

# ITIL

## Exam Questions ITIL-Practitioner

ITIL Practitioner Certification - IT Service Management



### NEW QUESTION 1

What is organizational change management (OCM) MOST likely to contribute to in an organization?

- A. The knowledge required to support the adoption of new technology platforms.
- B. Cultural changes required as a result of adopting new business processes.
- C. Standard changes that are made to IT service assets and configuration items.
- D. The development of underpinning processes for a change management standard.

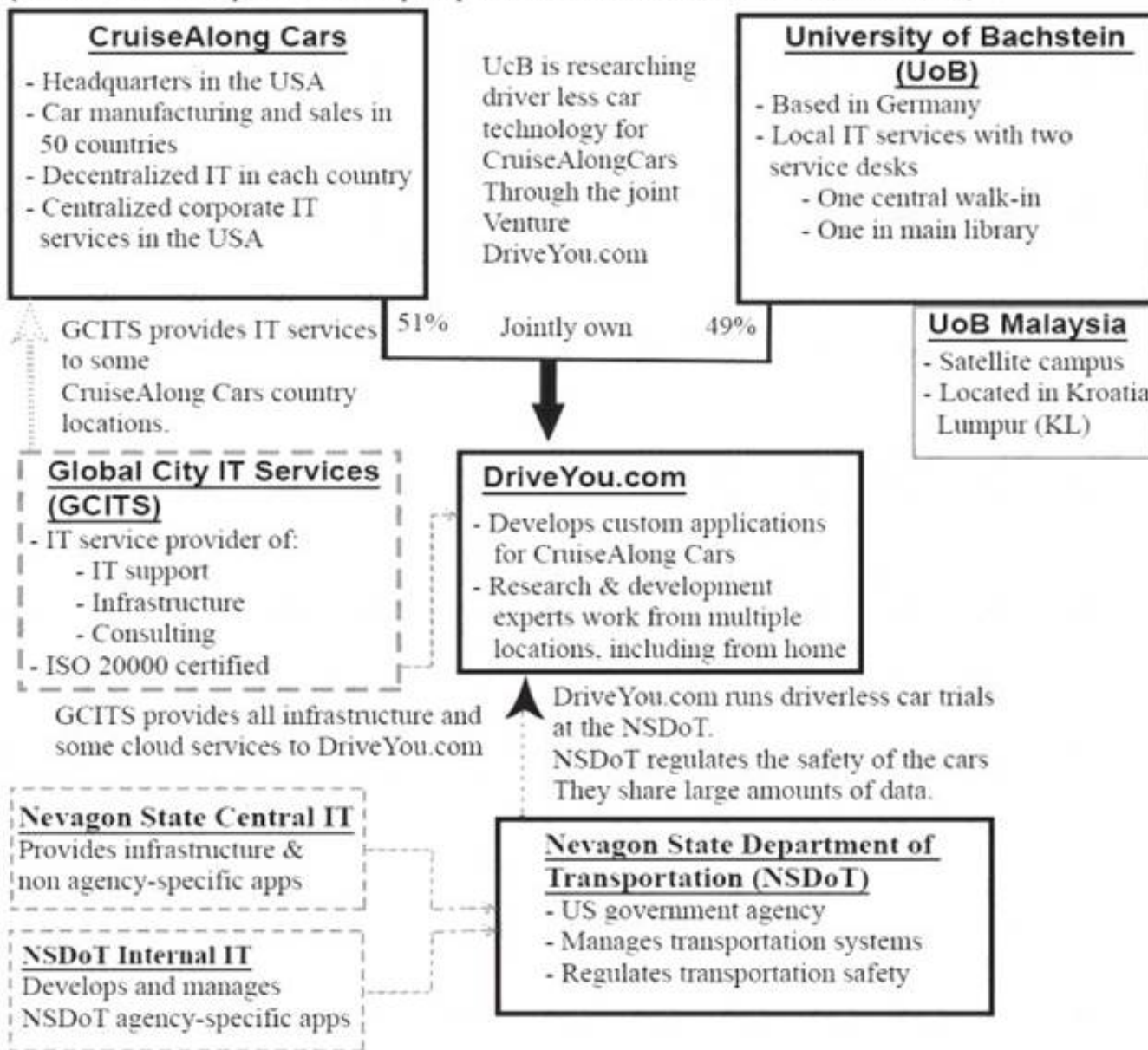
**Answer: B**

### NEW QUESTION 2

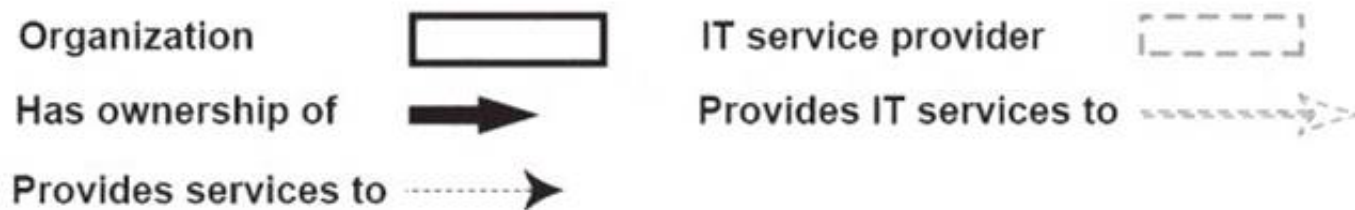
See the scenario for additional informational.

#### Scenario:

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#### Legend



#### CruiseAlong Cars

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Some of the issues that CruiseAlong Cars needs to address include:

- ▶ Inefficiencies caused by the current IT structure
- ▶ Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

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Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

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past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved. The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT
- ▶ Manage growth and increasing IT demand
- ▶ Demonstrate value through competitive, responsive and transparent services

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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

The IT department at the UoB does not have a service catalogue or a service portfolio, and there is limited understanding of the structure and value of services in the organization. Many of the individual departments and faculties are resistant to the CIO's vision for global services.

They have decided to appoint business relationship managers (BRMs) who will be expected to address many of the challenges, in order to support collaboration and help to define global services. Some business analysts are going to be transferred to these new positions.

What is the BEST way to define the role of the BRM at the university?

- A. Adopt a job description that matches the example of the BRM role in the ITIL guidance.
- B. Appoint the BRMs and ask them to define their own role, based on ITIL guidance.
- C. Identify the expected outcomes and define the BRM role by building on the guidance in ITIL.
- D. Adopt the job descriptions of business analysts and ensure they focus on the customer aspect of their work.

**Answer: C**

### NEW QUESTION 3

Why is a meeting notes template used?

