



The ITIL® 4 Managing Professional Transition 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.

- 1) 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 organizational levels, formally and informally
 - D. They can only be conducted electronically so have limited application

- 2) Which statement BEST describes the role of IT staff in risk management?
 - A. IT risk management is a specialized skill and should be performed only by specially trained staff
 - B. When IT services fail because of unidentified risk, responsible staff must be held accountable
 - C. IT staff cannot be relied on to objectively identify potential risks in their work
 - D. IT staff have a perspective of potential risks in their work, and are responsible for contributing to the effective management of risks

- 3) Which competency profile is required by an individual who is tasked with motivating 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

- 4) Which TWO are 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

- 5) Which joint activity performed by a service provider and service consumer ensures continual value co-creation?
- A. Service provision
 - B. Service consumption
 - C. Service offering
 - D. Service relationship management
- 6) Which domain involves running experiments to decide how to respond to a situation?
- A. Emergent practice
 - B. Best practice
 - C. Good practice
 - D. Novel practice
- 7) 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

- 8) An organization in a highly-regulated industry is considering adopting agile practices. The management team is concerned with maintaining compliance to regulatory requirements while empowering teams at every level to make key decisions.

Which approach would MOST LIKELY help the company overcome this challenge?

- A. Establish an operating model for teams and individuals to understand their scope of control, and the types of decisions they can make
 - B. Map strategic objectives to operational metrics, so that all teams understand how their work impacts the organization's compliance to regulatory requirements
 - C. Review and update operational policy documents to make reference to agile practices, and initiate a training programme to highlight the benefits of these practices
 - D. Assess how competitors approach decision-making, and create a business case that highlights the return on investment from agile practices
- 9) A commercial service provider is creating a new strategic plan. It has developed the following tactics and operational plans:
- Tactic 1 - acquire new resilient infrastructure
 - Tactic 2 - launch services by region
 - Operational plan 1 - operate infrastructure to meet service levels
 - Operational plan 2 - train staff on new infrastructure skills.

Which strategy do these tactics and operational plans support?

- A. Ensure improved handling of service requests by training staff
 - B. Identify customer needs for new services by researching market
 - C. Increase revenue by introducing a new range of services
 - D. Ensure successful deployment by preparing implementation plan for new services
- 10) Which is intended to help an organization adopt and adapt ITIL guidance?
- A. The four dimensions of service management
 - B. The guiding principles
 - C. The service value chain
 - D. Practices

11) Which BEST describes the primary role of a governing body?

- A. To establish and regularly review the goals cascade throughout the organization
- B. To develop and regularly review IT measurements and metrics
- C. To annually review and approve IT projects to maximize business value
- D. To establish and regularly review the effectiveness of risk management and internal controls

12) Which is a challenge when onboarding individual consumers?

- A. Identifying the consumers' needs because they do not communicate them clearly
- B. Identifying the customer that can represent the service consumer
- C. Dealing with a large number of consumers with varied skills and backgrounds
- D. Providing marketing material tailored to the needs of service consumer

13) Governance is a core component of the service value system.

How does governance support high-velocity IT?

- A. It defines the influence of political and economic factors on the organization
- B. It represents the types of resources used by the organization
- C. It offers a pattern for scientific thinking and routines for practice
- D. It directs the organizational entity responsible for digital technology

14) A service provider is launching a new service. The target market is users who have limited experience of using the internet and are unlikely to use social media.

Which is the BEST method of providing user support?

- A. Provide simple online support and contact numbers for the service desk
- B. Use machine learning chatbots to anticipate the needs of the users and provide solutions
- C. Implement a 'shift-left' approach to provide support and downloadable help articles
- D. Use popular networking sites to promote and provide online user support

- 15) 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 using agile techniques
- 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

- 16) An organization is a market leader for software that has seen a sharp decline in local installations of its software. Customers are increasingly preferring its subscription-based cloud solution. As the company rapidly adapts its product offering to favour subscription-based cloud solutions, some people within the company do not agree with the new focus.

Which method would be effective in ensuring that the change in focus is supported across the organization?

