



The ITIL® 4 Managing Professional Transition Examination

Sample Paper 2

Answers and Rationales

The ITIL® 4 Managing Professional Transition Examination

For exam paper: EN_ITIL4_TRANS_2019_SamplePaper2_QuestionBk_v1.2

Q	A	Syllabus Ref	Rationale
1	C	CDS 1.1.f	<p>A. Incorrect. Surveys are not necessarily organized for an entire organization. "Employee surveys can be run locally or at an organizational level. The information may be obtained in a variety of ways, from formal annual surveys to more informal and irregular feedback discussions." Ref 2.2.4.1</p> <p>B. Incorrect. Surveys can be run at any time and are not limited to an annual event. "Employee surveys can be run locally or at an organizational level. The information may be obtained in a variety of ways, from formal annual surveys to more informal and irregular feedback discussions." Ref 2.2.4.1</p> <p>C. Correct. Surveys can be formal and informal, be conducted as conversation or as a more formal data gathering exercise and should be a blended approach. "Employee surveys can be run locally or at an organizational level. The information may be obtained in a variety of ways, from formal annual surveys to more informal and irregular feedback discussions." Ref 2.2.4.1</p> <p>D. Incorrect. While surveys can be conducted electronically and often are, they can also be done in many other formats. "Employee surveys can be run locally or at an organizational level. The information may be obtained in a variety of ways, from formal annual surveys to more informal and irregular feedback discussions." Ref 2.2.4.1</p>

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Q	A	Syllabus Ref	Rationale
2	D	DPI 3.1	<p>A. Incorrect. Although there is a role for dedicated risk managers, all IT staff share responsibility for risk management. "Everyone is responsible for participating in and contributing to risk management because there are potential risks in everyone's actions. Actively managing risks should be habitual." Ref 2.3.1</p> <p>B. Incorrect. This answer does not address the concern, it also contributes to a blame culture. All IT staff share responsibility for risk management. "Everyone is responsible for participating in and contributing to risk management because there are potential risks in everyone's actions. Actively managing risks should be habitual." Ref 2.3.1</p> <p>C. Incorrect. This answer does not address the issue, but it also dismisses the knowledge of all IT staff of potential risks in the work they perform. All IT staff share responsibility for risk management. "Everyone is responsible for participating in and contributing to risk management because there are potential risks in everyone's actions. Actively managing risks should be habitual." Ref 2.3.1</p> <p>D. Correct. All IT staff share responsibility for risk management. "Everyone is responsible for participating in and contributing to risk management because there are potential risks in everyone's actions. Actively managing risks should be habitual." Ref 2.3.1</p>
3	B	CDS 1.1.c	<p>A. Incorrect. The profile of an administrator is "Assigning and prioritizing tasks, record-keeping, ongoing reporting, and initiating basic improvements." Ref 2.2.2, tab 2.1</p> <p>B. Correct. The profile of a leader is "Decision-making, delegating, overseeing other activities, providing incentives and motivation, and evaluating outcomes." Ref 2.2.2, tab 2.1</p> <p>C. Incorrect. The profile of coordinator/communicator is "Coordinating multiple parties, maintaining communication between stakeholders, and running awareness campaigns." Ref 2.2.2, tab 2.1</p> <p>D. Incorrect. The profile of a technical expert is "Providing technical (IT) expertise and conducting expertise-based assignments." Ref 2.2.2, tab 2.1</p>

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Q	A	Syllabus Ref	Rationale
4	A	CDS 2.3	<p>A. Correct.</p> <p>(1) "This value stream is triggered by a user who finds themselves unable to use a live product or service". Ref 4.2.2.2</p> <p>(2) "Demand could also originate within the service provider, when monitoring tools proactively alert the organization to failures". Ref 4.2.3.1</p> <p>B. C. D. Incorrect.</p> <p>(3) This happens after the demand has occurred, and the user has logged the incident (engage). "Service Desk: Provides the skills, tools, and other resources necessary to enable support agents to empathize and manage communications with the customer or user". Ref 4.2.2.3</p> <p>(4) This occurs as part of the improve activity at the end of the value stream, not as demand at the beginning of the value stream. "Service Desk: Provides the skills, tools, and other resources necessary to enable support agents to empathize and manage communications with various stakeholders". Ref 4.2.3.3, 4.2.3.7</p>
5	D	FND 1.3.b	<p>A. Incorrect. Service provision is not a joint activity; it is performed by a service provider. Ref 2.4.1</p> <p>B. Incorrect. Service consumption is not a joint activity; it is performed by a service consumer. Ref 2.4.1</p> <p>C. Incorrect. Service offering is not an activity; it is "A description of one or more services, designed to address the needs of a target consumer group. A service offering may include goods, access to resources, and service actions". Ref 2.3.2</p> <p>D. Correct. Service relationship management is "Joint activities performed by a service provider and a service consumer to ensure continual value co-creation based on agreed and available service offerings". Ref 2.4.1</p>