- A. To record meeting objectives while the meeting is in progress.
- B. To help the meeting chairperson to capture key details.
- C. To ensure that the meeting runs to planned timings.
- D. To ensure the correct participants attend the meeting

**Answer: A**

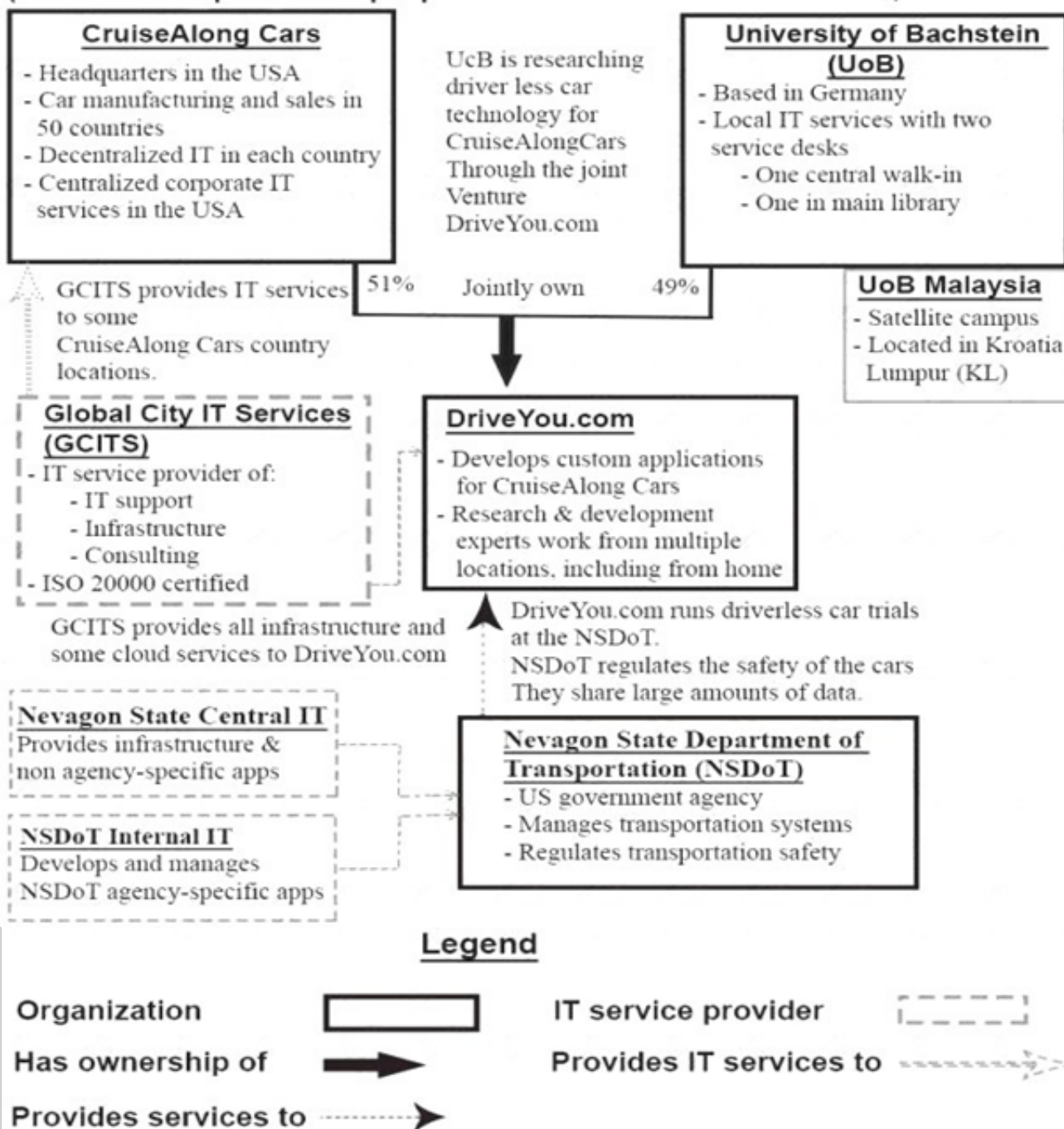
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They have decided to appoint business relationship managers (BRMs) who will be expected to address many of the challenges, in order to support collaboration and help to define global services. Some business analysts are going to be transferred to these new positions.

Which is the BEST way for a new BRM at the UoB to understand their customers' needs?

- A. Run a workshop to define the structure and value of IT services.
- B. Visit each customer in their normal place of work to see what they do.
- C. Issue a detailed questionnaire to all customers to discover their expectations.
- D. Establish current performance levels and match the new service to them.

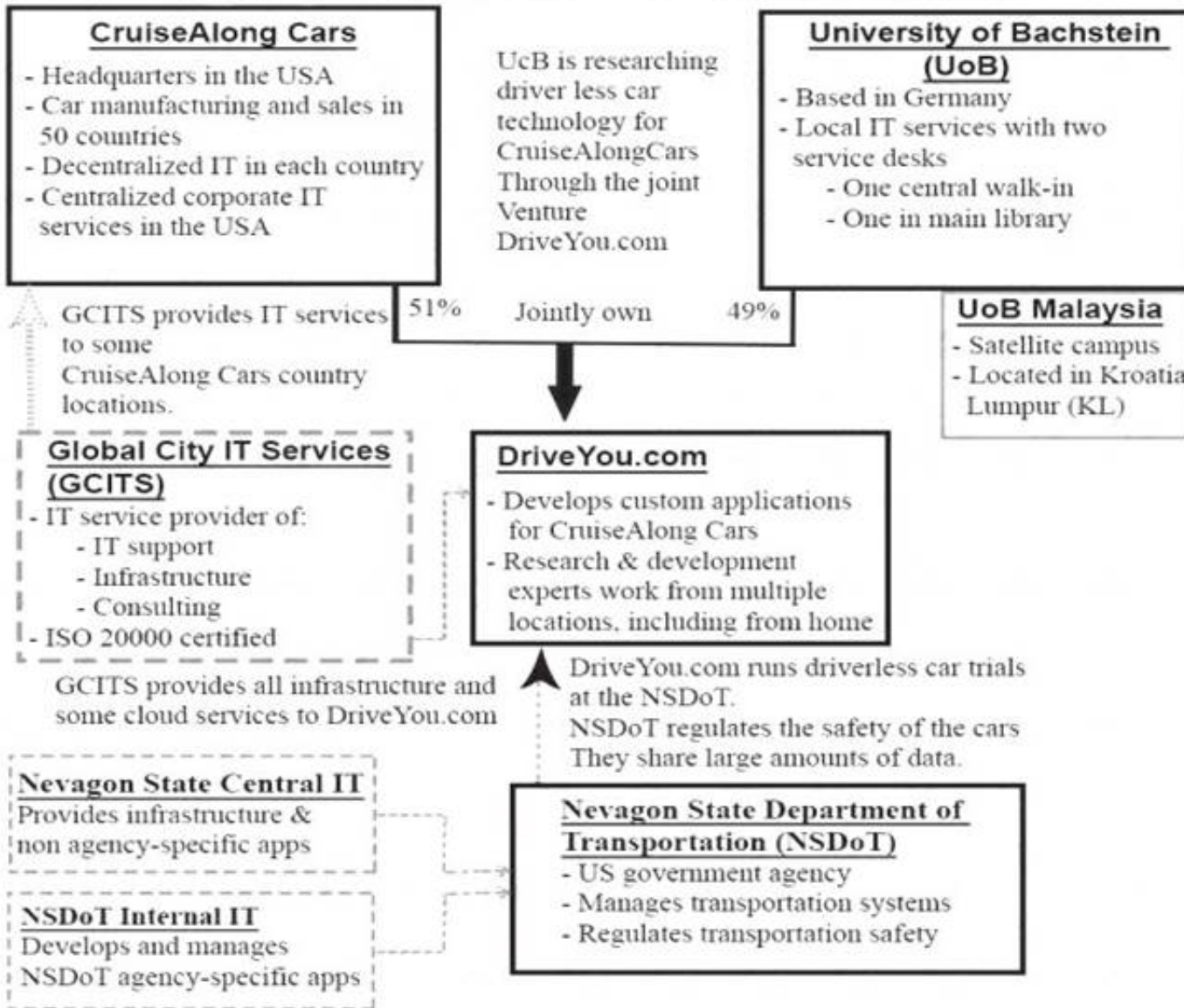
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#### NEW QUESTION 5

