** **4. The deployment manager role "requires strong planning and project management skills and the ability and authority to coordinate teamwork." Ref DM: 4.1.1** D. Incorrect. 1. This is a skill required for the deployment practitioner role. "A deployment practitioner role calls for strong technical skills and effective teamwork." Ref DM: 4.1.2 4. The deployment manager role "requires strong planning and project management skills and the ability and authority to coordinate teamwork." Ref DM: 4.1.1

Q	A	Syllabus Ref	Rationale
24	D	ITIL4PIC_3.1.2	A. Incorrect. This is a key metric for the 'establishing and maintaining effective approaches to the deployment of services and service components across the organization' PSF. "Establishing and maintaining effective approaches to the deployment of services and service components across the organization: Rate of adoption of the agreed approach to deployment across the organization." Ref DM: 2.5 B. Incorrect. This is a key metric for the 'establishing and maintaining effective approaches to the deployment of services and service components across the organization' PSF. "Establishing and maintaining effective approaches to the deployment of services and service components across the organization: Level of key partners' and service consumers' alignment with deployment approaches." Ref DM: 2.5 C. Incorrect. This is a key metric for the 'establishing and maintaining effective approaches to the deployment of services and service components across the organization' PSF. "Establishing and maintaining effective approaches to the deployment of services and service components across the organization: Level of stakeholders' satisfaction with the rate of change of products and services supported by deployments." Ref DM: 2.5 **D. Correct. This is a key metric for the 'ensuring effective deployment of services and service components in the context of the organization's value streams' PSF. "Ensuring effective deployment of services and service components in the context of the organization's value streams: Level of stakeholder satisfaction with quality of deployments." Ref DM: 2.5**

Q	A	Syllabus Ref	Rationale
25	A	ITIL4PIC_1.2.2	**A. Correct. "Implementation of the ITAM approach is carried out in conjunction with the configuration management, supplier management, change enablement, project management, organizational change management, workforce and talent management, and relationship management practices, among others." Ref ITAM: Table 3.2** B. Incorrect. This activity typically only involves the IT asset owner. "Upon request for a new IT asset, discovery of a new IT asset, or a change in the existing IT asset, the person responsible for the IT asset identifies the type of asset and checks if the type is in the scope of the ITAM practice." Ref ITAM: Table 3.4 C. Incorrect. This activity may involve a small number of people from other practices, but is essentially an internal IT asset management review. "Upon significant exceptions, or regularly, the IT asset manager and the team responsible should review the IT asset lifecycle models to confirm or update them based on the collected feedback, reviewed requirements, IT asset records, audit reports, and new risks and opportunities." Ref ITAM: Table 3.4 D. Incorrect. The audit reports may be shared with people working in many practices, but creation of these reports is largely an IT asset management activity. "Based on the results of the review and analysis of verification and audit outputs, the audit report should be: formalized with concerned stakeholders to ensure they all understand and agree. distributed through the agreed communication channels. safely stored to enable future reuse for feedback or as a baseline." Ref ITAM: Table 3.6
26	D	ITIL4PIC_1.1.3.d	A. Incorrect. "Typically, each IT asset type is supported by a specialized IT asset lifecycle model. IT assets are grouped into types based on their features." These four examples are possible IT asset types, but the organization needs to define asset types based on their needs, and then create an IT asset lifecycle model for each IT asset type. Ref ITAM: 2.2.4.7 B. Incorrect. There should be a different IT asset lifecycle model for each asset type. "Typically, each IT asset type is supported by a specialized IT asset lifecycle model. IT assets are grouped into types based on their features." Ref ITAM: 2.2.4.7 C. Incorrect. "Typically, each IT asset type is supported by a specialized IT asset lifecycle model. IT assets are grouped into types based on their features." These two examples are possible IT asset types, but the organization needs to define asset types based on their needs, and then create an IT asset lifecycle model for each IT asset type. Ref ITAM: 2.2.4.7 **D. Correct. There should be a separate IT asset lifecycle model for each type of IT asset. "Typically, each IT asset type is supported by a specialized IT asset lifecycle model. IT assets are grouped into types based on their features." Ref ITAM: 2.2.4.7**

Q	A	Syllabus Ref	Rationale
27	B	ITIL4PIC_1.3.1.b	A. Incorrect. The technical staff are not managing software on the mobile phones. "The license manager is the subject matter expert for all licensing aspects related to software and cloud products, including stock of available licences." Ref ITAM: 4.1.6 **B. Correct. The technical staff monitor utilization of the phones to ensure correct usage. "The IT asset custodian can either be a team or a person who ensures the right utilization of the IT asset." Ref ITAM: 4.1.2** C. Incorrect. The individual salespeople have physical control of the phones. "The IT asset consumer is responsible for an IT asset during its use for service delivery or consumption." Ref ITAM: 4.1.6 D. Incorrect. The technical staff are not managing the mobile phones. "An IT asset analyst is a professional who specializes in managing an organization's information technology (IT) assets." Ref ITAM: 4.1.3
28	A	ITIL4PIC_1.6.1	**A. Correct. "Key users of the IT asset information and their requirements are identified" is a level 2 criterion. Since they do not achieve this, the practice is at level 1 Ref ITAM: Table 7.1** B. Incorrect. "Key users of the IT asset information and their requirements are identified" is a level 2 criterion. Since they do not achieve this, the practice is not at level 2. Ref ITAM: Table 7.1 C. Incorrect. One of the level 2 criteria is not met ("Key users of the IT asset information and their requirements are identified"), so the practice cannot be at Level 3. Ref ITAM: Table 7.1 D. Incorrect. One of the level 2 criteria is not met ("Key users of the IT asset information and their requirements are identified"), so the practice cannot be at Level 4. Ref ITAM: Table 7.1