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Q	A	Syllabus Ref	Rationale
6	A	HVIT 3.1.d	<p>A. Correct. In complex environments, practices emerge as we gain insights from experimentation. "Complex – unclear and unknowable causality requiring safe-to-fail experimentation (emergent practice)". Ref 3.2.3.1</p> <p>B. Incorrect. Best practices are appropriate when there is a clear understanding of cause and effect. "Obvious – clear causality, where predetermined best practice should be applied." Ref 3.2.3.1</p> <p>C. Incorrect. Good practices develop through analysis of an unclear situation. "Complicated – unclear but knowable causality that can be determined by analysis or expertise, followed by good practice." Ref 3.2.3.1</p> <p>D. Incorrect. Novel practice relates to chaotic situations. "Chaotic – a more extreme form of complexity that demands immediate action to transition the situation to complex (novel practice)". Ref 3.2.3.1</p>
7	B	DSV 3.2	<p>A. Incorrect. "In a cooperative relationship, the customer may assess the service provider maturity using audit and maturity assessment tools." Ref 4.3.5</p> <p>B. Correct. With a basic relationship, "emphasis is placed on efficiency and transactions" but "it is difficult to develop a trustworthy relationship" and it is "hard to assess service value". Ref 4.2.1, tab 4.4</p> <p>C. Incorrect. Managed relationship is not one of the types of service relationships. Ref 4.2</p> <p>D. Incorrect. Partnership is described as less focused on measuring service levels and SLAs. "As level of interdependency and integration grows, both parties may align on a strategic level by setting goals and priorities together." Ref 4.2.3</p>

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8	A	DPI 2.1.c	<p>A. Correct. "When everyone has a defined role and knows their scope of control, they can make decisions within that scope and drive productive action." Ref 2.2.2</p> <p>B. Incorrect. Creating a measurement cascade will educate staff at all levels about how their work aligns with company goals, but does not mean that teams at ALL levels are empowered to make decisions. Ref 2.2.2, 4.2.2</p> <p>C. Incorrect. Policies are useful in communicating management expectation, and training programmes can help educate staff when policies are updated. However, this approach does not mean that teams at ALL levels are empowered to make decisions. Ref 1.2.1.2, 2.2.2</p> <p>D. Incorrect. Assessments can be useful in understanding the current state of the company and its competition, and a business case can help secure the investment needed to change ways of working. However, by themselves, an assessment and business case do not make any changes to current ways of working, and do not empower teams at all levels to make decisions. Ref 2.2.2, 5.3.1, 5.4.2</p>
9	C	DPI 2.1.a	<p>A. Incorrect. Improving the handling of service requests is an operational plan, not a high level strategic approach. Operation is "The routine running and management of an activity, product, service, or other configuration item". Ref 1.3.1.3</p> <p>B. Incorrect. Identifying customer needs for new services is a tactic that will contribute to the strategy of increasing revenue by introducing a new range of services. Tactics are "the specific methods by which a strategy is enacted". Ref 1.3.1.2</p> <p>C. Correct. Strategies are high level approaches to achieving objectives. This answer encapsulates the objective of increasing revenue and links it to the plan to introduce new services. The tactics and operational plans in the question will contribute to this strategy. "These levels are, at a minimum, strategic, tactical, and operational. The three levels should be closely linked to each other and to the organizational objectives". A strategy is "a broad approach or course of action defined by an organization for achieving its objectives". Ref 1.3.1, 1.3.1.1</p> <p>D. Incorrect. Preparing implementation plans is an operational plan not a high level strategic approach. Operation is "The routine running and management of an activity, product, service, or other configuration item". Ref 1.3.1.3</p>

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Q	A	Syllabus Ref	Rationale
10	B	FND 2.1	<p>A. Incorrect. "To support a holistic approach to service management, ITIL defines four dimensions that collectively are critical to the effective and efficient facilitation of value for customers and other stakeholders in the form of products and services." Adopting ITIL to address these four dimensions of ITSM helps to facilitate value but does not help the organization to adapt ITIL guidance to its organization. Ref 3</p> <p>B. Correct. The guiding principles can "guide organizations in their work as they adopt a service management approach and adapt ITIL guidance to their own specific needs and circumstances." Ref 4.3</p> <p>C. Incorrect. "Service value chain: A set of interconnected activities that an organization performs to deliver a valuable product or service to its consumers and to facilitate value realization." Adopting a service value chain helps to facilitate value but does not help the organization to adapt ITIL guidance to its organization. Ref 4.1</p> <p>D. Incorrect. Practices are sets of organizational resources designed for performing work or accomplishing an objective. They do not help the organization to adapt ITIL guidance to its organization. Ref 4.1</p>
11	D	DPI 3.2	<p>A. Incorrect. Governing bodies "maintain risk management systems and internal control systems and review their effectiveness annually, at least". Ref 2.2.1</p> <p>B. Incorrect. The review of IT measures and metrics is a management responsibility to ensure the governing body's expectations are met operationally. The governing body should "maintain risk management systems and internal control systems and review their effectiveness annually, at least". Ref 2.2.1</p> <p>C. Incorrect. IT project review and approval is a management responsibility. The role of the governing body is to "maintain risk management systems and internal control systems and review their effectiveness annually, at least". Ref 2.2.1</p> <p>D. Correct. The governing body should "maintain risk management systems and internal control systems and review their effectiveness annually, at least". Ref 2.2.1</p>