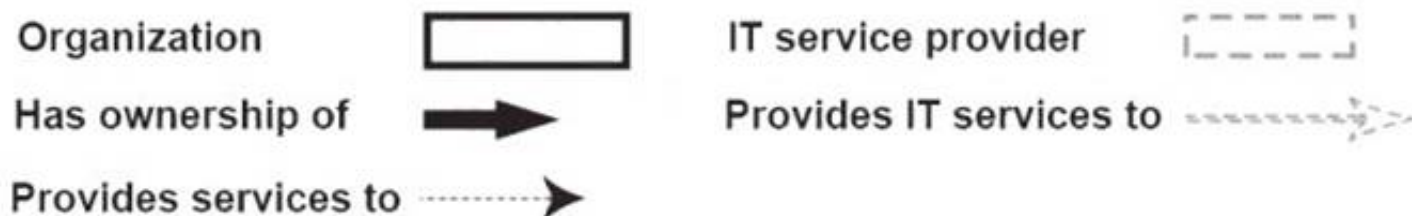
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GCITS will create a new 'global mobile VIP service' for CruiseAlong Cars senior executives, which will give them access to corporate IT services from mobile devices, from any location. The new service will be delivered by the existing GCITS centralized service desk. It will include 24/7 support, and reported incidents and requests will be treated as a high priority.

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider. Which two rows show the CORRECT use of OCM techniques in the global mobile VIP project?

	CSI step	OCM Technique	Key Stakeholder
1	<i>What is the vision?</i>	Sponsor management	GCITS Senior executives
2	<i>Where are we now?</i>	Training needs analysis	Mobilwork staff
3	<i>Where do we want to be?</i>	Identity resistance	GCITS staff
4	<i>How do we keep the momentum going?</i>	Reinforcement	GCITS Service desk staff

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

**Answer: D**

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CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

The project manager is trying to understand the current level of service provided to senior executives. Which is an example of a CSF for the 'customer' quadrant of the balanced scorecard?

- A. Customer satisfaction with operational services.
- B. Ability to respond rapidly to customer demand for change.
- C. Stability and availability of services delivered to customers.
- D. Ability to resolve customer incidents quickly and effectively.

**Answer: C**

#### NEW QUESTION 7

The improvement initiative has been running for a year and the BRMs believe it has been successful. What is the BEST way to demonstrate its success?

- A. By completing a benefits realization review.
- B. By facilitating a customer service review workshop.
- C. By conducting a service catalogue gap analysis.
- D. By undertaking a stakeholder review analysis.

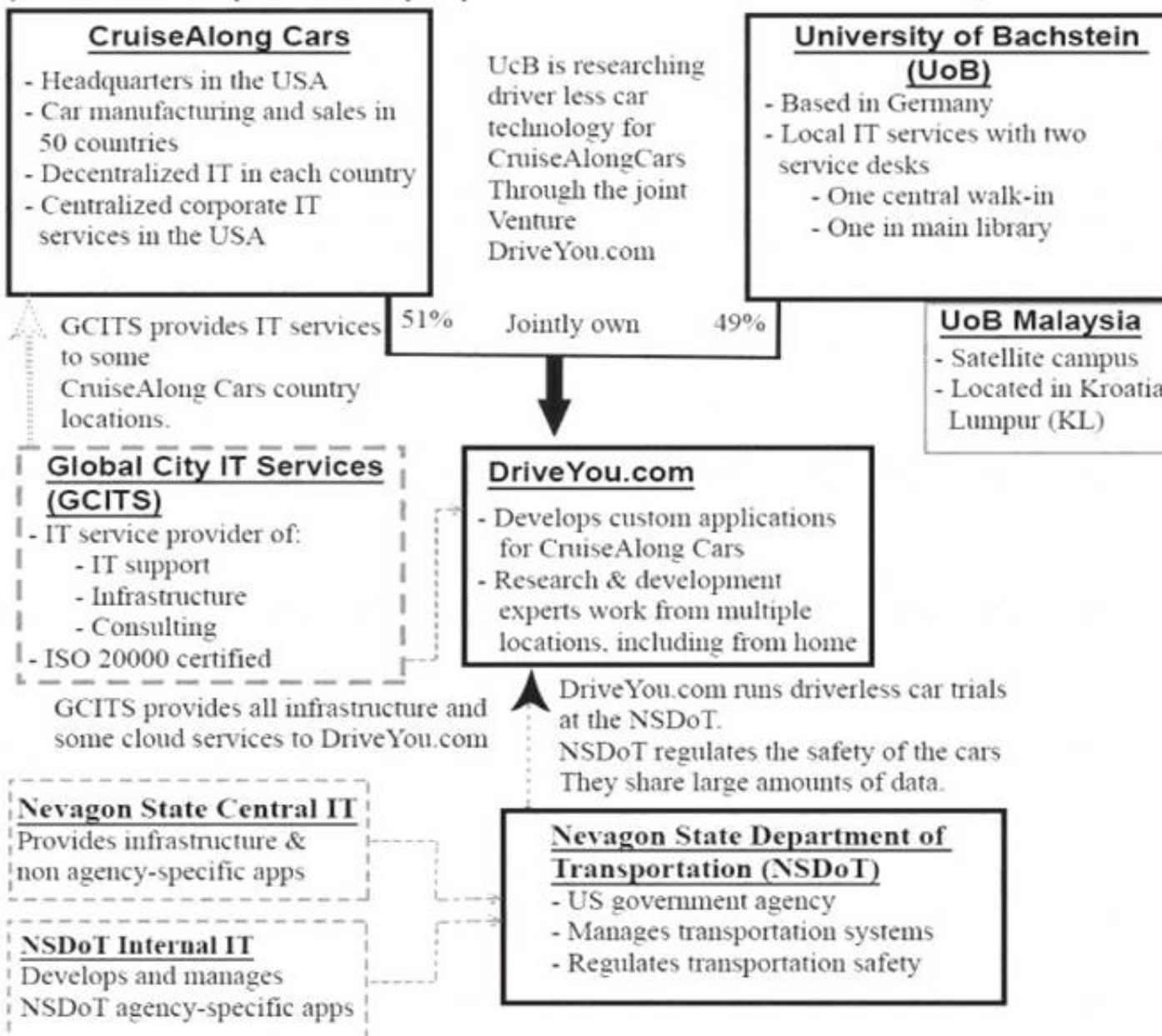
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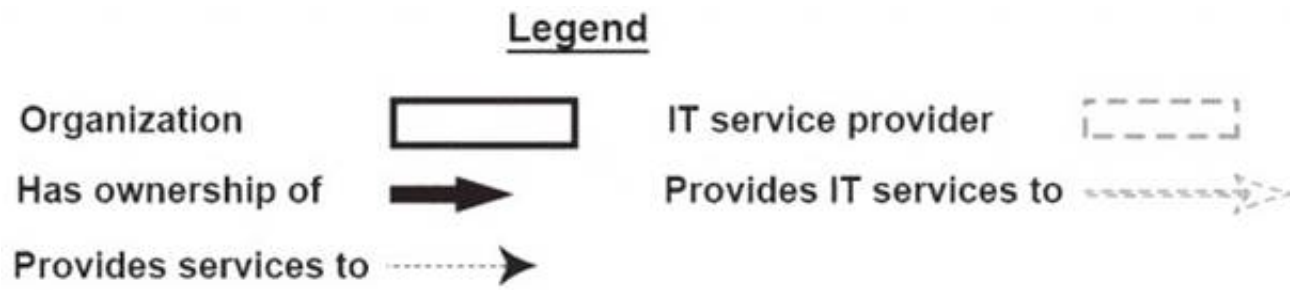
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CruiseAlong Cars central IT organization wants to implement a new ITSM toolset to replace their outdated system. The new ITSM toolset will be used by all CruiseAlong Cars' IT departments and their service desks.