Q	A	Syllabus Ref	Rationale
29	D	ITIL4PIC_1.2.2	A. Incorrect. This can be managed as an exception, and the lifecycle model can be updated later. "If an exception occurs during the IT asset lifecycle, the IT asset manager and the team responsible handle it in line with the organization's ITAM approach, compliance regulations, values, and established practices. ... Exceptions should be documented and reviewed for possible approach, scope, and lifecycle model changes..." Ref ITAM: Table 3.4 B. Incorrect. This would be very wasteful. "Specific situations or scenarios with specific IT assets or IT asset types may determine that one or more stages may be skipped, repeated, or approached 'out of sequence'...[including] ... IT assets being reassigned multiple times throughout their useful life." Ref ITAM: 2.2.4 C. Incorrect. This would be inefficient as there is no need to follow the first few stages of the asset lifecycle which include planning, budgeting, and acquisition. "If an exception occurs during the IT asset lifecycle, the IT asset manager and the team responsible handle it in line with the organization's ITAM approach, compliance regulations, values, and established practices. ... Exceptions should be documented and reviewed for possible approach, scope, and lifecycle model changes..." Ref ITAM: Table 3.4 **D. Correct. This should be treated as an exception. "If an exception occurs during the IT asset lifecycle, the IT asset manager and the team responsible handle it in line with the organization's ITAM approach, compliance regulations, values, and established practices. ... Exceptions should be documented and reviewed for possible approach, scope, and lifecycle model changes..." Ref ITAM: Table 3.4**
30	A	ITIL4PIC_1.4.1	**A. Correct. Procurement systems will have lots of important information about newly procured IT assets that needs to be made available in the IT asset register. "Automation tool: Procurement systems. Application to IT asset management: ... follow the lifecycle model." Ref ITAM: Table 5.1** B. Incorrect. Decommissioning is the stage in an IT asset lifecycle when the asset is uninstalled, the asset may still be recovered for re-use and data should not be removed from the IT asset register. Decommissioning is "The act of retrieving/recovering IT assets from a consumer, particularly through uninstallation ... and deciding whether the IT assets should be returned to stock or disposed of.", "Finally, the IT asset register should be updated." Ref ITAM: 2.2.4.5 C. Incorrect. This is done by workflow and collaboration tools. "... define, agree, review, and communicate the ITAM approach ... integrate the practice in service value streams." Ref ITAM: Table 5.1 D. Incorrect. This is done by inventory and discovery tools "Automation tool: Inventory and discovery tools. Application to IT asset management: ... collect IT asset data, verify IT asset data." Ref ITAM: Table 5.1

Q	A	Syllabus Ref	Rationale
31	A	ITIL4PIC_1.2.3	**A. Correct. IT asset management does not create value directly, but in conjunction with many other practices. Analysing the value streams will help to identify non-value-adding activities which can be eliminated. "The information previously collected is now used at this step to find waste." Ref ITAM: 3.2.3.1** B. Incorrect. This is an activity of the process 'managing a common approach to IT asset management' and it does not take full account of how IT asset management creates value for the organization through value streams. "ITAM stakeholders monitor and review the adoption, compliance, and effectiveness of the agreed ITAM approach and procedures." Ref ITAM: Table 3.2 C. Incorrect. This is one of the IT asset management processes. "Audit and verification focus on evaluating and comparing IT assets that are expected with IT assets that are found to exist." This will not help to identify wasteful and non-value-adding activities. Ref ITAM: 3.1.3 D. Incorrect. This Is an Internal IT asset management review which will not help to identify non-value-adding activities. "Upon significant exceptions, or regularly, the IT asset manager and the team responsible should review the IT asset lifecycle models to confirm or update them based on the collected feedback." Ref ITAM: Table 3.4
32	A	ITIL4PIC_1.7.1	**A. Correct. IT asset management does not create value directly, but in conjunction with many other practices. Analysing the value streams will help to ensure that the needs of all parts of the organization are met. "ITAM should not exist in a vacuum. To be truly effective, it must be integrated into service value streams with other management practices." Ref ITAM: Table 8.1** B. Incorrect. Some stakeholders may want to ensure that specific parts of the IT asset register meet their needs, but this can largely be achieved by capturing their requirements. The ITAM approach should be based on the needs of stakeholders, and typically includes: "IT asset data structure and lifecycle models." Ref ITAM: Table 3.2 C. Incorrect. Provision of audit reports to concerned stakeholders is an activity of the process 'verifying, auditing, and analysing IT assets', but this will not ensure that the practice meets the needs of all stakeholders. "Activity: Compose and communicate verification and audit reports. Description: Based on the results of the review and analysis of verification and audit outputs, the audit report should be formalized with concerned stakeholders to ensure they all understand and agree..." Ref ITAM: Table 3.6 D. Incorrect. It is possible that some staff outside the IT asset management practice will require training, but most training will be relevant for IT asset management staff only. "Recommendation: Train and equip staff. Comments: Training staff will help ensure consistent execution of established policies and procedures, proper use of software tools, and the management of accurate and comprehensive information." Ref ITAM: Table 8.1