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12	C	DSV 6.2	<p>A. Incorrect. This is a challenge associated with the 'explore' step in the customer journey not onboarding. "Consumers do not explicitly express their needs and expectations". Ref 7.2.2, tab 7.6</p> <p>B. Incorrect. Individual consumers take on all three roles of customer, user and sponsor, so identifying the customer is not a challenge. However, this is a challenge when onboarding corporate users. "When the service consumer organization is larger than a few people, the distinction between user and customer roles becomes noticeable and important". Ref 7.2.1</p> <p>C. Correct. A challenge with onboarding individual consumers is "Large number of consumers with different skills and backgrounds". Ref 7.2.2, tab 7.6</p> <p>D. Incorrect. Providing marketing material is not an activity associated with onboarding of users. It happens in the 'engage' step, not the 'onboard' step. Ref 7.2.2, tab 7.6</p>
13	D	HVIT 2.1.a	<p>A. Incorrect. "An organization's choices of markets, products and services, and resources and activities are influenced by multiple external factors, which can be political, economic, social, technological, legal, and environmental (PESTLE)." Ref 2.6.7</p> <p>B. Incorrect. This relates to four dimensions. "The four dimensions of service management identify the kinds of resources that are used in a value stream." Ref 2.6.6</p> <p>C. Incorrect. This describes 'Toyota Kata'. 'Toyota Kata' offers a "pattern for scientific thinking and routines for practice and coaching." Ref 3.2.3.3.1</p> <p>D. Correct. Governance is "the means by which an organization is directed and controlled", and "The governed and managed organizational entity is therefore responsible for both digital technology and its use in the context of digital products and services." Ref 2.6.8</p>

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Q	A	Syllabus Ref	Rationale
14	A	DSV 6.6	<p>A. Correct. Providing a combination of online and service desk support is the most appropriate for the target market described in the question:</p> <ul style="list-style-type: none"> • machine-learning solutions are unlikely to have sufficient data about the new service; • self-service has limited applicability to users with insufficient knowledge of web interfaces; • users are unlikely to use social networks. <p>Phone support is likely to be the most demanded support channel, but simple online support may help to decrease its cost and increase users familiarity with self-help interfaces. Ref 7.3, tab 7.7</p> <p>B. Incorrect. Chatbots have "limited applicability" and would not be much help in providing support to the described target market. Also, this solution does not suggest backing up chatbots with human support. "Don't replace human interfaces with ML-based until level of success is high enough – provide human back-up". Ref 7.3, tab 7.7</p> <p>C. Incorrect. A 'shift left' approach is only useful when users are sufficiently experienced with using the internet. In this case we are told this is not true. Challenges of 'shift left' include, "Users do not have sufficient technology skills and/or motivation to use the self-help tools; Only limited range of tasks can be fulfilled by users at their level of access to the service; Mistakes made by users during self-help may cause more incidents; Knowledge base navigation may be difficult". Ref 7.3, tab 7.7</p> <p>D. Incorrect. This answer suggests using social media which the target market is stated to have little experience of, hence it is inappropriate. Social media "is widely used for services provided to individual users that are likely to be active users of social networks". Ref 7.3</p>

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15	B	CDS 2.1	<p>A. Incorrect. It is necessary to "Join all of the activities from all of the required practices to create a new service, to create an end-to-end, holistic vision for the work". The 'value stream' will therefore represent activities across different teams, using different practices, tools and people. Ref 4.2.1.1</p> <p>B. Correct. It is necessary to "Join all of the activities from all of the required practices to create a new service, to create an end-to-end, holistic vision for the work". The 'value stream' will therefore represent activities across different teams, using different practices, tools and people. Ref 4.2.1.1</p> <p>C. Incorrect. It is necessary to "Join all of the activities from all of the required practices to create a new service, to create an end-to-end, holistic vision for the work". The 'value stream' will therefore represent activities across different teams, using different practices, tools and people. Ref 4.2.1.1</p> <p>D. Incorrect. It is necessary to "Join all of the activities from all of the required practices to create a new service, to create an end-to-end, holistic vision for the work". The 'value stream' will therefore represent activities across different teams, using different practices, tools and people. Ref 4.2.1.1</p>

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16	C	DPI 5.2.a	<p>A. Incorrect. In this situation it is the change in focus from local installation to the cloud solution, not the detailed description of service or design, that is the problem. Therefore, this approach does not identify an appropriate message "Identify the message: What will persuade stakeholders to support and engage with the initiative?" Ref 6.2.2</p> <p>B. Incorrect. This approach focuses only on customer stakeholders, who are already support the subscription-based cloud solution. This also does not address the internal resistance to the change in focus. "Define what is needed from each stakeholder: The amount of support required from each stakeholder should be considered. What actions must they perform?" Ref 6.2.2</p> <p>C. Correct. This approach focuses on identifying the key stakeholders stated in the question, part of a successful stakeholder communication plan involves understanding "What will persuade stakeholders to support and engage with the initiative?" Ref 6.2.2</p> <p>D. Incorrect. Although having a visible company vision and mission statement is helpful, the company vision and mission are not in question, only the change in focus with the delivery method for an existing product. Therefore, this approach does not identify an appropriate message "Identify the message: What will persuade stakeholders to support and engage with the initiative?" Ref 6.2.2</p>