The business case for the improvement has not been made yet. This could include financial contribution from various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

What is the BEST way to follow the guiding principle 'observe directly' when defining the requirements for the new consolidated ITSM toolset?

- A. Hold a workshop with IT support staff and business process owners in all countries.
- B. Hold a workshop with a representative group of IT support staff and business management.
- C. Visit a representative group of IT management and IT support staff.
- D. Visit senior IT management and business management in all countries.

**Answer: C**

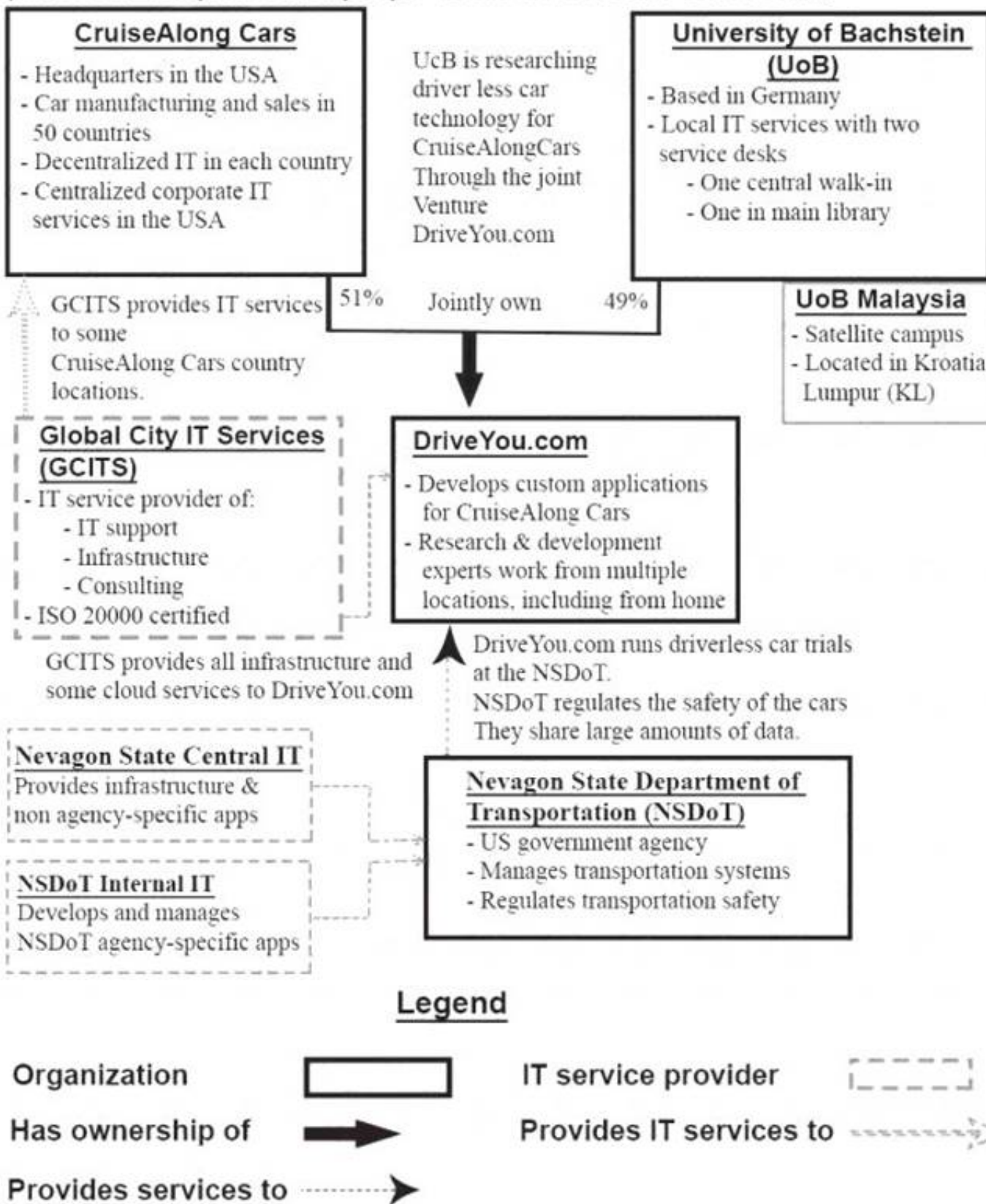
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They have decided to appoint business relationship managers (BRMs) who will be expected to address many of the challenges, in order to support collaboration and help to define global services. Some business analysts are going to be transferred to these new positions.

One of the BRMs has had an improvement idea for implementing a de-centralized support model that can be actioned quickly. The BRM proposed implementing the improvement in the next three months. The improvement was rejected by the CIO who has suggested that the idea should never have been proposed.

Which tool should the BRM have used to predict the CIO's response at this early stage?

- The CSI register, to properly define the timescale for implementation.
- The CSI register, to define who the improvement would be actioned by.
- The orientation worksheet, to understand the organizational vision.
- The orientation worksheet, to measure the success of the improvement.