Q	A	Syllabus Ref	Rationale
33	B	ITIL4PIC_1.4.2	A. Incorrect. This may help to identify unauthorized changes to the laptop configuration, but will not prevent it from happening. “Additional tools such as mobile device management, mobile application management, software metering, and deployment tools can also add management capabilities for specific technology domains.” Ref ITAM: 5.2.1 **B. Correct. Mobile device management software can ensure that only approved software is installed on devices. “Additional tools such as mobile device management, mobile application management, software metering, and deployment tools can also add management capabilities for specific technology domains.” Ref ITAM: 5.2.1** C. Incorrect. The organization almost certainly already has an IT asset lifecycle model that applies to laptops, and defining this model will not in itself help to prevent installation of software that is not approved. An IT asset lifecycle model is “A detailed description of the organization’s approach to the management of the IT asset lifecycle tailored for a specific IT asset type.” Ref ITAM: 2.2.4.7 D. Incorrect. Analytics and reporting tools will not detect or correct unapproved software installations. “The use of analytics and reporting tools to provide real-time insights into asset utilization, which can help identify areas where assets are being underutilized or overutilized and help optimize asset usage and related costs.” Ref ITAM: 5.2.1
34	B	ITIL4PIC_1.5.2	A. Incorrect. Analysis of the process activities may be needed as part of the work to improve automation, but the organization has little experience or knowledge, so will first need some help understanding the options. “Specialised suppliers who have developed expertise in IT asset management can help establish and develop the practice, adopt methods and techniques (such as automation), and initially develop IT asset lifecycle models.” Ref ITAM: 6.3 **B. Correct. “Specialised suppliers who have developed expertise in IT asset management can help establish and develop the practice, adopt methods and techniques (such as automation), and initially develop IT asset lifecycle models.” Ref ITAM: 6.3** C. Incorrect. Training for IT asset analysts may be needed, but it will take a long time for them to develop the expertise needed. "Specialised suppliers who have developed expertise in IT asset management can help establish and develop the practice, adopt methods and techniques (such as automation), and initially develop IT asset lifecycle models." Ref ITAM: 6.3 D. Incorrect. Analysis of the value streams will be needed as part of the work to improve automation, but the organization has little experience or knowledge, so will first need some help understanding the options. "Specialised suppliers who have developed expertise in IT asset management can help establish and develop the practice, adopt methods and techniques (such as automation), and initially develop IT asset lifecycle models." Ref ITAM: 6.3

Q	A	Syllabus Ref	Rationale
35	B	ITIL4PIC_1.1.1	A. Incorrect. The IT asset register is a tool to help maintain information about IT assets, but it does not directly deliver value to the organization and is not part of the purpose of the practice. The definition of IT asset register is "A collection of information about IT assets that includes their ownership, cost, and other key characteristics. The IT asset register makes it possible to quickly understand the lifecycle stage of all IT assets." Ref ITAM: 2.2.3 **B. Correct. One purpose of IT asset management is to help manage the risks related to IT assets. "The purpose of the IT asset management practice is to plan and manage the full lifecycle of all IT assets, to help the organization: ... manage risks and reduce risk and vulnerability exposure associated with IT assets ..." Ref ITAM: 2.1** C. Incorrect. 'Managing a common approach to IT asset management' is one of the IT asset management processes. It only creates value for the organization if it contributes to the purpose of IT asset management. "This process is focused on ensuring different elements of the organization adopt a common approach to ITAM." Ref ITAM: 3.1.1 D. Incorrect. This is one of the activities of the process 'verifying, auditing, and analysing IT assets'. It only creates value for the organization if it contributes to the purpose of IT asset management. "The last verification and audit date should be saved with the asset records to facilitate the scheduling of future audits. Any discrepancies found in the audit must be investigated and corrected." Ref ITAM: Table 3.6

Q	A	Syllabus Ref	Rationale
36	C	ITIL4PIC_1.3.2	A. Incorrect. This small organization is unlikely to need full-time support of four IT asset management staff. "In a small organization, ITAM roles are frequently defined in a traditional hierarchy. A single IT asset manager could initially perform and later delegate administrative, analysis, and other common operational-level management tasks as the size of the organization ... increases." Ref ITAM: 4.2.1 B. Incorrect. These small product teams are unlikely to need the full-time support of dedicated IT asset managers, and this would leave the sales people and office staff with no asset management coverage. "In a small organization, ITAM roles are frequently defined in a traditional hierarchy. A single IT asset manager could initially perform and later delegate administrative, analysis, and other common operational-level management tasks as the size of the organization ... increases." Ref ITAM: 4.2.1 **C. Correct. This is a small organization and it is unlikely that there will be more than one person dedicated to IT asset management, but due to the wide range of IT assets this manager may need some support. "In a small organization, ITAM roles are frequently defined in a traditional hierarchy. A single IT asset manager could initially perform and later delegate administrative, analysis, and other common operational-level management tasks as the size of the organization ... increases." Ref ITAM: 4.2.1** D. Incorrect. This small organization is unlikely to need full-time support of four IT asset management staff. "In a small organization, ITAM roles are frequently defined in a traditional hierarchy. A single IT asset manager could initially perform and later delegate administrative, analysis, and other common operational-level management tasks as the size of the organization ... increases", "Large organizations are frequently structured around divisions based upon product." Ref ITAM: 4.2.1