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17	D	FND 2.2.a	<p>A. Incorrect. The emphasis of this principle is on how to approach activities: "Always use the minimum number of steps to accomplish an objective. Outcome-based thinking should be used to produce practical solutions that deliver valuable outcomes." Ref 4.3.6</p> <p>B. Incorrect. This principle is focused on increased effectiveness and efficiency. "Organizations must maximize the value of the work carried out by their human and technical resources." Ref 4.3.7</p> <p>C. Incorrect. This shows how to approach making changes. "Resist the temptation to do everything at once. Even huge initiatives must be accomplished iteratively. By organizing work into smaller, manageable sections that can be executed and completed in a timely manner, the focus on each effort will be sharper and easier to maintain." Ref 4.3.3</p> <p>D. Correct. "This section is mostly focused on the creation of value for service consumers... This value may come in various forms, such as revenue, customer loyalty, lower cost, or growth opportunities." Ref 4.3.1</p>

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Q	A	Syllabus Ref	Rationale
18	B	DPI 5.2.c	<p>A. Incorrect. Instant messaging is a useful communication method in some cases, but is inappropriate in this case due to the sensitive nature of the project. It is also better to use a mix of communication methods. "Instant messaging is not always appropriate. Messages in this format are often informal and utilize shortened language, which can leave them open to misinterpretation." Ref 6.1.5, tab 6.2</p> <p>B. Correct. Due to the need to handle communications sensitively, mixing up communication methods and providing a method for anonymous feedback is the most appropriate in this case. "Multiple channels could be needed, based on the type of feedback and the need for privacy or anonymity for those submitting it." Ref 6.1.6</p> <p>C. Incorrect. In sensitive cases it is appropriate to mix up communication methods and not rely on a single method. Email is a useful method but better for short communications and including lots of detail could lead to recipients not reading messages. "Email is particularly useful for short, factual exchanges of information, especially where written documentation is helpful". "General good practice is keep emails as brief as possible". Ref 6.1.5, tab 6.2</p> <p>D. Incorrect. In some cases it is appropriate to publish all feedback, but in a case where resistance is expected anonymity should be protected. This level of openness might discourage some stakeholders from sharing important information. "Anonymity might be required to provide the feeling of security; however, in order to address the feedback, it is useful to know the source." Ref 6.1.6</p>

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Q	A	Syllabus Ref	Rationale
19	B	CDS 2.3	<p>A. Incorrect. "The overall goals and expectations for a product or service should be described from end-to-end, that is, from demand to value, rather than simply describing the use of each team in a disparate or un-coordinated set of activities. The value stream will therefore represent work across different teams, impacting different stakeholders, using different processes, tools and people, and sometimes even different suppliers." Ref 4.1.2</p> <p>B. Correct. "The overall goals and expectations for a product or service should be described from end-to-end, that is, from demand to value, rather than simply describing the use of each team in a disparate or un-coordinated set of activities. The value stream will therefore represent work across different teams, impacting different stakeholders, using different processes, tools and people, and sometimes even different suppliers." Ref 4.1.2</p> <p>C. Incorrect. "The overall goals and expectations for a product or service should be described from end-to-end, that is, from demand to value, rather than simply describing the use of each team in a disparate or un-coordinated set of activities. The value stream will therefore represent work across different teams, impacting different stakeholders, using different processes, tools and people, and sometimes even different suppliers." Ref 4.1.2</p> <p>D. Incorrect. "The overall goals and expectations for a product or service should be described from end-to-end, that is, from demand to value, rather than simply describing the use of each team in a disparate or un-coordinated set of activities. The value stream will therefore represent work across different teams, impacting different stakeholders, using different processes, tools and people, and sometimes even different suppliers." Ref 4.1.2</p>

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20	B	DSV 3.3	<p>A. Incorrect. "Sufficient capacity for demand" is important but does not address whether the service provider has the knowledge and skills needed to support the new technologies. Ref 4.3.2.1, tab 4.9</p> <p>B. Correct. The service provider is demonstrating their capability to support the customers changes by ensuring that they have "adequate knowledge and skills". Ref 4.3.2.1, tab 4.9</p> <p>C. Incorrect. "Respond in a timely manner" is important and demonstrates consistency but does not refer to making a commitment to customers. Ref 4.3.2.1, tab 4.9</p> <p>D. Incorrect. This is a demonstration of commitment by being "honest, respectful and cooperative", and is not a demonstration of their capability to support the changes. Ref 4.3.2.1, tab 4.9</p>
21	B	DPI 5.1	<p>A. Incorrect. "The continual improvement practice aligns an organization's practices and services with changing business needs". This may require organizational change management in order to help people understand the value and reduce their resistance. Ref 5.1</p> <p>B. Correct. "OCM aims to convince people of a change's value in order to reduce resistance". Ref 6.3</p> <p>C. Incorrect. "The purpose of the change enablement practice is to maximize the number of successful service and product changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule." Ref Change Enablement Practice Guidance 2.1</p> <p>D. Incorrect. "Measurements that cascade down from the organizational vision will provide a clear focus on the things that really matter to the business." Ref 4.2.2</p>