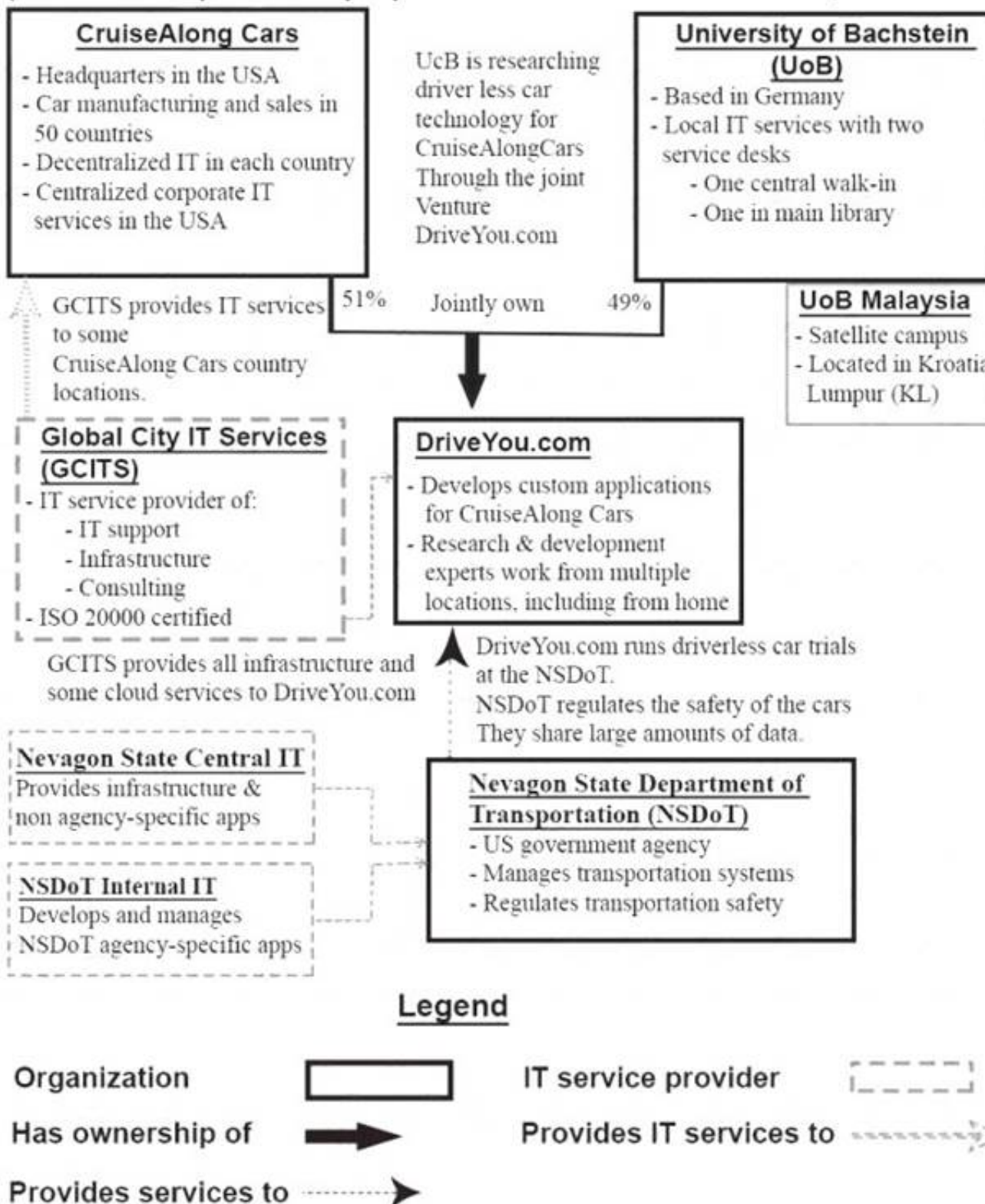
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US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

- ▶ Better structure and accountability around their work practices

- ▶ Compliance with safety and other regulatory requirements.

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The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT

- ▶ Manage growth and increasing IT demand

- ▶ Demonstrate value through competitive, responsive and transparent services

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- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT)

NSDot is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars central IT organization wants to implement a new ITSM toolset to replace their outdated system. The new ITSM toolset will be used by all CruiseAlong Cars' IT departments and their service desks.

The business case for the improvement has not been made yet. This could include financial contribution from various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

The business case for a new ITSM toolset has been approved. The project manager will soon start the detailed planning.

What is the BEST way to communicate with key stakeholders, and at which step of the CSI approach?

A. During 'where are we now?' send an email to all IT country organizations describing the benefits of the project and inviting them to contribute.

B. During 'where are we now?' send an email to a selection of IT country organizations, requesting their involvement in the project.

C. During 'where do we want to be?' send an email to all IT country organizations describing the benefits of the project and inviting them to contribute.

D. During 'where do we want to be?' send an email selection of IT country organizations, requesting their involvement in the project.