Q	A	Syllabus Ref	Rationale
37	A	ITIL4PIC_4.1.2	**A. Correct. "Practice success factor: Ensuring an effective release of services and service components in the context of the organization's value streams and service relationships...Effective coordination of software development and management, infrastructure and platform management, deployment management, service validation and testing, and release management is especially important. This coordination is usually within the scope of the change enablement practice." Ref RM: 2.4.2** B. Incorrect. The change enablement practice controls the lifecycle of activities leading to releases of new/changed products/services made available to users. "Practice success factor: Ensuring an effective release of services and service components in the context of the organization's value streams and service relationships... Effective coordination of software development and management, infrastructure and platform management, deployment management, service validation and testing, and release management is especially important. This coordination is usually within the scope of the change enablement practice." Ref RM: 2.4.2 C. Incorrect. The change enablement practice controls the lifecycle of activities leading to releases of new/changed products/services made available to users. "Practice success factor: Ensuring an effective release of services and service components in the context of the organization's value streams and service relationships... Effective coordination of software development and management, infrastructure and platform management, deployment management, service validation and testing, and release management is especially important. This coordination is usually within the scope of the change enablement practice." Ref RM: 2.4.2 D. Incorrect. The change enablement practice controls the lifecycle of activities leading to releases of new/changed products/services made available to users. "Practice success factor: Ensuring an effective release of services and service components in the context of the organization's value streams and service relationships... Effective coordination of software development and management, infrastructure and platform management, deployment management, service validation and testing, and release management is especially important. This coordination is usually within the scope of the change enablement practice." Ref RM: 2.4.2

Q	A	Syllabus Ref	Rationale
38	B	ITIL4PIC_4.1.3.d	A. Incorrect. A 'pull' approach would give users more flexibility over the software they use. "... the 'pull' approach makes new components and services available to users, but users can decide whether they prefer using these new versions, stick to older ones, or not use the service at all." Ref RM: 2.2.3 **B. Correct. "A 'push' approach implies that new or changed components of services are enabled for users without their specific consent (or the users consent to the updates by continuing to use the service), and users are obliged to use these versions." Ref RM: 2.2.3** C. Incorrect. "Continuous integration usually refers to integrating, building, and testing codes within the software development environment." Ref RM: 2.2.1 D. Incorrect. "Continuous delivery extends... integration, covering the final stages for production deployment." Ref RM: 2.2.1
39	A	ITIL4PIC_4.2.1	**A. Correct. The service catalogue holds this information. "Inputs, activities, and outputs of the release model development and improvement process. Key inputs: Service catalogue." Ref RM: Table 3.1** B. Incorrect. This refers to release plans, which is an output of the process. "Inputs, activities, and outputs of the release model development and improvement process. Key outputs: Release plans." Ref RM: Table 3.1 C. Incorrect. This is an input of the 'release planning and coordination' process. "Inputs, activities, and outputs of the release planning and coordination process. Key inputs: Change schedule." Ref RM: Table 3.3 D. Incorrect. This is an output of the 'release planning and coordination' process. "Inputs, activities, and outputs of the release planning and coordination process. Key outputs: Release communications." Ref RM: Table 3.3
40	B	ITIL4PIC_4.2.2	A. Incorrect. Continuous integration "refers to integrating, building, and testing codes within the software development environment." It does not involve a review of the product architecture by release manager. Ref RM: 2.2.1 **B. Correct. This is an activity of the 'release model development and improvement' process. "Activities of the release model development and improvement process. Activity: Product architecture and service relationship analysis." Ref RM: Table 3.2** C. Incorrect. Continuous delivery "extends continuous integration, covering the final stages for production deployment." It does not involve a review of the product architecture by release manager. Ref RM: 2.2.1 D. Incorrect. The activities of the release planning and coordination process are: "Identification of applicable model or plan; Release instance planning; Verification of the service components; Verification of the release procedures; Release execution; Release verification; Release review." Ref RM: Table 3.4