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Q	A	Syllabus Ref	Rationale
22	A	HVIT 1.2	<p>A. Correct. "There may be situations where risks are consciously taken in order to gain or retain competitive advantage." Ref 2.1</p> <p>B. Incorrect. This activity is more associated with operational technology, which is "The application of digital technology for detecting or causing changes in physical devices through monitoring and/or control." Ref 2.2.2</p> <p>C. Incorrect. There might be an impact on the culture of the organization, because organizations "may choose not to try to increase velocity because they think the amount of cultural change involved would be too difficult to achieve, or unlikely to generate an acceptable return on investment." Ref 2.1</p> <p>D. Incorrect. "Increasing velocity within an organization will always involve costs and risks, particularly when there is a steep change rather than gradual improvement". Ref 2.1</p>
23	B	DSV 8.3	<p>A. Incorrect. Although ROI is an example of an outcome it is not relevant in all cases. "The customer may seek evidence on service outcomes achievement from the service provider at different levels, such as ROI, achieving strategic objectives, process performance, satisfaction measures, service levels, and more". Ref 9.3</p> <p>B. Correct. It should be possible to map service performance metrics to customer outcomes. "As part of the assessment, the captured experience, performance, and output data should be correlated with outcomes, risks, and costs and the overall service contribution to the customer objectives and purposes should be assessed.". "Services are designed to enable customer activities, which in turn enables the achievement of customer outcomes." Ref 9.3, 9.2.3</p> <p>C. Incorrect. It is customer outcomes that should be measured, not service provider outcomes. "The customer may seek evidence on service outcomes achievement from the service provider at different levels". Ref 9.3</p> <p>D. Incorrect. It is customer outcomes that should be measured, not service provider outcomes. "The customer may seek evidence on service outcomes achievement from the service provider at different levels". Ref 9.3</p>

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24	C	HVIT 3.2.d	<p>A. Incorrect. Best practices are appropriate when there is a clear understanding of the problem and a solution is evident. "Obvious – clear causality, where predetermined best practice should be applied." Ref 3.2.3.1</p> <p>B. Incorrect. Analysis is appropriate in complicated situations when it is likely that a solution can be found using past experience, if given enough time. "Complicated – unclear but knowable causality that can be determined by analysis or expertise, followed by good practice." Ref 3.2.3.1</p> <p>C. Correct. In complex, constantly changing environments, practices emerge as we gain insights from experimentation. "Complex – unclear and unknowable causality requiring safe-to-fail experimentation (emergent practice)". Ref 3.2.3.1</p> <p>D. Incorrect. Although this is a challenging situation, this is not a crisis. In the event of a crisis, there is no time to make sense of the situation and immediate action is needed. "Chaotic – a more extreme form of complexity that demands immediate action to transition the situation to complex." Ref 3.2.3.1</p>
25	C	FND 4.1	<p>A. Incorrect. The 'focus on value' guiding principle guides an organization to consider the needs of the service consumer. It cannot ensure that the organization continually co-creates value with all stakeholders. Ref 4.3.1</p> <p>B. Incorrect. The four dimensions "represent perspectives which are relevant to the whole SVS, including the entirety of the service value chain and all ITIL practices." They do not ensure that the organization continually co-creates value with all stakeholders. Ref 3</p> <p>C. Correct. "The purpose of the SVS is to ensure that the organization continually co-creates value with all stakeholders through the use and management of products and services." Ref 4.1</p> <p>D. Incorrect. The purpose of the 'service request management' practice is to "support the agreed quality of a service by handling all pre-defined, user-initiated service requests in an effective and user-friendly manner." It does not ensure that the organization continually co-creates value with all stakeholders. Ref 5.2.16</p>

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26	D	HVIT 1.3.d	<p>A. Incorrect. The valuable investments goal involves identifying and justifying digital investments. This stage is about research and development. "New digital products and services should be envisaged and evaluated in terms of profitability." "It is also important to continuously evaluate investments after they have been justified and approved, because more valuable options for investment may exist." Ref 4.1</p> <p>B. Incorrect. Resilient operations involves ensuring that digital products are highly available for use. "Information systems increasingly rely on so many components that behaviour often cannot be predicted or guaranteed. Failsafe systems are an illusion; organizations must be prepared for inevitable and unexpected failure. The emphasis is no longer on maintaining a long interval between failures; it is on restoring service quickly when inevitable issues do occur. This reduces the disruption to business operations." Ref 4.3</p> <p>C. Incorrect. Fast development involves realizing new and improved digital products frequently, quickly and reliably. "In general, the sooner digital products are delivered, the sooner value can be realized. Sometimes, however, this is not the case, and the schedule should be amended accordingly; for example, an early delivery might not align with market demand. Separating a single product into a series of incremental deliveries enables faster overall delivery, and allows users to realize value earlier than if they wait for the whole product." Ref 4.2</p> <p>D. Correct. The aim of this goal is to co-create value from digital products in close collaboration between service provider and consumer. "A return on digital investments is only realized when people or things make decisions that are improved by information derived from automated information systems. Users, therefore, have to understand the digital products and information, and their uses in their context. They should understand the functionality well enough to use it appropriately, and be able to interpret the information correctly in order to improve decision-making." Ref 4.4</p>