- A. Develop detailed service descriptions and design documentation
- B. Survey key customers who recently moved to the cloud solution
- C. Identify key internal stakeholders and develop a communication plan to address their concerns
- D. Ensure the company vision and mission are visible to everyone across the organization

- 17) Which guiding principle is PRIMARILY concerned with consumer's revenue and growth?

- A. Keep it simple and practical
- B. Optimize and automate
- C. Progress iteratively with feedback
- D. Focus on value

- 18) A service provider is planning a major change to its services and the way it delivers them. The project will include many changes to the working practices of staff. The service provider expects resistance to these changes and would like to manage communication in a sensitive way.

Which is the MOST appropriate approach?

- A. Use instant messaging for both communicating and receiving feedback to ensure a quick response for all affected staff
- B. Use a mix of communication methods and ensure that a feedback mechanism is included that allows anonymity to be retained
- C. Send an email to the affected staff and ensure that as much detail as possible is included
- D. Use a mix of communication methods and ensure that any feedback received is shared openly on a public forum

- 19) An organization is considering how a new service will be supported when it goes live. There are many teams that will contribute to the support of the service.

Which approach should the organization follow when creating a value stream to support the new service?

- A. Create one value stream for every lifecycle phase of support requests
- B. Create one value for the entire set of support activities
- C. Create one value stream for each support team
- D. Create separate value streams for practices, people, tools and suppliers

- 20) A consumer organization is making significant changes to the technologies used by its employees, and is discussing those changes with its service provider.

How can the service provider BEST demonstrate the capability to meet the needs of the consumer organization?

- A. Ensure there is adequate capacity to meet the increased demand of the changes
- B. Ensure adequate knowledge and skills to support the customer's changes
- C. Respond in a timely manner to the customer's enquiries
- D. Be respectful of the consumer organization's decision to make these changes

- 21) What helps people to understand the value of an initiative, and reduces their resistance?
- A. Continual improvement
 - B. Organizational change management
 - C. Change enablement
 - D. Measurement cascades
- 22) Which is CORRECT when considering a transformation to high-velocity IT?
- A. It is acceptable to take risks which may lead to competitive advantage
 - B. High-velocity IT focuses on using data to improve the performance of physical devices
 - C. The impact on the culture of the organization does not need to be considered
 - D. Risks can be minimized by making a significant change rather than incremental improvements
- 23) Which statement about the reporting of service outcomes and performance is CORRECT?
- A. Return on investment (ROI) should be mapped to customer outcomes
 - B. Service performance metrics should be mapped to customer outcomes
 - C. IT component scorecards should be mapped to service provider outcomes
 - D. Customer satisfaction feedback should be mapped to service provider outcomes
- 24) An organization that has been successful in the past is now struggling to succeed in a highly-competitive industry. Customer expectations that are changing in unpredictable ways, and unclear user requirements, are making it difficult for the organization to decide a course of action. Several conflicting approaches have been suggested.

In the context of the Cynefin framework, which approach would BEST enable the organization to progress?

- A. Set clear objectives and apply proven best practices
- B. Ask experts to analyse the options and provide a recommendation
- C. Use safe-to-fail experiments to collect knowledge
- D. Take quick action to stabilize the situation

25) Identify the missing words in the following sentence.

The purpose of the [?] is to ensure that the organization continually co-creates value with all stakeholders in line with the organization's objectives.

- A. 'focus on value' guiding principle
- B. four dimensions of service management
- C. service value system
- D. 'service request management' practice

26) After completing an online training course, the employees of an organization are better equipped to utilize digital systems.

Which mid-level goal is supported by this training?

- A. Valuable investments
- B. Resilient operations
- C. Fast development
- D. Co-created value

27) What provides value to the organization by ensuring that there is end-to-end management over 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

28) An IT team in a large multinational organization wants to document the work they do by using value streams.

What should they do FIRST?

- A. Agree on the appropriate level of detail and perspective describing the value stream
- B. Identify all the practices the organization is currently using
- C. Make the team aware of the organization's governance policies
- D. Start a request for proposal (RFP) exercise to find a consultant who can document the value streams

29) A service provider has built a 'cooperative relationship' with a customer.