Q	A	Syllabus Ref	Rationale
41	C	ITIL4PIC_4.2.2	A. Incorrect. "Release model review and development" is an activity of the 'release model development and improvement' process, not of the 'release planning and coordination' process. Ref RM: tab 3.2, Table 3.4 B. Incorrect. "Product architecture and service relationship analysis" is an activity of the 'release model development and improvement 'process, not of the 'release planning and coordination' process. Ref RM: tab 3.2, Table 3.4 **C. Correct. "Release review" is the final activity of the 'release planning and coordination' process." Ref RM: Table 3.4** D. Incorrect. "Release model communication" is an activity of the 'release model development and improvement' process, not of the 'release planning and coordination' process. Ref RM: tab 3.2, Table 3.4
42	A	ITIL4PIC_4.2.3	**A. Correct. "The following are some simple and practical recommendations for service value stream analysis and mapping. 1. Identify the scope of the value stream analysis It can be mapped to a particular product or service or applied to most or all of them. Similarly, service value streams may differ for different consumers; for example, releases are performed and communicated differently for internal and external customers, or for B2B and B2C products, or for services based on products developed inhouse or sourced externally." Ref RM: 3.2.3.1** B. Incorrect. The decision about scope should have been made before the purpose was discussed with stakeholders. "The following are some simple and practical recommendations for service value stream analysis and mapping. 1. Identify the scope of the value stream analysis." Ref RM: 3.2.3.1 C. Incorrect. The decision about scope should have been made before workflow steps were identified. "The following are some simple and practical recommendations for service value stream analysis and mapping. 1. Identify the scope of the value stream analysis." Ref RM: 3.2.3.1 D. Incorrect. The decision about scope should have been made before the value stream map was almost in its 'to be' state. "The following are some simple and practical recommendations for service value stream analysis and mapping. 1. Identify the scope of the value stream analysis." Ref RM: 3.2.3.1

Q	A	Syllabus Ref	Rationale
43	C	ITIL4PIC_4.3.1.a	A. Incorrect. “Reviewing and developing the release approaches and models" is a responsibility of a release manager, and this includes approaches and models for standard releases. Ref RM: 4.1.1 B. Incorrect. This is one of the responsibilities of the release manager. "This role is usually responsible for planning, managing, and coordinating release management as a practice as well as individual release instances, including: ... reviewing and continually developing the practice." Ref RM: 4.1.1 **C. Correct. Although "managing and coordinating a release schedule" is a responsibility of a release manager, this should be done to meet the requirements and plans defined by change manager in the context of change implementation. "The change enablement practice ensures the correct selection of a relevant change model, which in turn suggests a relevant release model; scheduling of the release phase of the change implementation; and acceptance of the release results." Ref RM: 4.1.1, 3.2.2** D. Incorrect. This is one of the responsibilities of the release manager. "Activities of the release model development and improvement process. Product architecture and service relationship analysis. Description: The release manager, together with... other teams, analyse and discuss new or changed conditions affecting release approaches: ... nature of the group products of services." Ref RM: Table 3.2
44	C	ITIL4PIC_4.4.1	A. Incorrect. "Automation tools: Analysis and reporting tools. Application in release management: Analysis of the release records and reporting of the release models performance." Ref RM: Table 5.1 B. Incorrect. "Automation tools: Workflow management and collaboration tools. Application in release management: Management of release records; Support and automation of release models; Communications between specialists involved in release planning and coordination; Integration of practices into service value streams." Ref RM: Table 5.1 **C. Correct. "Automation tools: Service configuration tools. Application in release management: Release model development; Release instance planning; Release verification." Ref RM: Table 5.1** D. Incorrect. "Automation tools: Enterprise architecture tools. Application in release management: Analysis of the product and service architecture." Ref RM: Table 5.1

Q	A	Syllabus Ref	Rationale
45	B	ITIL4PIC_4.4.2	A. Incorrect. The organization already has information to suggest that there are discrepancies in the quality of release types. Further data collection will not resolve the issue. The organization should instead focus on ensuring that there are appropriate release models for the various types of release. "The following recommendations can help when applying automation to release management: Automate release management for all product architectures used by the organization. Different models apply to products developed in-house, products developed for the organization by a third party, and products based on the off-the-shelf solutions. Make sure that release models relevant for these and other configurations are supported by the automation tools." Ref RM: 5.2.1 **B. Correct. This action will ensure that there are appropriate activities for each type of release. "The following recommendations can help when applying automation to release management: Automate release management for all product architectures used by the organization. Different models apply to products developed in-house, products developed for the organization by a third party, and products based on the off-the-shelf solutions. Make sure that release models relevant for these and other configurations are supported by the automation tools." Ref RM: 5.2.1** C. Incorrect. There is no indication that internal collaboration is ineffective. The organization has issues with releases of third-party products. The organization should instead focus on ensuring that there are appropriate release models for the various types of release. "The following recommendations can help when applying automation to release management: Automate release management for all product architectures used by the organization. Different models apply to products developed in-house, products developed for the organization by a third party, and products based on the off-the-shelf solutions. Make sure that release models relevant for these and other configurations are supported by the automation tools." Ref RM: 5.2.1 D. Incorrect. This action goes against the recommendation "Allow for a variety of release models". The advice continues: "Do not try to squeeze all releases in one universal workflow. Ensure that the software tools support different release models and allow to plan a release instance based on a model." Ref RM: 5.2.1