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Q	A	Syllabus Ref	Rationale
27	D	CDS 3.2.c	<p>A. Incorrect. "The purpose of the workforce and talent management practice is to enable organizations, leaders, and managers to focus on creating an effective and actionable people strategy (analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions) so that organizations can achieve their missions, goals, and strategic objectives." Ref 2.2.3</p> <p>B. Incorrect. 'Shift-Left' is an integrated approach to improving the flow, efficiency and effectiveness of work. It is used to move the delivery of work to the most optimum team or person, based on improving lead times, resolution times, customer satisfaction and efficiency." Ref 5.1.5</p> <p>C. Incorrect. Integration and data sharing focuses on bringing together multiple systems within service design. Ref 3.1</p> <p>D. Correct. "Service integration and management refers to an approach whereby organizations manage and integrate multiple suppliers in a value stream. This is a new challenge for outsourced services and suppliers, where previously the end-to-end ownership and coordination of various third-party suppliers were managed by a single entity." Ref 5.2.4</p>

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Q	A	Syllabus Ref	Rationale
28	A	CDS 2.1	<p>A. Correct. A value stream “can either be designed to reflect the aspirations of the service provider or it can be explored to document the ways work is being done”. Furthermore, “Value streams are a representation of work, as viewed at a certain level of granularity”. Ref 4.1.3.1, 4.1.3.4</p> <p>B. Incorrect. It is important to highlight practice contributions when documenting a value stream. However, the team must first agree on what level of granularity they want to document the value stream, and whether the value stream represents aspirational or actual ways of working. Ref 4.1.3.1, 4.1.3.4</p> <p>C. Incorrect. It is important to document the impact of governance policies on the steps, actions, and tasks within a value stream. However, the team must first agree on what level of granularity they want to document the value stream, and whether the value stream represents aspirational or actual ways of working. Ref 4.1.3.1, 4.1.3.4</p> <p>D. Incorrect. Using an external resource, like a consultant, can help when documenting a value stream. However, the team must first agree on what level of granularity they want to document the value stream, and whether the value stream represents aspirational or actual ways of working. Ref 4.1.3.1, 4.1.3.4</p>
29	C	DSV 8.5	<p>A. Incorrect. Ad-hoc reviews are appropriate for a "basic relationship" but not a "cooperative relationship". Shared activities for a basic relationship include "Ad hoc service review". Ref 9.1, tab 9.2</p> <p>B. Incorrect. Continual tracking and analysis of the outcomes, costs and risks is appropriate for a "partnership relationship" but not a "cooperative relationship". Shared activities for a partnership relationship include "Continual tracking and analysis of the outcomes, costs and risks and seeking optimization". Ref 9.1, tab 9.2</p> <p>C. Correct. Shared activities for a cooperative relationship include "Joint service review of achievements compared to agreements and promises". Ref 9.1, tab 9.2</p> <p>D. Incorrect. A review of costs of technology upgrades is a concern of the service provider only and not a joint or collaborative activity. Further, the review will not validate the services that are provided. Ref 9.1, tab 9.2</p>

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Q	A	Syllabus Ref	Rationale
30	A	FND 3.1.a	<p>A. Correct. "It is important to ensure that the way an organization is structured and managed, as well as its roles, responsibilities, and systems of authority and communication, is well defined and supports its overall strategy and operating model." Ref 3.1</p> <p>B. Incorrect. The 'information and technology' dimension "includes the information and knowledge necessary for the management of services, as well as the technologies required. It also incorporates the relationships between different components of the SVS, such as the inputs and outputs of activities and practices." Ref 3.2</p> <p>C. Incorrect. "The partners and suppliers dimension encompasses an organization's relationships with other organizations that are involved in the design, development, deployment, delivery, support and/or continual improvement of services. It also incorporates contracts and other agreements between the organization and its partners or suppliers." Ref 3.3</p> <p>D. Incorrect. The 'value streams and processes' dimension "is concerned with how the various parts of the organization work in an integrated and coordinated way to enable value creation through products and services." Ref 3.4</p>
31	A	DSV 1.1	<p>A. Correct. "To understand what the service consumer needs and desires, not just what the customer states," is a part of facilitating outcome and experience for the service consumer when mastering the customer journey. Ref 2, tab 2.1</p> <p>B. Incorrect. "To ensure key service consumer risks have been identified and addressed," is a part of optimizing risk and compliance for the service consumer when mastering the customer journey. Ref 2, tab 2.1</p> <p>C. Incorrect. "To be fair and transparent regarding costs" is a part of optimizing resources and minimizing costs for the service provider when mastering the customer journey. Ref 2, tab 2.1</p> <p>D. Incorrect. "To be fair and transparent regarding costs" is a part of optimizing resources and minimizing costs for the service consumer when mastering the customer journey. Ref 2, tab 2.1</p>

