



## ***The ITIL® 4 Drive Stakeholder Value Examination***

### ***Sample Paper 2***

#### ***Question Booklet***

#### **Multiple Choice**

**Examination Duration: 1 hour and 30 minutes**

#### ***Instructions***

- 1. You should attempt all 40 questions. Each question is worth one mark.**
- 2. There is only one correct answer per question.**
- 3. You need to answer 28 questions correctly to pass the exam.**
- 4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).**
- 5. You have 1 hour and 30 minutes to complete this exam.**
- 6. This is a 'closed book' exam. No material other than the exam paper is allowed.**

## The ITIL® 4 Drive Stakeholder Value Examination

- 1) A service provider and customer are in the 'engage' step of the customer journey.

Which example demonstrates that the service provider is building trust with the customer?

- A. The service provider ensures that all contacts with the customer are owned and followed up in a timely and open manner
- B. The service provider shares a full catalogue of service offerings without understanding the basic needs of the customer
- C. The service provider ensures that the service levels are agreed before disclosing the risks associated with service consumption
- D. The service provider ensures that the customer demonstrates adaptability to service provider needs

- 2) What is a potential benefit of marketing services to internal customers?

- A. It reduces the need to include services in the service catalogue
- B. It utilizes services more effectively and efficiently
- C. It maximizes the profit of the service provider
- D. It reduces the demand for services

- 3) The IT team in a large enterprise is replacing an important application used for internal communication and collaboration. The team is very enthusiastic about the new application, and believe that it enables new and better ways of working. Pilot users, however, are reluctant to use the new features and just replicate old ways of working in the new system.

How can a 'service mindset' improve the situation?

- A. By encouraging users to understand the features of the new application, and how it can contribute to achievement of the enterprise's objectives
- B. By encouraging the IT team to understand the procedures for processing user feedback about the application
- C. By encouraging the IT team to be aware of third parties that use the application
- D. By encouraging users to understand how the application is integrated with other systems and supported by the IT team

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- 4) An organization with limited resources has a sales team that would like a new service to make it easier to manage customer information. There is also a finance team that wants to consolidate the organization's services to improve efficiency. One of the business units wants to introduce a new product line.

Which is the BEST way for the organization to manage this situation?

- A. Use the capabilities of the 'relationship management' practice to prevent any possible conflict between the teams
  - B. Use the capabilities of the 'supplier management' practice to establish criteria for the selection of suppliers to assist with the initiatives
  - C. Use the capabilities of the 'business analysis' practice to understand the high-level needs of the various teams
  - D. Use the capabilities of the 'portfolio management' practice to prioritize the initiatives in line with the organization's objectives
- 5) A service provider is tracking the likelihood of service failures that could affect the service consumer.

What is this a measure of?

- A. Value
  - B. Outcome
  - C. Output
  - D. Risk
- 6) Users are complaining that service desk agents do not listen to them and make assumptions about what their issues are.

Which action would BEST help to improve this situation?

- A. Set realistic expectations for users about the levels of service provided
- B. Improve the training given to the staff of the service desk function
- C. Increase the number of communication channels between users and the service provider
- D. Ensure that user communications are integrated into the value stream(s) for onboarding users

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- 7) What activity is a part of enabling users for services?
- A. Migrating the organization from the previous service provider
  - B. Scheduling every quarter to get feedback on user experience
  - C. Involving users in discussions of service changes
  - D. Ensuring that users can request access only the services they are entitled to
- 8) A bank provides an online banking service to external users. The bank measures the functional and non-functional aspects of the service in several ways and is meeting its targets. However, user satisfaction with the service is not as high as the bank would like it to be.

Which is the BEST example of an additional aspect of the service that the bank should measure?

- A. The number of times a transaction is started but not completed
  - B. The number of breaches of financial services regulations in each country of operation
  - C. The number of network-related failures which cause interruptions to the service
  - D. The time taken for the service to be restored after a major disruption
- 9) Which is an example of a user story?
- A. User identity must be verified as part of the corporate login procedure
  - B. Members of the sales team are able to access data from any location and any approved device
  - C. Each time a user connects to the corporate network, the connection is quickly lost
  - D. A homemaker can connect to the corporate network to submit an expense claim
- 10) A service provider analyses how the amount of work done by different user groups varies over time.

What is this information BEST used for?

- A. To plan how to influence and support demand for services
- B. To define how each customer will be charged for services
- C. To measure the value co-created with each service consumer
- D. To establish requirements for the triple bottom line

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11) Which is a valid description of the priorities when using agile development methods?

- A. Workflows and tools over individuals and interactions
- B. Comprehensive documentation over working products
- C. Contract negotiation over customer collaboration
- D. Responding to changes over following a plan

12) An organization has an internal IT department. There is a lack of trust between the business units and the IT department.

Which practice includes methods and techniques to help improve this situation?

- A. Service desk
- B. Relationship management
- C. Business analysis
- D. Portfolio management

13) Which describes mutual readiness?

