QITIL®

ITIL® 4 Specialist:
Create, Deliver and Support

Sample Paper 1

Question Booklet | Multiple Choice

Examination | 1 ½ Hour

PeopleCert

Official Training Materials

Sample Paper 1:

Question Booklet

Multiple Choice

Examination Duration: 1 Hour

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 90 minutes to complete this exam.

6. This is a 'closed book' exam. No material other than the exam paper is allowed.

1. An organization is designing a value stream to provide user support. People from several internal and external teams, who will potentially be involved in the value stream, are discussing its design. The discussion highlighted different opinions on the design of the value stream.

    Which statement about the design of the value stream is **MOST CORRECT**?

    A. If an external team is involved in support workflow, the organization should define a separate value stream for that team's work
    B. Each internal or external team involved in support workflow should have its own separate value stream for their team's work
    C. A value stream can include steps performed by different internal and external teams
    D. A value stream can only include steps performed by different internal teams; external teams cannot be involved in an organization's value stream

2.   Which is the **BEST** example of team collaboration?

    A.   Working with others to achieve individual goals
    B. Implementing technology to facilitate communication between team members
    C. Working together to achieve a shared organizational objective
    D. Aligning the goals and KPIs of all individuals and groups

3. An organization performs many activities related to reactive problem identification. It wants to put more emphasis on proactive problem identification.

    Which is an example of an activity that the organization should focus on?

    A. Holding discussions with a software development partner about an ongoing error in a critical application
    B. Examining real-time performance data to understand the locations of bottlenecks causing capacity-related incidents
    C. Examining relationships between service components to determine the cause of a group of incidents which seem to be related
    D. Holding discussions with a hardware supplier to understand the product errors in the next upgrade

4. An organization is experiencing delays to incident resolutions because there is a lack of clarity about escalation paths among support teams. These delays sometimes cause the organization to lose a lot of money. The organization has decided to investigate the activities involved in incident resolution, and to produce a flow of activities which are connected from the time a disruption occurs until a resolution has been identified.

    Which concept is this an example of?

    A. Organizational structure
    B. Collaboration
    C. A Value stream
    D. Workforce planning

5. Which concept refers to the management of IT delivery and value chains by a single entity that coordinates the various suppliers?

A. Integration and data sharing
B. Service integration and management
C. CI/CD
D. Organizational structure

6. An organization has noticed that the number of changes which have failed has increased during the last few months. The feedback from many of the reviews of these changes shows that some of the relevant stakeholders were not consulted at any time during the development cycle, during which there have been some formal advisory meetings.

Which approach would **BEST** help to improve this situation?

A. Establish a change advisory board and have weekly meetings to ensure that all the stakeholders have the opportunity to contribute to discussions about all the changes
B. Define the stakeholder roles required to be involved in the different types of change, and review opportunities to invest in automation to reduce the dependency on formal meetings
C. Publish a calendar of potential changes and allow all possible stakeholders to access the calendar, so they can decide whether they need to provide input
D. Classify all future changes, except emergency changes, as 'standard' pre-approved changes, so that they can be quickly processed

7. An organization prioritizes incidents as high, medium or low so that it can decide the order of resolving incidents. The organization always resolves high-priority and medium-priority incidents before low-priority incidents, which sometimes means that low-priority incidents are never resolved. The organization has received complaints from users with low-priority incidents because of the long resolution times.

Which is the **BEST** approach for the organization to take to resolve this situation?

A. Close the low-priority incidents for which complaints have been received, and open complaints records instead
B. Create a separate backlog for each priority, to reduce the complexity of the incidents assignment and processing
C. Create problem records for the low-priority incidents which have been open for a long time, to ensure they are escalated to the correct teams
D. Periodically examine the outstanding low-priority incidents and escalate incidents where necessary

8. An organization's application development team has too much development work for them to complete. In addition to this, the team members are also frequently asked to help resolve incidents and assist operations teams by explaining elements of an application's performance.

    Which concept would help to overcome the challenge of interruptions to the application development team's work?

    A. Managing work as tickets
    B. Build vs buy considerations
    C. Service integration and management
    D. Workforce planning and management

9. An organization wants to introduce a new service. There are many teams that will contribute to the design, development and transition of the service.

    Which approach should the organization follow when creating a value stream for this new service?

    A. Create separate value streams for every project phase, to ensure that each milestone is achieved in an agile way
    B. Create one value stream for the entire project, to enable an end-to-end, holistic vision of the service
    C. Create one value stream for each team, to allow the teams to focus on their different objectives
    D. Create separate value streams for practices, people, tools and suppliers, to ensure that the 'four dimensions' are considered equally

10. An organization has set up an 'ideas' page on an internal website and is encouraging its employees to experiment with different working methods when they experience issues that prevent the achievement of outcomes.

    Which concept is involved in these changes?

    A. Integration and data sharing
    B. Advanced analytics
    C. Team culture
    D. The culture of continual improvement

11. An organization has allocated budget to an initiative to improve the productivity of staff by providing a new mobile application. There are no existing designs, but there is a long list of desired features which has recently been collected from a broad survey of the staff. It will not be possible to deliver all of the requests in a suitable timeframe.