Which activities are they MOST LIKELY to use to validate the services that are provided?

- A. Ad-hoc joint service reviews of costs and benefits
- B. Continual tracking and analysis of the outcomes, costs, and risks
- C. Joint service reviews of achievements of service targets
- D. Review of costs of service provider technology upgrades

30) Which dimension of service management considers governance, management, and communication?

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

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

- A. By understanding service consumer needs and desires
- 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

- 32) A manager often focuses on avoiding risk, and blames staff when things go wrong. The manager also does not listen to suggestions and allow experimentation. This has resulted in a lack of innovation in the manager's team, and several of the team's senior members have left the organization.

Which behaviours from safety culture would allow this manager to increase innovation and retain more staff?

1. Focus on inclusion and ignore toxic relationships
2. Treat failures as improvement opportunities
3. Encourage continual organizational learning
4. Encourage collaboration and discourage conflict

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

- 33) Which is the MAIN reason for service providers to encourage feedback on service provision?

- A. To allow the service consumer to identify potential super-users
- B. To allow service consumers to compare service providers
- C. To establish which user communities are providing most value
- D. To provide sources of continual improvement of services and practices

- 34) An employee has some concerns at work but does not share this information with others because they fear that this would damage their reputation and position.

What is PRIMARILY concerned with preventing this situation?

- A. Design thinking
- B. Integration of duties
- C. Safety culture
- D. Toyota Kata

- 35) An organization is undergoing a digital transformation. New behaviour patterns are encouraged among the teams. Many employees have adopted these patterns, but others are reluctant and unsure. An anonymous survey conducted by the leadership team highlighted that some team members avoid experimentation and prefer to search or wait for a single correct solution.

Which TWO key behaviour patterns are MOST LIKELY to be affected by this attitude?

1. Accept ambiguity and uncertainty
2. Commit to continual learning
3. Help get customers' jobs done
4. Trust and be trusted

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

- 36) An IT department in a large enterprise has been managing a service that is core to the enterprise's strategy and objectives. Recently, the quality of a service has been falling. Investigations have revealed that the service team works on resolving incidents, requests and problems, and also development, testing, and releasing new functionality. Due to the mixed workload, the team are unable to complete many tasks to the level of quality required.

Which approach would MOST LIKELY help in this situation?

- A. Outsource the incident, request and problem workload to a managed services provider, so that the service team can focus on developing new functionality quickly
- B. Reduce the demand for new functionality so that the overall workload is at a level that the service team can manage without becoming overwhelmed
- C. Adjust incident resolution and request fulfilment SLAs so that the customer service team has more time to resolve issues without breaking their formal commitments
- D. Use forecasting techniques to model workload over time and ensure that the team has the right number of people with required skills to meet the workload

37) An IT department is planning to make significant investments in new testing technology that will enable them to provide much more reliable services.

What does this situation describe?

- A. Digital organization
- B. High velocity IT
- C. Digital transformation
- D. IT transformation

38) Which is the BEST approach for a service consumer to use when they want to obtain services from a service provider?

- A. Provide the service provider with a detailed list of requirements
- B. Ensure that their detailed requirements are based on a previous legacy solution
- C. Develop a list of needs focusing on what should be achieved
- D. Ask the service provider to customize a solution to suit their requirements

39) Which value chain activity communicates the current status of all four dimensions of service management?

- A. Improve
- B. Engage
- C. Obtain/build
- D. Plan

40) An organization works in a highly regulated industry. A new regulation has been introduced that requires additional information to be recorded about users each time the service desk logs an incident in the service logging tool. They want to put controls in place to ensure that the regulation is followed.

Which is the BEST approach?

- A. Update the logging tool to ensure that the minimum data required by the regulation is always recorded, and report on any deviations
- B. Ensure that the service desk staff are aware of the new regulation, and continue to use existing reports of service desk activity
- C. Update the logging tool to ensure that all fields must be completed for every incident record, and produce daily reports of all service desk activity
- D. Ensure that the service desk staff are aware of the new regulation and let them decide what data to record and produce reports when requested

END OF EXAMINATION