Q	A	Syllabus Ref	Rationale
46	C	ITIL4PIC_4.5.2	A. Incorrect. This is an activity of the change enablement practice, which should be performed by the service provider. The partners and suppliers involved in release implementation are likely to be involved in deployment management activities. "Partners and suppliers may contribute to the release management practice – usually, in release planning and coordination process, and particularly in release execution... The same partners and suppliers are likely to be involved in deployment activities." Ref RM: 6 B. Incorrect. This is an activity of the incident management practice, which should be performed by the service provider. The partners and suppliers involved in release implementation are likely to be involved in deployment management activities. "Partners and suppliers may contribute to the release management practice – usually, in release planning and coordination process, and particularly in release execution... The same partners and suppliers are likely to be involved in deployment activities." Ref RM: 6 **C. Correct. This is a deployment management activity. "Partners and suppliers may contribute to the release management practice – usually, in release planning and coordination process, and particularly in release execution... The same partners and suppliers are likely to be involved in deployment activities." Ref RM: 6** D. Incorrect. This is an activity of the problem management practice, which should be performed by the service provider. The partners and suppliers involved in release implementation are likely to be involved in deployment management activities. "Partners and suppliers may contribute to the release management practice – usually, in release planning and coordination process, and particularly in release execution... The same partners and suppliers are likely to be involved in deployment activities." Ref RM: 6
47	A	ITIL4PIC_4.6.1	**A. Correct. "Criterion: The effectiveness of the release management approach is measured and reported. and processes. Capability level: 4." Ref RM: Table 7.1** B. Incorrect. This is evidence appropriate to capability level 5 for the 'value streams and processes' dimension. "Criterion: The release management approach is regularly reviewed and continually improved. Dimension: Value streams and processes. Capability level: 5." Ref RM: Table 7.1 C. Incorrect. This is evidence appropriate to capability level 2 for the 'organizations and people' dimension. "Criterion: The releases include the required competencies and human resources, where relevant. Dimension: Organizations and people. Capability level: 2." Ref RM: Table 7.1 D. Incorrect. This is evidence appropriate to capability level 3 for the 'value streams and processes' dimension. "Criterion: The responsibility for the approach to release management is clearly defined. Dimension: Value streams and processes. Capability level: 3." Ref RM: Table 7.1

Q	A	Syllabus Ref	Rationale
48	D	ITIL4PIC_4.6.1	A. Incorrect. It could be the case that the service provider has an approach to continual improvement but is still at an overall low capability level, but this is unlikely. "Level 1. The practice is not well organized; it's performed as initial or intuitive. It may occasionally or partially achieve its purpose through an incomplete set of activities." Ref RM: 7.1 B. Incorrect. It could be the case that the service provider has an approach to continual improvement without also having capability level 3 attributes, but this is unlikely. "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 RM: 7.1 C. Incorrect. It could be the case that the service provider has an approach to continual improvement without also having capability level 4 attributes, but this is unlikely. "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 RM: 7.1 **D. Correct. This activity shows that the service provider is continually improving the release management practice. "Level 5. The practice is continually improving organizational capabilities associated with its purpose." Ref RM: 7.1**
49	D	ITIL4PIC_5.4.1	A. Incorrect. 1. CMS tools are used to “Discover CI data.” Ref SCM: Table 5.1 2. Work planning and prioritization tools are used to “Plan and track improvement initiatives.” Ref SCM: Table 5.1 B. Incorrect. 2. Work planning and prioritization tools are used to “Plan and track improvement initiatives.” Ref SCM: Table 5.1 3. Analysis and reporting tools are used for “Practice measurement and reporting.” Ref SCM: Table 5.1 C. Incorrect. 3. Analysis and reporting tools are used for “Practice measurement and reporting.” Ref SCM: Table 5.1 4. Inventory and discovery tools are used to “Gather and verify information about the CIs.” Ref SCM: Table 5.1 **D. Correct.** **1. CMS tools are used to “Discover CI data.” Ref SCM: Table 5.1** **4. Inventory and discovery tools are used to “Gather and verify information about the CIs.” Ref SCM: Table 5.1**

Q	A	Syllabus Ref	Rationale
50	B	ITIL4PIC_5.4.2	A. Incorrect. The question states that this is already done, 'The manager has implemented tools to analyse how stakeholders use the configuration management databases (CMDBs).' "Add new classes of CIs, new attributes, and new types of relationship only when it has a solid justification and demand for the information. Keep it simple and practical." Ref SCM: 5.2.1 **B. Correct. "Add new classes of CIs, new attributes, and new types of relationship only when it has a solid justification and demand for the information. Keep it simple and practical." Ref SCM: 5.2.1** C. Incorrect. Manual analysis will increase the effort required to manage the CMS. "The amount of information in a CMS is large, and tends to keep growing, and manual analysis very quickly becomes impossible." Ref SCM: 5.2.1 D. Incorrect. Adding new CI classes automatically without checks will increase the size of the CMS and make it unmanageable. "Add new classes of CIs, new attributes, and new types of relationship only when it has a solid justification and demand for the information. Keep it simple and practical." Ref SCM: 5.2.1

