



***The ITIL® 4 Create, Deliver and Support Examination***

***Sample Paper 2***

***Question Booklet***

**Multiple Choice**

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

***Instructions***

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

## The ITIL® 4 Create, Deliver and Support Examination

- 1) An organization has a value stream for the creation of new services. The value stream is initiated by the customer requirements and ends with the applications being ready for deployment. Customers have complained that they have to wait too long for the services.

Which is the BEST way to improve the value stream?

- A. Reduce the amount of testing in each step to speed up the time to market for the services
  - B. Create actions within the value stream to update customers on the proposed go live dates of the services
  - C. Examine the steps and actions in the value chain to identify improvements to their durations
  - D. Extend the scope of the value stream to include the steps needed to make the service available to users
- 2) What is ESSENTIAL for effective collaboration between two teams?
- A. Each team helping the other to meet their goals
  - B. Both teams cooperating by sharing information
  - C. A high level of trust between the teams
  - D. Both teams having suitable technology to support working together
- 3) Which tool is MOST likely to be used to automate workflows, as well as communicate with stakeholders?
- A. Robotic process automation
  - B. Continuous integration and delivery/deployment
  - C. Integrated service management toolset
  - D. Reporting and advanced analytics
- 4) Which concept enables organizations to coordinate and combine activities from multiple suppliers in a value stream?
- A. Service integration and management
  - B. Insourcing work
  - C. Commodification
  - D. MoSCoW model

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- 5) An organization has received feedback from users that their experience when creating tickets for incidents and service requests is impersonal.

Which is the BEST improvement to make in response to this feedback?

- A. Replace the use of tickets with collaborative swarming activities to improve teamwork
- B. Reduce the visibility of systems and records to create an intuitive front-end experience
- C. Revise prioritization levels and reduce the time taken to resolve incidents and service requests
- D. Increase the number of fields in tickets for incidents and service requests to gather more personal information

- 6) An organization has selected a vendor based in a country far away from the organization's principal country.

Which is this an example of?

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

- 7) An organization wants to create a consolidated set of requirements from its stakeholders for a new tool. The organization is in the process of rating and prioritizing each requirement to determine the importance of each one.

Which concept or approach would BEST assist the organization in making these decisions?

- A. Managing work as tickets
- B. Service integration and management
- C. Integration and data sharing
- D. MoSCoW

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- 8) An organization has established a continual improvement register and a simple process for collecting employee feedback. Over time, the organization has found that its employees have become hesitant to suggest improvements.

Which is MOST LIKELY the reason for the employees' hesitation?

- A. Unclear procedures for submitting ideas
- B. The lack of a reward system for submitting ideas
- C. The employees' ideas have not resulted in the desired cost savings
- D. A lack of transparency into how ideas are reviewed and acted upon

- 9) 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

- 10) A service desk team uses a collaboration tool to work with subject matter experts (SMEs). The tool notifies relevant SMEs that their assistance is needed. The team can then collaborate with the responding SMEs in real time to resolve incidents more quickly.

What is this an example of?

- A. Swarming
- B. Shift-left
- C. Robotic process automation
- D. Continuous integration

11) Which TWO are reasons why an organization would choose to buy a product from a supplier instead of building it in house?

1. The organization's processes for creating the product are immature
2. The work required to create the product is predictable and repetitive
3. The creation of the product relies on knowledge held by the organization's staff
4. The compliance to standards and policies is essential

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

12) A user logged an incident using chat, and was put through to a service desk agent on the phone. The agent asked all the same questions that the user had already provided answers to by chat.

What tool or technique would BEST help to avoid this situation?

- A. Multichannel communications
- B. Omnichannel communications
- C. Shift-left
- D. Service empathy

13) An organization manages the support of its services by using established procedures. However, there have been many complaints from support staff that these established procedures prevent them from being creative when resolving complex incidents.

Which approach would help to improve this situation?

- A. Machine learning
- B. Shift-left
- C. Algorithmic tasks
- D. Heuristic tasks

14) Which is an example of swarming?

- A. A second line support engineer is allocated a period of time to resolve an incident before escalation
- B. A group of developers convene to decide who is best to resolve a specific coding problem
- C. A group of users contact the service desk at the same time with related incidents
- D. Multiple support teams are allocated to work through separate ticket queues

15) What form of organizational structure arranges resources based on control, lines of authority or technical domain?

- A. Functional structure
- B. Divisional structure
- C. Matrix structure
- D. Flat structure

16) An organization is documenting its value streams to help communication and collaboration.

Which is an example of a complete value stream?

- A. 'Upgrade a database', which starts with the deployment of new components ('design & transition' activity) and ends with handing the database to the IT operations team
- B. 'Request and process feedback', which starts with contacting the customer ('engage' activity) and ends with taking action on the feedback ('improve' activity)
- C. 'Purchase new equipment', which starts with planning the funding of the purchase ('plan' activity) and ends with the purchase of the equipment ('obtain/build' activity)
- D. 'Provision user with a new phone', which starts with the user demand for a new phone and ends with value for the phone supplier and for the user

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17) A support team has deployed a fix for an incident and is verifying that it has been resolved.