Which approach would be **BEST** aligned to the 'design thinking' methodology at this initial 'empathy' stage?

A. Host a workshop with a small group of the most experienced members of staff to prioritize the desired features
B. Identify a minimum viable product and build a prototype, then trial it with a small group of staff members
C. Visit and observe a varied selection of staff members to understand their concerns and issues
D. Survey the entire group of staff members and ask them to prioritize the desired features

12. When verifying that an incident has been resolved, which is an example of value as perceived by a user?

A. An incident resolved within the target SLA time, enabling efficient use of service desk resources
B. An accurate and complete incident record, enabling subsequent trend analysis of incidents
C. A quick restoration of an electronic payment system, enabling customers to be served with minimal disruption
D. A better understanding of a complex networking scenario, enabling the creation of a new knowledge article

13. Which concept is concerned with creating good working relationships with other people by considering their intellectual and emotional needs?

A. Employee satisfaction measurement
B. The value of positive communications
C. Organizational structure
D. Automated interactions

14. An organization uses escalation procedures as part of its 'incident management' practice. Each incident follows a defined escalation path. If the initial resolution group is unable to diagnose or resolve the incident, then it is transferred to a new resolution group. The initial resolution group is not aware of the workload that the new resolution group has. Users have complained that incidents take a long time to resolve when they are escalated.

Which approach or concept would **BEST** help to resolve this situation?

A. Service integration and management
B. Machine learning
C. Advanced analytics
D. Managing work as tickets

15.   What technology is **PRIMARILY** used to examine and transform data in order to make predictions and generate recommendations?

   A. Robotic process automation
   B. Advanced analytics
   C. CI/CD
   D. Integrated service management toolsets

16.   An organization has reviewed the way it assesses the performance of its internal IT teams. It has decided that the IT teams need to be more focused on customers, and it has assigned the teams new targets to reflect this change. For example, the IT teams now have targets relating to the business impact caused by IT failures, and customer satisfaction with the IT teams' work and behaviour.

   Which approach is being demonstrated by these examples?

   A. Service integration and management
   B. Managing work as tickets
   C. Results-based measuring and reporting
   D. Prioritization and demand management

17.   Which sourcing model involves an organization using its own staff and infrastructure?

   A. Nearshoring
   B. Onshoring
   C. Offshoring
   D. Insourcing

18.   An organization has undergone an audit to evaluate the effectiveness and efficiency of its practices. The audit findings state that the organization wastes a lot of time and effort in resolving incidents when the solution is known to another team. The organization does not ensure that lessons learned from employees, who are leaving the business soon, are transitioned to other employees. The audit also found that the same types of mistakes regularly occur.

   Which ITIL practice would help the organization to overcome these issues?

   A. Knowledge management
   B. Release management
   C. Service validation and testing
   D. Service level management

19.   Which is a key aspect of collaboration and workflow?

   A. Understanding the complexity of data to assess if it will add value
   B. Ensuring that interactions are designed with an understanding of the human behaviour involved in each step
   C. Deciding on a model which can help an organization to manage and control its suppliers
   D. Designing surveys to baseline employee satisfaction and identify actions for improvement

20. Which **TWO** are the possible sources of demand for a value stream to restore a live service?
    1. Someone is unable to log into their user account for the service
    2. A monitoring tool detects a service failure
    3. The service desk calls a user to provide a status update for an incident
    4. A user provides feedback to the incident manager when an incident is closed

    A. 1 and 2
    B. 2 and 3
    C. 3 and 4
    D. 1 and 4

21. What provides value to an organization by ensuring that there is end-to-end management for the organization's suppliers through a single entity?

    A. Workforce planning and management
    B. Shift-left
    C. Integration and data sharing
    D. Service integration and management

22. Under which circumstances should an organization build, instead of buy, software?

    A. When the organization needs the software to be ready to use quickly
    B. When commercially available software applications are highly commodified
    C. When the solution is not commercially available and the organization has internal resources which can be applied to provide a quantifiable competitive advantage
    D. When the software isn't necessary to execute the organization's strategy or to maintain the organization's competitive advantage

23. What is a challenge when applying a 'shift-left' approach?

    A. Persuading service desk staff to escalate incidents to 2nd-line support teams
    B. Ensuring that staff have the necessary skills to perform the new activities given to them
    C. Moving testing activities to later stages in the pipeline
    D. Increasing the variety of tasks and projects for all team members

24. Which competency profile is required by an individual who has been asked to motivate others to adopt the new ways of working required to support the organization's goals?

    A. Administrator
    B. Leader
    C. Coordinator/communicator
    D. Technical expert

25.   An organization is struggling to respond to and resolve incidents in accordance with business needs and expectations. High-priority incidents are often ignored because low-priority incidents can be easier and quicker to solve.

What would **MOST** improve this situation?

A. A triage system
B. A CI/CD pipeline
C. Service Integration and management
D. Deep learning

26.   Which concept helps organizations to understand the structure of, and relationships between, their business and technology services?