Q	A	Syllabus Ref	Rationale
51	A	ITIL4PIC_5.5.1	**A. Correct. "The integration of a service provider in both upstream and downstream service relationships requires effective coordination of the service configuration management practice between the members of the service relationship ecosystem." and "Partners and suppliers are often involved in the service provider's value streams in various roles, and some of these roles include using and sometimes updating configuration information." Ref SCM: 6.1** B. Incorrect. It may not be appropriate to freely provide configuration information to all third parties. The decision to openly provide configuration information is dependent upon the type of relationship and level of cooperation required with a third-party. "The integration of a service provider in both upstream and downstream service relationships requires effective coordination of the service configuration management practice between the members of the service relationship ecosystem. The exact level of coordination depends on the type of service relationship." Ref SCM: 6.1 C. Incorrect. Some form of information sharing should be established. "The integration of a service provider in both upstream and downstream service relationships requires effective coordination of the service configuration management practice between the members of the service relationship ecosystem" and "At minimum, an exchange of limited configuration data between the organizations is established." Ref SCM: 6.1 D. Incorrect. It may not be appropriate to freely provide configuration information to all third parties. The decision to openly provide configuration information is dependent upon the type of relationship and level of cooperation required with a third party. "The integration of a service provider in both upstream and downstream service relationships requires effective coordination of the service configuration management practice between the members of the service relationship ecosystem. The exact level of coordination depends on the type of service relationship." Ref SCM: 6.1
52	B	ITIL4PIC_5.3.1.d	A. Incorrect. This is part of the configuration librarian role. The configuration librarian role is responsible for "... processing ad-hoc requests for configuration information." Ref SCM: 4.1.2 **B. Correct. A resource owner ensures "that relevant CI lifecycle models are consistently applied to the resource throughout its lifecycle in the context of the organization's practices and value streams." Ref SCM: 4.1.3** C. Incorrect. This is part of the configuration manager role. "The configuration manager role is typically responsible for: deciding whether to include new resources and resource types in the scope." Ref SCM: 4.1.1 D. Incorrect. This is part of the configuration manager role. "The configuration manager role is typically responsible for: integrating the service configuration management approach into value streams." Ref SCM: 4.1.1

Q	A	Syllabus Ref	Rationale
53	C	ITIL4PIC_5.1.3.b	A. Incorrect. CI lifecycle models provide an overall approach to managing configuration information, they do not document the relationships between CIs. A CI lifecycle model is "A comprehensive set of rules, policies and guidelines that define, standardize and optimize the organization's approach to managing the lifecycle of CI records within a specific domain or any other category." Ref SCM: 2.2.4 B. Incorrect. An audit assesses the correctness of configuration information, it does not document the relationships between CIs. CMDB audit is "A planned, structured, and documented inspection of the organization's configuration items, that aims to assess the correctness of the CMDB data in scope." Ref SCM: 2.2.6 **C. Correct. Service configuration models focus "on various aspects of the service architecture and the relationships between the components." Ref SCM: 2.1.1** D. Incorrect. Baselines describe the configuration of a product or service at a point in time, they do not document the relationships between CIs. A baseline configuration is "A configuration of a product, service, or other configuration item, that has been formally reviewed and agreed. It serves as the basis for further activities, such as planning, development, and usage." Ref SCM: 2.2.6
54	C	ITIL4PIC_5.1.2	A. Incorrect. This is a metric associated with the PSF 'ensuring that the organization has relevant configuration information about its products and services'. "Stakeholder satisfaction with configuration information." Ref SCM: Table 2.5 B. Incorrect. This is a metric associated with the PSF 'ensuring that the organization has relevant configuration information about its products and services'. "Number and impact of bad decisions made due to insufficient or incorrect configuration information." Ref SCM: Table 2.5 **C. Correct. Key metrics for the PSF 'ensuring that the costs of providing configuration information are continually optimized' include "Percentage of the CMDB data used by the organization." Ref SCM: Table 2.5** D. Incorrect. This is a metric associated with the PSF 'ensuring that the organization has relevant configuration information about its products and services'. "Percentage of CMDB data verified over the period." Ref SCM: Table 2.5