- A. The customer has reviewed offers from multiple service providers, and has selected their preferred one
- B. The customer and service provider have performed appropriate checks, and are ready to form a working relationship
- C. The service provider has defined their value proposition for each market segment
- D. The customer has reviewed the service provider's service catalogue, and selected the appropriate services

14) Which activity includes a value proposition that addresses the needs of a targeted customer?

- A. Marketing
- B. Fostering stakeholder relationships
- C. Onboarding customers and users
- D. Ensuring value co-creation

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15) How can an organization facilitate positive outcomes and experiences throughout the customer journey?

- A. By understanding the needs and desires of service consumers
- B. By ensuring key risks have been identified and addressed
- C. By being fair and transparent with costs
- D. By optimizing the use of resources during the service lifecycle

16) An organization uses many suppliers. The organization does not fully understand the value created by each supplier. In addition, there is an overlap of activities performed by the suppliers for the organization.

Which would have MOST helped to prevent this situation?

- A. An understanding of the costs of each suppliers' services
- B. The development and maintenance of a sourcing strategy
- C. Information systems to manage contracts and agreements
- D. Skills and knowledge for the onboarding of suppliers

17) An IT service provider is carrying out an internal assessment, to identify opportunities to develop and improve their services. They have reviewed workflows and activities, the capabilities of their workforce, and supplier contracts.

Which area do they also need to consider?

- A. Value streams and processes
- B. Organizations and people
- C. Information and technology
- D. Partners and suppliers

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18) An organization is receiving complaints about the performance of one of its online services. Some of the complaints are coming from its internal employees who are reporting issues with onboarding new consumers. The organization has limited resources.

Which is the FIRST step that this organization should take to address the complaints?

- A. Increase the capacity of its online service
- B. Analyse the patterns of business activity
- C. Prohibit changes to the service during peak periods
- D. Introduce differential charging during peak periods

19) A coffee shop runs a marketing campaign that promises that any takeaway coffee is served in 3 minutes. One of the metrics in the SLA between the coffee shop and a service provider of a card payment system is "percentage of payments processed in less than 20 seconds".

Which method has been used to define a suitable performance level from the card payment service?

- A. MoSCoW
- B. Customer feedback from service review meetings
- C. Service actions
- D. Value stream mapping

20) An IT department is working with the organization's marketing team to introduce a new set of analysis tools. Having read articles in the media about these tools, the marketing team has high hopes. Because the tools are being introduced using a phased implementation approach, the representatives of the two teams are struggling to agree on service level targets.

How can the 'collaborate and promote visibility' guiding principle be applied to this situation?

- A. By expecting requirements to change and planning regular reviews
- B. By focusing on outcomes and on user experience
- C. By being transparent about constraints and managing expectations
- D. By limiting the number of metrics that are included in the agreement

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21) An organization provides an online portal that its employees can use to learn about and request standard services.

Which practice would ensure that users can easily find information on the portal and that the information is kept up-to-date?

- A. Service desk
- B. Service level management
- C. Service catalogue management
- D. Service request management

22) An organization wants to provide its employees with a limited set of self-services via an online portal. A requirement is that when employees log into the portal, they see only those services that are applicable to their status in the organization and that they have the authority to access. The organization also wants to provide employees with the ability to adjust the layout of the portal.

Which service provisioning approach should this organization use?

- A. Tailored
- B. Push
- C. Pull
- D. Manual

23) Which stakeholders should assess and evaluate value realization?

- A. Only the service consumer
- B. Only the service provider
- C. Both the service consumer and the service provider
- D. Neither the service consumer nor the service provider

24) An organization has a cooperative relationship with a customer.

Which activity will they carry out together in order to validate service value?

- A. Ad-hoc service reviews when requested by the customer
- B. Regular reviews of service provider pricing policy
- C. Regular service reviews of achievements compared to agreements
- D. Reporting of component availability and incident analysis

25) The service desk procedure for printer incidents is to verify that this is a hardware fault, and then contact a supplier. The supplier has a contract to repair or replace faulty printers within two days. A user contacts the service desk to say that their printer is broken, and they urgently need a printout of a contract or a significant sale will be lost.

What should the service desk agent do?

- A. Follow the agreed procedure, and inform the user that the supplier will repair or replace the printer within two days
- B. Ask the supplier to provide a faster service for this user, and tell the user that the supplier will try to respond faster than normal
- C. Log a call with the supplier, but also arrange for the contract to be printed at another printer and delivered to the user
- D. Log a call with the supplier, but also escalate the risk of a lost sale to management so that they can deal with this

26) Which statement about service requests is CORRECT?

- A. Service requests are submitted via agreed channels
- B. The rules for service requests are created on a case-by-case basis
- C. The timeframe for service requests is specified by users
- D. Service requests are always fulfilled by the service desk team

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27) A service provider is launching a new service to a very large number of users. The majority of users are familiar with social media and online support.

Which is the BEST solution for providing user support in this case?