A. Swarming
B. An information model
C. Shift-left
D. Integration and data sharing

27.   Which step in building a 'shift-left' approach involves the activities of communicating the benefits to stakeholders, and sharing the approach with them?

A. Identify shift-left opportunities and goals
B. Clarify the costs and benefits of improvement
C. Set up the improvement initiative
D. Set targets

28.   An organization has released a major upgrade to one of its applications and is experiencing large volumes of incidents as a result.

Which is an example of how the 'service desk' practice could contribute to the value stream for supporting the incidents?

A. Developing solutions to incidents that relate to this upgrade and might occur again
B. Communicating with users to update them on the status of incidents which they have raised
C. Performing trend analysis on the incidents to understand which type occurs most frequently
D. Creating an early life support team to focus on the issues caused by the upgrade

29.   An organization has decided to move some of its testing activities to earlier phases in the software development lifecycle.

Which concept has the organization applied?

A. Shift-left
B. Robotic process automation
C. Service integration and management
D. Integration and data sharing

30. An organization that has a hierarchical structure is reviewing its project management practice and is considering the various ways to introduce a new or changed service.

Which is an advantage of an agile approach in this situation?

A. The focus on increasing speed to market and making changes that align to business objectives
B. The option of using industry-standard models for project management to deliver a phased, predictable project
C. The focus on a clear release date which the various work streams can be aligned to
D. The ability to maintain its current structure which would speed up decision-making

31. What does the performance of a supervised machine-learning system depend on?

A. The quality of output data
B. The quality of training
C. Neural networks
D. Dynamic baselining

32. Which statement about employee surveys is **CORRECT**?

A. They are intended to be conducted across an entire organization
B. They are typically conducted annually
C. They are conducted at several levels formally and informally
D. They can only be conducted electronically so have limited application

33. A start-up organization has introduced new ways of working in its projects. Project team members are now encouraged to give feedback on actions rather than people to establish a 'no-blame' culture, and to ensure that communication is honest and respectful.

Which concept has been applied by the start-up?

A. Workforce talent and management
B. Collaboration
C. Shift-left
D. Employee satisfaction management

34. An organization has development teams which respond to requests for change to their applications. The requests have a range of urgency levels. The development teams have realized that low-priority requests take a very long time to be resolved because there are always higher-priority requests.

Which concept would **BEST** help to address this situation?

A. Team culture and differences
B. Prioritizing work
C. 'Build vs buy' considerations
D. Advanced analytics

35.   An organization wants to ensure that the introduction of new services is as smooth as possible. Some of the key activities it has identified are: educating support teams with lessons from development and testing; preparing self-service knowledge articles for users; and making development team members available in case there are any issues immediately after go-live.

        Which practice is the **MOST** important for these activities?

        A. Release management
        B. Software development and management
        C. Deployment management
        D. Service design

36.   An organization would like to apply the 'focus on value' guiding principle to the 'service level management' practice.

        Which is the **BEST** way to do this?

        A. Create concise SLAs which can be easily measured and reported
        B. Understand how users interact with the service and how this contributes to achieving their goals
        C. Create awareness of expected service levels with the users, including the reasons behind them
        D. Use the current measurements as a baseline which SLAs can be developed from

37.   An organization uses internal and external development teams that collaborate effectively to produce new and upgraded services. When the changes are released, users complain that the service desk staff are often not aware of the changes, and that any support issues relating to the changes take a long time to resolve.

        What would prevent this situation from occurring in the future?

        A. Outsource the organization's internal support provision to the external development organization
        B. Introduce a self-service system for users so that they do not have to rely on the support teams
        C. During the development phase, engage the support staff who are involved in the value stream for the service
        D. Allow users direct access to second-line support teams by bypassing the service desk

38. An organization is reviewing the way it handles its requirements for new projects.

Which is an example of an 'outside in' approach?

A. Understanding how suppliers will be used to deliver new or changed services, and ensure that their services are the foundation for the project
B. Understanding the customer's view of the new or changed services, and tracking project deliverables against customer requirements
C. Understanding the impact of the new or changed service on the internal technical teams, to ensure they are able to deliver against the new requirements
D. Understanding the functional structures and work according to the organization's capability to deliver to the new requirements

39. An organization releases service upgrades in response to changing market demand. The market demand needs to be fulfilled quickly to capture market value. Some members of the product team believe that some tests can be skipped because of the need to release quickly. Other team members believe that everything should be tested carefully, therefore they have proposed increasing the number and scope of tests.

Which is the **BEST** approach to resolve this situation?

A. Limit testing to the minimum required for compliance, and allocate resources for solving incidents that might follow releases
B. Increase the frequency and strength of testing, and delay releases if necessary for tests to be completed
C. Review the testing strategy, considering the probability and impact of failures to define what should be tested
D. Review the release plans to ensure there is enough time for detailed testing, especially for complex systems

40. An organization has automated most of its activities to create and change its products and services, but it still has a final manual check before releasing software to the live environment.

Which approach is this an example of?

A. Continuous integration
B. Continuous delivery
C. Continuous deployment
D. Service validation and testing

Notes

Notes

Notes

PeopleCert