Q	A	Syllabus Ref	Rationale
55	A	ITIL4PIC_5.7.1	**A. Correct. "Regular audits are not enough. Combine ongoing verification with regular selective audits, aiming for full coverage of the CMDB over a period of a few months. Where manual verification is required, integrate it into the operations and maintenance value streams and make sure it is part of the regular activities." Ref SCM: Table 8.1** B. Incorrect. CMDB verification "verification is a continual activity of identifying and correcting gaps and deviations between the data in CMDB and the actual environment and/or the approved configurations". "Auditing is one of the means of CMDB verification; a resource-demanding planned verification endeavour. It is usually organized and managed as a project and, like any project, should be justified and approved in order to occur." Increasing the frequency of audits is an expensive solution and unlikely to be justified. Ref SCM: 2.2.6 C. Incorrect. There is no indication that the audits lack resources. With the current frequency of audits, this will not solve the problem. "Auditing is one of the means of CMDB verification; a resource-demanding planned verification endeavour. It is usually organized and managed as a project and, like any project, should be justified and approved in order to occur." Increasing the frequency of audits, especially with third parties involved, is an expensive solution and unlikely to be justified. Ref SCM: 2.2.6 D. Incorrect. The organization uses automation to verify CMDB, but many CI characteristics can only be verified manually. To address those characteristics and complement the automation, "where manual verification is required, integrate it into the operations and maintenance value streams and make sure it is part of the regular activities." Ref SCM: Table.8.1
56	C	ITIL4PIC_5.2.3	A. Incorrect. This will happen at step 6, 'using the 'to be' VSM, plan improvements' not the 'do the service value stream walk' step. "Include the creation or update of CI lifecycle models and other elements of the service configuration management approach in the value stream improvement plans (step 6)." Ref SCM: 3.2.3.2 B. Incorrect. This is part of steps 4 and 5. "At the reflection and planning steps (4-5), ensure that the service configuration information is available throughout the value stream and its provision and use are optimized for business value." Ref SCM: 3.2.3.2 **C. Correct. "During the workflow steps evaluation (3c), evaluate the service configuration information impact on the value stream effectiveness and efficiency. … Does service configuration management create any delays?" Ref SCM: 3.2.3.2** D. Incorrect. This happens in the 'identify the scope of the value stream analysis' step not the 'do the service value stream walk' step. "At the scoping step (1), identify the IT and business services related to the value stream and the involved business stakeholders." Ref SCM: 3.2.3.2

Q	A	Syllabus Ref	Rationale
57	B	ITIL4PIC_5.6.1	A. Incorrect. This is required for capability level 5. Level 5 includes “Regular review of practice and the service configuration management capability development.” Ref SCM: Table 7.2 **B. Correct. Comments for the service configuration management practice for level 3 include “Integration in the organization’s service value streams.” Ref SCM: Table 7.2** C. Incorrect. This is required for capability level 4. Level 4 includes “Metrics.” Ref SCM: Table 7.2 D. Incorrect. This is required for capability level 2. Level 2 includes “Workflows, CI lifecycle models, roles and responsibilities, automation and information exchange.” Ref SCM: Table 7.2
58	D	ITIL4PIC_5.2.2	A. Incorrect. This is an activity from the 'capturing, managing, and providing configuration information' process and is not relevant to verifying configuration data. In the activity 'analyse resources and identify CIs', "Upon discovering a new resource, resource type, or change in the existing CI, the resource owner or configuration librarian identifies the relevant CI lifecycle model." Ref SCM: Table 3.4 B. Incorrect. Corrective actions cannot be identified and planned until the configuration data has been verified and the outputs of verification have been reviewed. In the activity 'define and implement corrective actions', “The configuration manager, resource owner, or other people assigned according to the CI lifecycle model agree, document, and communicate corrective actions to the CMDB and/or organization’s resources.” Ref SCM: Table 3.6 C. Incorrect. To review the verification output, the configuration manager needs to plan and complete relevant verification activities. "A configuration manager clarifies the purpose of the verification and plans the execution." would be the first step to address the complaints. Ref SCM: Table 3.6 **D. Correct. To address the complaints, the configuration manager needs to plan and complete verification, and then review the output of the verification. The first necessary step is verification planning: "A configuration manager (where necessary – assisted by a project management team) clarifies the purpose of the verification and plans the execution." Ref SCM: Table 3.6**

Q	A	Syllabus Ref	Rationale
59	D	ITIL4PIC_5.1.2	A. Incorrect. This is an example of how service continuity management is supported by service configuration management. Service configuration management supports service continuity management by providing "Analysis of the impacts of possible and actual disasters on resources, and products and services. and Allocation of costs of enhanced availability measures to cost-centres and/or customers." Ref SCM: Table 2.3 B. Incorrect. This is an example of how information security management is supported by service configuration management. Service configuration management supports information security management by providing "Analysis of the impacts of security events, incidents, and vulnerabilities on resources and products and services." and "Identification of vulnerabilities." Ref SCM: Table 2.3 C. Incorrect. This is an example of how change management is supported by service configuration management. Service configuration management supports change enablement by providing "Analysis of the impacts of ongoing and planned changes on resources, products and services, service consumers, and users." Ref SCM: Table 2.3 **D. Correct. Service configuration management supports problem management by providing "Analysis of the impacts of errors on resources, products and services, service consumers, and users and Analysis of the potential impacts and probabilities associated with identified errors." Ref SCM: Table 2.3**
60	B	ITIL4PIC_5.2.3	A. Incorrect. Unlike incidents, service requests typically do not require impact assessment; they follow pre-agreed procedures and timelines. The value stream can use configuration information for "Identification of the team/specialist to which to assign the request." Ref SCM: Table 3.7 **B. Correct. The value stream can use configuration information for "Identification of the team/specialist to which to assign the request." Ref SCM: Table 3.7** C. Incorrect. The scope of changes required for request fulfilment is usually pre-defined; also, service configuration management is already effectively supporting planning, control, and verification of changes in the context of various value streams. The value stream can use configuration information for "Identification of the team/specialist to which to assign the request." Ref SCM: Table 3.7 D. Incorrect. This would be helpful for incident resolution. However, request fulfilment does not require diagnosis of faulty components. The value stream can use configuration information for "Identification of the team/specialist to which to assign the request." Ref SCM: Table 3.7


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