**Answer: B**

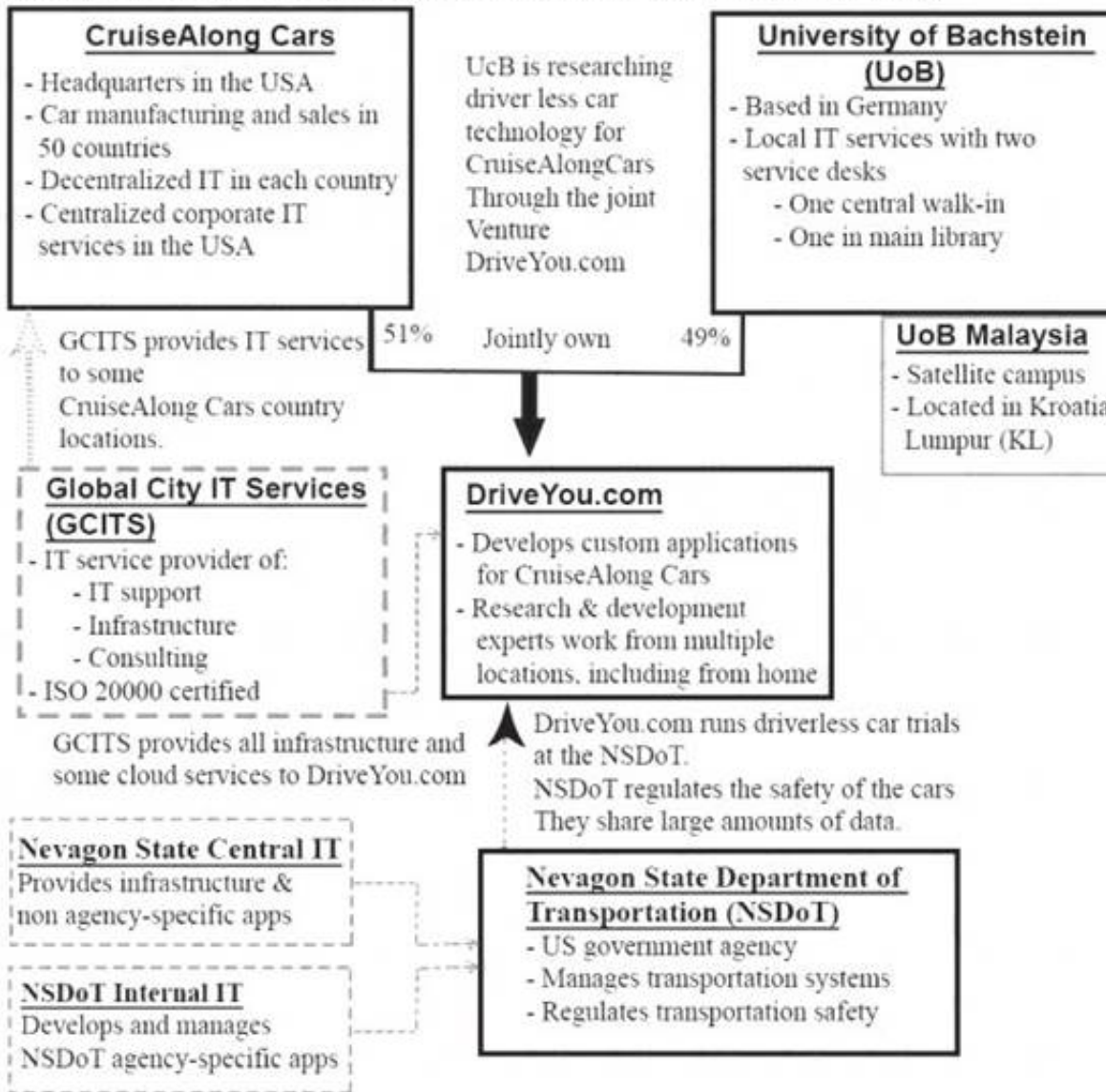
#### NEW QUESTION 10

See the scenario for additional informational.

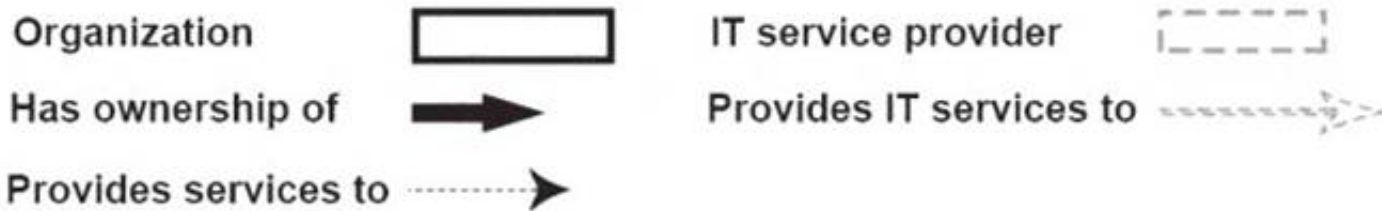


**Scenario:**

(Note: The companies and people within the scenario are fictional)



**Legend**



**CruiseAlong Cars**

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Some of the issues that CruiseAlong Cars needs to address include:

- ▶ Inefficiencies caused by the current IT structure
- ▶ Inconsistency of IT services when employees are travelling

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Some of the issues that DriveYou.com needs to address include:

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The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

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- ▶ Demonstrate value through competitive, responsive and transparent services

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GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars.

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- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars

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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

The project manager is planning an assessment to verify that the improvements have been achieved in the first iteration of the project.

Which are the BEST two outputs of the assessment?

	Outputs
a)	Customer satisfaction; Process maturity of incident management and request fulfilment
b)	Process metrics; Organizational maturity of CruiseAlong Cars business units
c)	Customer satisfaction; Change readiness of CruiseAlong Cars IT departments
d)	Process metrics; SWOT analysis of all service management processes

A. Customer satisfaction; Process maturity of incident management and request fulfilment

B. Process metrics; Organizational maturity of CruiseAlong Cars' business units

C. Customer satisfaction; Change readiness of CruiseAlong Cars' IT departments

D. Process metrics; SWOT analysis of all service management processes.

**Answer: B**

#### NEW QUESTION 15

See the scenario for additional informational.

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Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.



GCITS have a major audit coming up to verify continued compliance to the ISO/IEC 20000 standard. In preparation for the audit, they are conducting a series of internal audits.

GCITS has grown through acquisition. The latest acquisition, Optimsolv, does not comply with ISO/IEC 20000.

Optimsolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimsolv is compliant. The project manager is designing a resistance management plan for Optimsolv IT staff. Which is the BEST 'what's in it for me?' statement?

- A. "I am part of an important company initiative".
- B. "I can use the opportunity to learn valuable new skills".
- C. "Optimsolv gets ISO/IEC 20000 certification".
- D. "GCITS achieves its corporate goals".