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Q	A	Syllabus Ref	Rationale
32	B	HVIT 3.2.b	<p>B. Correct.</p> <p>(2) Managers need to be realistic about failure and “Acknowledge that failure will happen and that people are not to blame, but the system”, and “It is therefore crucial that things like not blaming people and treating failures as improvement opportunities are more than espoused corporate values.” Ref 3.2.2.2</p> <p>(3) “In high velocity IT environments, it is crucial that people feel able to share their opinions and experiment with improvement without the fear of judgement or embarrassment.” Ref 3.2.2.2</p> <p>A. C. D. Incorrect.</p> <p>(1) Stress and burnout can be reduced by "paying attention to unfair treatment, toxic relationships, lack of recognition, lack of control, conflicting values, and insufficient resources." Ref 3.1.2</p> <p>(4) There is no indication of conflict within the team. Open and honest communication – even when it involves conflict – is critical in a safety culture. Stress and burnout can be reduced by "paying attention to unfair treatment, toxic relationships, lack of recognition, lack of control, conflicting values, and insufficient resources." Ref 3.1.2</p>

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Q	A	Syllabus Ref	Rationale
33	D	DSV 7.4	<p>A. Incorrect. Super-users are a good method of obtaining feedback, but the main reason to gather feedback is not to select super-users. "It is not easy to establish and maintain an effective group of super-users [...] the service provider cannot rely on their support when needed." Ref 8.3.1</p> <p>B. Incorrect. This is a benefit to the service consumer, not the service provider. "The service consumer makes use of accessible service provider resources, consumes the goods provided, and acts together with the service provider to co-create value based on the agreed service offerings." Ref 8.4</p> <p>C. Incorrect. User communities are a good method of obtaining feedback, but the main reason to gather feedback is not to establish the best user communities. "User communities can be valuable components of service interactions during normal operations, incidents, and other difficulties." 8.3</p> <p>D. Correct. "The service consumer makes use of accessible service provider resources, consumes the goods provided, and acts together with the service provider to co-create value based on the agreed service offerings. A service mindset, combined with mature practices for effective, seamless, and ingenious handling of user interactions and deviations, is key to value co-creation and user experience." Ref 8.4</p>
34	C	HVIT 3.1.b	<p>A. Incorrect. 'Design thinking' refers to the "cognitive and practical processes by which design concepts are developed". Ref 3.2.1.2</p> <p>B. Incorrect. 'Integration of duties' is "Having a task that is prone to fraud or error performed by one person because other controls have been applied. This serves as an alternative to separation (or segregation) of duties." Ref 4.5.2</p> <p>C. Correct. 'Safety culture' is a climate in which people are comfortable being (and expressing) themselves. In such a culture, people "are therefore more likely to point out risks than when they fear that this would damage their reputation and position." Ref 3.2.2.2</p> <p>D. Incorrect. 'Toyota Kata' is "A mental model and behaviour pattern for scientific thinking and routines for practice and coaching." Ref 3.2.3.3.1</p>

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Q	A	Syllabus Ref	Rationale
35	A	HVIT 3.2.e	<p>A. Correct.</p> <p>(1) Experimentation is important for acceptance of uncertainty and continual learning. " In HVIT environments, it is crucial that people feel able to share their opinions and experiment with improvement without the fear of judgement or embarrassment. ". Ref 3.2.2.2</p> <p>(2) "It is important that practitioners commit themselves to continually learning and improving their knowledge and the level of information they have. Data-driven experiments can be used to challenge and improve hypotheses." Ref 3.1.5</p> <p>B. C. D. Incorrect.</p> <p>(3) Experimentation is important for continual learning. However, for getting customer's job done it is less critical. The other key behaviour pattern requiring experimentation is acceptance of ambiguity and uncertainty. Ref. 3.1.1, 3.1.4, 3.1.5</p> <p>(4) Experimentation is important for acceptance of ambiguity and uncertainty. However, for the 'trust and be trusted' pattern it is less critical. The other key behaviour pattern requiring experimentation is continual learning. Ref. 3.1.1, 3.1.2, 3.1.5</p>
36	D	CDS 1.3.b	<p>A. Incorrect. Outsourcing some work might help in this situation, but can also introduce communication barriers between internal and external teams that can impact service quality. Ref 5.2.3</p> <p>B. Incorrect. "Workforce planning involves understanding how employees can be used to meet an organization's business goals. This can include determining how many employee hours are needed for a project and identifying the skills the employees will need to ensure that the organization meets its goals and continues to improve its performance." Ref 2.2.3</p> <p>C. Incorrect. The SLAs reflect the needs of the enterprise, and providing the service team more time might lead to the enterprise failing to meet its business objectives. Ref Service Level Management Practice Guidance 2.2</p> <p>D. Correct. Forecasting the workload will help the IT department plan the service team's capacity. Ref 2.2.3.1</p>