- A. Provide a walk-in service desk as the preferred method with service desk phone support as back-up
- B. Promote phone contact with service desk as the preferred method with chatbot as back-up
- C. Provide a range of self-service options as the preferred method with the service desk phone support as back-up
- D. Provide chatbots as the preferred method with self-service as back-up

28) An organization with many cross-functional teams is going to start using a new modular application to manage many different aspects of their business, including finance, HR, sales and other capabilities.

What is the BEST way to plan and deliver user training?

- A. Create a separate training course for each application module, so that users can select the courses that are relevant to them
- B. Create a single training course covering all modules, so that users have all the knowledge they might need in the future
- C. Wait for 12 months and then ask the users what training they need, so that users know what they need to learn
- D. Create a separate training course for each user role or persona, so that the training is relevant to the users

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29) A service provider reliably meets the agreed service levels, but some customers are not happy because they are not achieving the outcomes that they expected.

Which is the BEST thing the service provider can do about this?

- A. Explain the service level agreement to the customers, so that they understand what they are entitled to
- B. Identify ways to improve service levels, and discuss the cost of these improvements with the customers
- C. Review how service levels are measured and reported, to ensure that the reports fairly reflect the achievements
- D. Create a process for carrying out regular customer surveys, to ensure that customer experience is understood

30) An organization is undergoing a digital transformation and is conducting a strategic analysis of its customers' needs. The organization uses agile methods to manage its digital products and a more traditional waterfall approach to manage its legacy systems. The organization is also considering introducing new products and services.

Which is the BEST way for this organization to undertake this analysis?

- A. Ensure that analysts focus on the functional requirements of the key customers
- B. Ensure that analysts perform the same tasks and process requirements in the same way
- C. Develop models that help analysts perform tasks that are appropriate for a given context
- D. Ensure that analysts focus on providing developers with well-articulated requirements

31) A customer usually has good control of a service provider in terms of achieving service levels, but often struggles to assess service value.

Which level of service relationship maturity does this situation describe?

- A. Cooperative relationship
- B. Basic relationship
- C. Managed relationship
- D. Partnership

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32) An organization is focusing its efforts on consumers who choose to live an eco-friendly lifestyle.

Which is this an example of?

- A. A value proposition
- B. Market analysis
- C. Characteristic-based market segmentation
- D. Relationship management

33) What should be done FIRST when designing a customer journey?

- A. Defining the desired outcome and the value proposition
- B. Identifying the type of cognitive bias that exists in the customer organization
- C. Identifying the practices required to support the customer journey
- D. Defining and documenting the service interactions

34) A team is evaluating commercial software products in an effort to improve communication and collaboration within the team. The members of the team cannot agree on the process that they should use to evaluate the products.

Which step should the team complete LAST?

- A. Create a shortlist of products and service providers
- B. Rate the products using a decision matrix
- C. Define requirements for configuring the product
- D. Assess the product's compliance with security policies

35) Which is the BEST example of a user story?

- A. As a service consumer I want great service so that I can be profitable
- B. As a service provider I want great infrastructure so that I can deliver high quality services
- C. As a remote salesperson I want screen sharing so that I can collaborate with my peers
- D. As an application I want regular patches so that I am less vulnerable to security breaches

36) Which statement about the onboarding of services is CORRECT?

- A. The onboarding should be planned during the design of the service
- B. The onboarding is performed by the service provider without the involvement of the service consumer
- C. The onboarding starts once service consumption has started
- D. The onboarding includes the removal of service provider assets

37) A service provider is planning to onboard a new desktop service for a new customer.

Which activity will be carried out by the customer?

- A. Providing access rights for users to use the desktop services
- B. Training users in the correct procedures for accessing support for the desktop service
- C. Providing service desk staff with information about common incident resolutions for desktop services
- D. Implementing self-help technology for desktop service requests

38) What is the BEST way of demonstrating that user feedback is taken seriously, and is appropriately acted upon, in order to encourage more feedback in future?

- A. Send automated responses for all user feedback so the users know it has been received
- B. Regularly provide updates about service improvements made as a result of user feedback
- C. Provide monthly reports to all users showing improvements to service levels
- D. Publish an annual survey asking for user feedback and suggestions for improvement

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39) An organization introduced a dedicated team of support agents, which answers questions, provides consultations and fulfils a range of predefined changes initiated by external users with higher levels of subscription.

Which practice ensures effective fulfilment of these service actions?

- A. Service request management
- B. Relationship management
- C. Service desk
- D. Service catalogue management

40) A service provider has recently started providing services to a new client. Surveys have shown that most of client's staff are satisfied with their experience across the user journey. However, some users are taking longer to get started because they are unaware or confused by the procedures to access and utilize the services.

Which is the BEST recommendation to improve the user journey?

- A. Improve the service desk staff interpersonal skills in the 'co-create' step
- B. Improve relationship management skills in the 'engage' step
- C. Improve the monitoring and validation of service value in the 'realize' step
- D. Improve user training materials and methods as part of the 'onboarding' step

**END OF EXAMINATION**