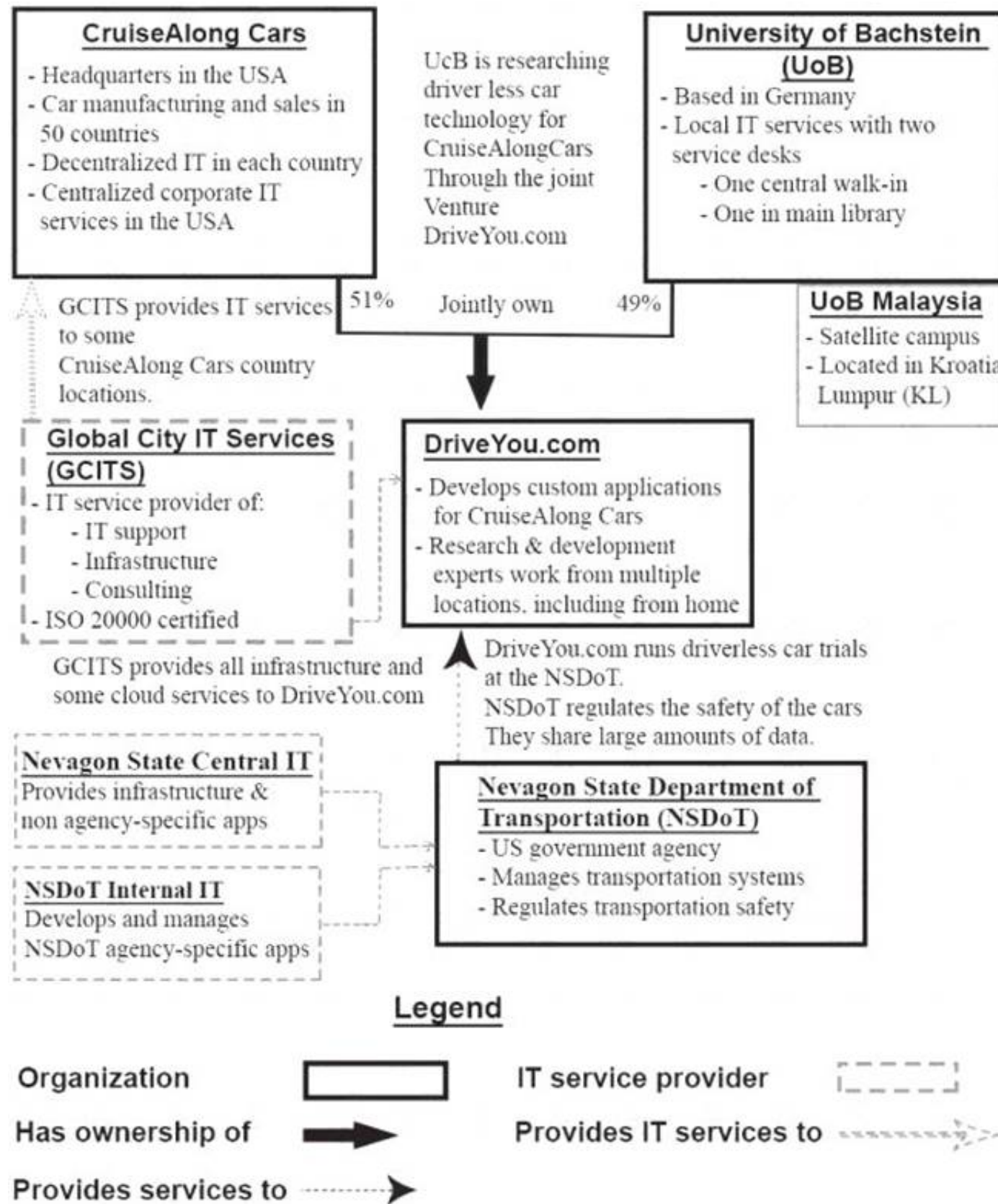
**Answer: B**

#### NEW QUESTION 17

See the Scenario for additional information.

Scenario:

(Note: The companies and people within the scenario are fictional)



#### CruiseAlong Cars

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The business case for the improvement has not been made yet. This could include financial contribution from various countries. The overall goal of the initiative is to achieve efficiencies and cost reductions through the centralization of processes and data for reporting across country-based IT departments.

CruiseAlong Cars' CIO recognizes that they must adopt an approach that focuses on service, and adapt ITIL best practices to achieve value from the processes that are underpinned by the new toolset.

What is the BEST way for best practice to be adapted to achieve the project goals?

- A. Utilize the process flows already available in the ITSM toolset because this requires least rework and is the lowest cost option.
- B. Use the best of the current processes from each country because costs will be reduced if the same solution is accepted by all of them.
- C. Utilize the ITIL guidance as a framework for the new processes because this will improve support and achieve cost reduction.
- D. Replace all current processes with fully ITIL aligned versions because this will allow easy automation to cut costs.

**Answer: C**

## NEW QUESTION 20

See the scenario for additional informational.

CruiseAlong Cars

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Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT
- ▶ Manage growth and increasing IT demand
- ▶

Demonstrate value through competitive, responsive and transparent services

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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

DriveYou.com decided to move the storage and management of their testing data to a new platform so that they can share it more effectively with the UoB. They also need to facilitate data transfer from new

CruiseAlong Cars research facilities in Japan and Australia.

A. 'Timing and frequency matter' because 'where are we now?' requires that messages to all stakeholders are kept simple.

B. 'There is no single correct method of communication because 'how do we get there?' requires coordination from a diverse range of stakeholders.

C. 'Timing and frequency matter' because 'what is the vision?' will need regular reinforcement to ensure the execution of the project is a success.

D. 'There is no single correct method of communication' because 'where do we want to be?' is different for every stakehold

**Answer: B**

### NEW QUESTION 21

See the scenario for additional informational.

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CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

After the business case is approved and a project is initiated, the project manager needs to create a stakeholder communication plan to implement the change.

Here is an extract from the plan:

Stakeholder Name	Communications Approach	Key Interests and Issues	Current Status	Desired Support
Australian and Japanese researchers	Monitor	Making their data readily available for use by UoB	Neutral	Neutral
DriveYou.com CIO	Critical	Project sponsor /	Advocate	Advocate
DriveYou.com technical team members		support the new solution	Neutral	Supporter

What communications approach is the BEST option to enter into the missing field, and why?

- A. Communications Approach: Critical Why: They are accountable for the project budget to build and support the new solution
- B. Communications Approach: Significant Why: The data being shared on the new platform is critical to the technical team role
- C. Communications Approach: Critical Why: Technical teams are the only people with the necessary skills to manage the new platform
- D. Communications Approach: Significant Why: Continued support is required for the planning process and then support of the solution.

**Answer: D**

#### NEW QUESTION 25

Which is the BEST example of the communication principle 'communication is a two-way process'?

- A. Passing on key messages from a briefing to a colleague who was unable to attend.
- B. Setting a calendar appointment for a team member's performance appraisal.
- C. Sending a meeting agenda to all attendees before every meeting.
- D. Capturing issues raised by attendees at the end of a company briefing

**Answer: D**

#### NEW QUESTION 28

See the Scenario for additional information.



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CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks. They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative. The project manager is creating a set of metrics to measure the service provided to senior executives once the improvements have been made. There must be a balance of technology, process and service metrics.

	Metric
1	Average number of incidents resolved per agent per day
2	% of time that mobile users can send and receive emails
3	% availability of mobile access servers
4	Average cost of resolving incidents
5	Mean time between failure of mobile devices
6	Length of time to provide senior executives with new mobile device

Which set of metrics provides a suitable balance?

- A. 1, 3 and 4.
- B. 1, 5 and 6.
- C. 2, 3 and 5
- D. 2, 4 and 6

Answer: C

**NEW QUESTION 29**

See the scenario for additional informational.

CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries.Each country has its own IT organization, with some central corporate IT services provided by the US parent

company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

Some of the issues that CruiseAlong Cars needs to address include:

- ▶ Inefficiencies caused by the current IT structure
- ▶ Inconsistency of IT services when employees are travelling

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein

(UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

University of Bachstein (UoB)

The UoB is a university that is based Germany, with a satellite campus in Kuala Lumpur, Malaysia. In the past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

The central IT department runs a variety of legacy systems, which serve students, administrators, researchers and academics. It also runs some high performance computing systems and high bandwidth networks across the main campus area.

Some of the issues that the UoB needs to address include:

- ▶ Complete the centralization and consolidation of IT
- ▶ Manage growth and increasing IT demand
- ▶ Demonstrate value through competitive, responsive and transparent services

Global City Services (GCITS)

GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

GCITS provides the entire infrastructure and some cloud services for DriveYou.com, as well as a range of services in different countries to CruiseAlong Cars. Some of the issues that GCITS needs to address include:

- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars Nevagon State Department of Transportation (NSDoT)

NSDot is a government agency in the US state of Nevagon, where DriveYou.com is running their trials. It is responsible for managing transportation systems and safety. DriveYou.com must work with the agency to ensure that their trials comply with safety regulations, and the program includes bi0directional sharing of large amounts of data.