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Q	A	Syllabus Ref	Rationale
37	D	HVIT 1.1.d	<p>A. Incorrect. "Digital technology is a strategic part of a digital organization's business model, and is applied to its primary (rather than supporting) activities." This describes an IT department investment that is part of supporting activities. Also this question describes a planned new investment, and so it is a transformation, not just a digital organization. Ref 2.3</p> <p>B. Incorrect. High-velocity IT is "the application of digital technology for significant business enablement, where time to market, time to customer, time to change, and speed in general are crucial." There is no indication in this situation that the transformation will be rapid. Ref 2.1</p> <p>C. Incorrect. "'Digital transformation' is often used to indicate major investment in digitizing, robotizing, and other forms of automation that enable organizations to do business significantly differently, or do significantly different business". This transformation will not change how the organization does business; it is just an improvement in their IT capability. Ref 2.4</p> <p>D. Correct. "In organizations where business and IT are regarded as separate organizational functions, 'IT transformation' is often used to denote major change that improves how IT services are provided. IT transformation is focused on how IT services and IS are developed, run, and supported." This improvement in testing will help the organization to improve how they develop digital solutions. Ref 2.4.1</p>

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Q	A	Syllabus Ref	Rationale
38	C	DSV 4.2	<p>A. Incorrect. Providing a detailed list of requirements is not the best approach because it does not allow the service provider to explore the best way of fulfilling the customer's needs. Providing a list of business needs is better. "It is important that service consumers do not prepare lists of requirements based on experiences with outdated products before talking to potential service providers. Instead, they should describe requirements that are based on their actual needs, then listen to the service providers." Ref 5.4.3</p> <p>B. Incorrect. Basing requirements on a previous solution is not the best approach because it does not allow the service provider to explore the best way of fulfilling the customer's needs. Providing a list of business needs is better. "It is important that service consumers do not prepare lists of requirements based on experiences with outdated products before talking to potential service providers. Instead, they should describe requirements that are based on their actual needs, then listen to the service providers." Ref 5.4.3</p> <p>C. Correct. "It is important that service consumers do not prepare lists of requirements based on experiences with outdated products before talking to potential service providers. Instead, they should describe requirements that are based on their actual needs, then listen to the service providers." Ref 5.4.3</p> <p>D. Incorrect. A customer should seek a service that fulfills their needs not look for an existing system to customize. Customization is rarely the best, or most cost effective solution. "The more tailored services are and the more freedom the customer has to define its own service, the more detailed the charging structure is." Ref 9.5.4</p>

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39	D	FND 5.2.a	<p>A. Incorrect. "The purpose of the improve value chain activity is to ensure continual improvement of products, services, and practices across all value chain activities and the four dimensions of service management." Ref 4.5.2</p> <p>B. Incorrect. "The purpose of the engage value chain activity is to provide a good understanding of stakeholder needs, transparency, and continual engagement and good relationships with all stakeholders." Ref 4.5.3</p> <p>C. Incorrect. "The purpose of the obtain/build value chain activity is to ensure that service components are available when and where they are needed, and meet agreed specifications." Ref 4.5.5</p> <p>D. Correct. "The purpose of the plan value chain activity is to ensure a shared understanding of the vision, current status, and improvement direction for all four dimensions and all products and services across the organization." Ref 4.5.1</p>

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40	A	DPI 3.3	<p>A. Correct. This answer creates a balance between implementing controls that are sufficient and it ensures that the regulation is complied with without being excessive. "Identifying only the relevant measurements needed to ensure achievement of agreed objectives is in line with the guiding principle of focus on value". "However, when designing organizational measures, it is important to account for external factors, particularly legal factors, which are often enforced by regulatory authorities and should be considered mandatory. Regulatory controls cannot be marginalized, doing so would increase risks to the organization". Ref 2.5.2.1</p> <p>B. Incorrect. Given the regulatory nature of the organization this answer does not implement strong enough controls to ensure that the new regulation is complied with. Failing to update report means that there is no proof that the extra data is recorded. "However, when designing organizational measures, it is important to account for external factors, particularly legal factors, which are often enforced by regulatory authorities and should be considered mandatory. Regulatory controls cannot be marginalized, doing so would increase risks to the organization". Ref 2.5.2.1</p> <p>C. Incorrect. This answer recommends an excessive amount of control and an over-reaction. Recording everything about every incident is inappropriate in this case. It is impractical, however, to measure everything. "Identifying only the relevant measurements needed to ensure achievement of agreed objectives is in line with the guiding principle of focus on value". Ref 2.5.2.1</p> <p>D. Incorrect. Given the regulatory nature of the organization this answer does not implement strong enough controls to ensure that the new regulation is complied with. Leaving it to staff's discretion is an insufficient control in this case. Producing reports only when asked is insufficient to proof compliance to the new regulation. "However, when designing organizational measures, it is important to account for external factors, particularly legal factors, which are often enforced by regulatory authorities and should be considered mandatory. Regulatory controls cannot be marginalized, doing so would increase risks to the organization". Ref 2.5.2.1</p>