The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

GCITS have a major audit coming up to verify continued compliance to the ISO/IEC 20000 standard. In preparation for the audit, they are conducting a series of internal audits.

GCITS has grown through acquisition. The latest acquisition, Optimsolv, does not comply with ISO/IEC 20000.

Optimsolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimsolv is compliant. Optimsolv has made the improvements identified in the audit. The GCITS IT Manager needs to determine that Optimsolv staff have accepted the required changes.

What is the BEST course of action for the GCITS IT Manager to take FIRST?

- A. Survey Optimsolv senior managers to gain general feedback on employee satisfaction.
- B. Carry out stakeholder analysis to determine which Optimsolv employees to survey.
- C. Directly observe impacted Optimsolv employees in their roles.
- D. Create a resistance management plan for Optimsolv employees.

**Answer: C**

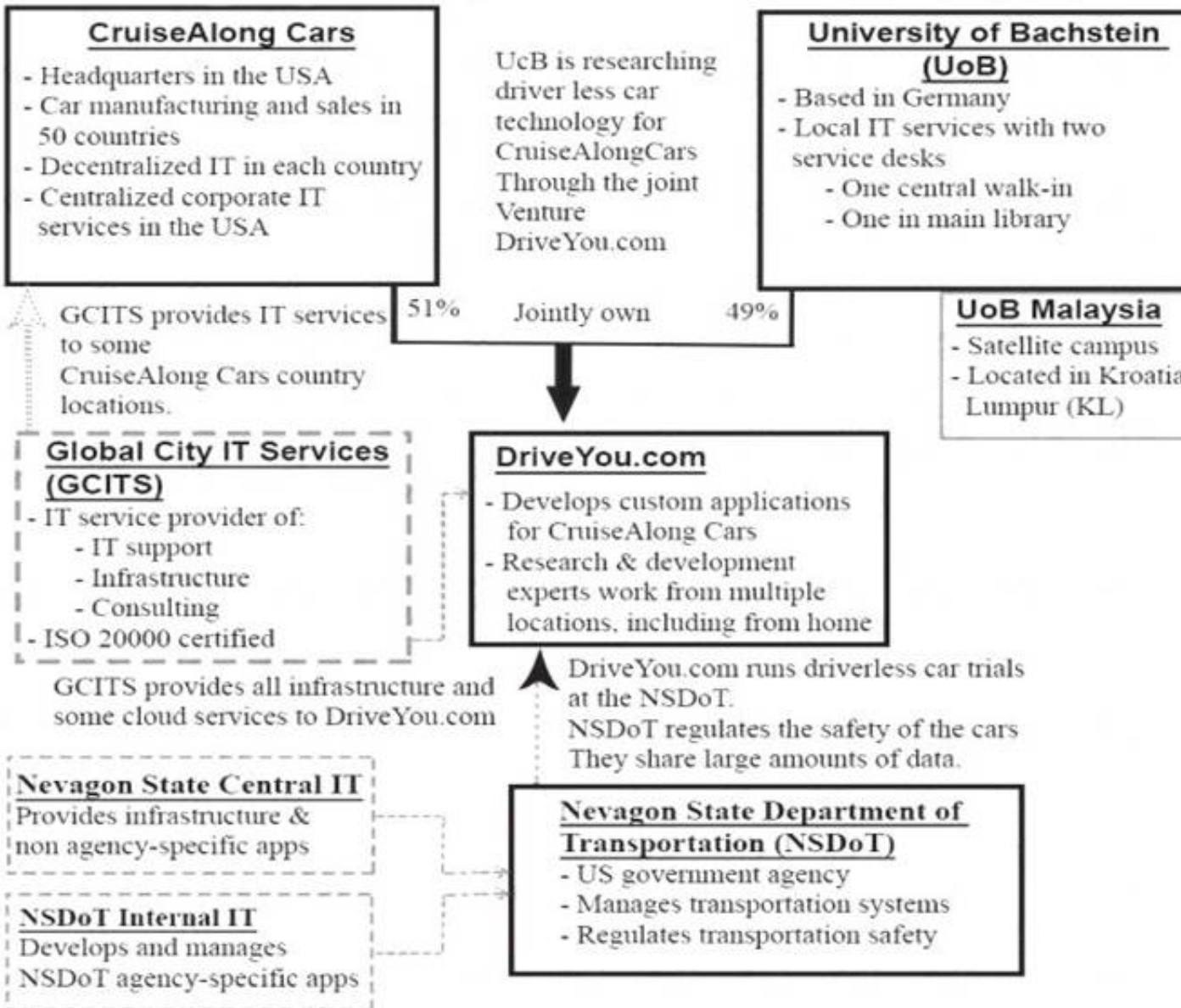
#### **NEW QUESTION 34**

See the scenario for additional informational.

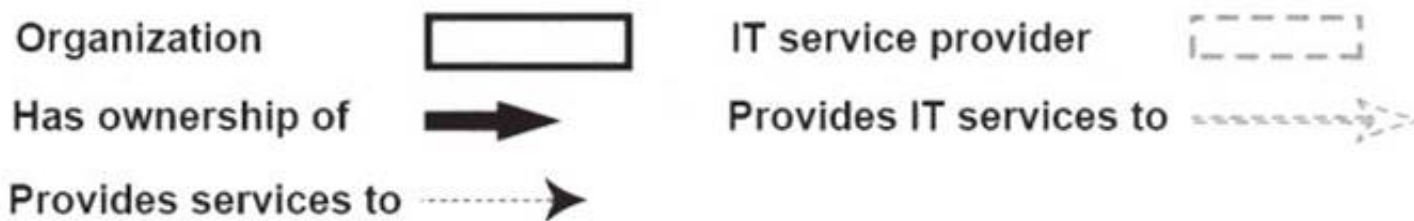


**Scenario:**

(Note: The companies and people within the scenario are fictional)



**Legend**



**CruiseAlong Cars**

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past, some IT services were funded and run centrally, and some were funded and run independently by each faculty. Centrally owned services include a 'walk-in' service desk, plus a separate service desk in the main library, run by library staff. Library services and IT are both part of the university's administrative services division. Recently, under a new CIO, there has been a drive to centralize and consolidate IT as a corporate function, although this has not been fully achieved.

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- ▶ Manage growth and increasing IT demand
- ▶ Demonstrate value through competitive, responsive and transparent services

**Global City Services (GCITS)**

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 Succeed in establishing a strategic partnership with CruiseAlong Cars

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	Information
1	Risks to existing data accessibility
2	Expected cost of implementation
3	Volume of data to be migrated
4	Global security regulations and legislation
5	Value to organization and strategy
6	Options and approaches to be considered

- A. 1, 2 and 5.
- B. 1, 3 and 6.
- C. 2, 4 and 6.
- D. 3, 4 and 5.

**Answer:** C

**NEW QUESTION 37**

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