Which is an example of the value stream contribution made by the 'service level management' practice at this step in the value stream?

- A. Providing information to assess the impact of an incident
- B. Providing information to assess sufficiency of the achieved service level
- C. Providing information about the fix and the restoration of the incident
- D. Providing information to assess the service level improvement initiatives

18) Which approach enables a greater proportion of incidents to be resolved by frontline staff, rather than by second-line staff?

- A. Shift-left
- B. Service integration and management
- C. Employee satisfaction measurement
- D. Results-based measuring and reporting

19) Which is a characteristic of CI/CD?

- A. Linear development frameworks
- B. Long periods between releases
- C. Frequent changes of code for the production environment
- D. Tactical work which is reactive

20) How does 'design thinking' recommend that initial user requirements for a new service should be established?

- A. By watching users as they carry out their normal work
- B. By running a workshop and ask the users relevant questions
- C. By creating working prototypes and see how users react to them
- D. By asking management to define the problem that the new service will solve

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21) An organization intends to improve the quality of support of its services. It recognizes that some ways of working are not focused on creating value.

Which is an example of a working practice which the organization should STOP?

- A. Discussing requirements and expectations of service availability with customers to determine incident prioritization categories
- B. Conducting a survey to collect feedback from users on how they would like the interface of the self-service portal to look
- C. Engaging with consumers to understand if the service support model will be fit for purpose following a planned organizational re-structure
- D. Using the response and fix times from the organization's hardware vendor to drive incident resolutions times for customers

22) A service uses many different servers, and it can continue to operate when some of them have failed. One server has failed, with no impact on services, and a technician is working to restore the server to normal operations.

How should the technician document the work they are doing?

- A. Log an incident, because the server has failed and needs to be restored
- B. Log a change because it may be necessary to change a part to fix the server
- C. Keep records within the support team, these do not need to be logged on a central tool
- D. Log a problem because the cause of the incident is not known and needs to be investigated

23) An organization measures the performance of its service desk staff by the number of incidents they resolve, and the average time taken to resolve incidents.

Which is the BEST additional measurement for the service desk staff?

- A. The average number of hours worked per month by each member of staff
- B. The average time taken for the IT organization to detect that an incident has occurred
- C. The quality of incident records completed by each member of staff
- D. The percentage of users who complete satisfaction surveys issued by the service desk

24) Which is part of applying the 'shift-left' approach?

- A. Identifying opportunities to reduce testing
- B. Moving defect detection tasks to the end of the lifecycle
- C. Merging highly interdependent tasks
- D. Reducing the skills and knowledge required

25) An organization wants to ensure that its vendors fulfil the responsibilities defined in their contracts as they deliver, stage and install IT equipment in a new building. This includes ensuring that the status of the equipment and any related documentation is captured in the organization's configuration management system.

What would MOST help the vendors to fulfil their responsibilities?

- A. Deployment models
- B. Robotic process automation
- C. Continuous integration
- D. MoSCoW method

26) An organization has experienced many changes to its IT environments, such as some services being moved to the public cloud and other services being implemented and changed by automated pipelines. The organization is concerned about how its 'change enablement' practice should operate for new services.

Which is the BEST approach to take?

- A. Adopt a centralized approach to change enablement, ensuring that all changes are assessed and authorized in the same way
- B. Allow the teams in each environment to decide how changes will be enabled, according to the technology and local practices in use
- C. Consider how the approaches to change enablement will need to vary for the different types of environment
- D. Amend the scope of the 'change enablement' practice so that it is limited to non-automated changes, which require more oversight

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27) An organization is working with its partners to develop a proof of concept for a new service. The proof of concept will enable the organization to collect fast feedback from the customer and to verify the customer's requirements.

Which concept is being applied?

- A. Machine learning
- B. Workforce planning
- C. Integration and data sharing
- D. Shift-left

28) An organization is documenting value streams for the first time.

How should the organization put together a value stream for the resolution of an incident which affects users?

- A. Start with incident detection and work through the steps until restoration of service
- B. Start with the monitoring tools and work through the other tools for diagnosis and recovery until the incident is fixed
- C. Start with the service desk function and work through the other support teams until the user is satisfied
- D. Start with the initiation of the incident management practice and work through the activities until incident closure

29) A support team uses weighted shortest job first (WSJF) to prioritize their work.

Which task should they work on next?

- A. Task 1: Cost of delay = £50 per hour, Time to complete = 1 hour
- B. Taks 2: Cost of delay = £50 per hour, Time to complete = 2 hours
- C. Task 3: Cost of delay = £100 per hour, Time to complete = 1 hour
- D. Task 4: Cost of delay = £100 per hour, Time to complete = 2 hours

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30) An organization is developing a value stream for maintaining and improving a service and is planning the involvement of the 'service validation and testing' practice. It is critical that updates do not affect the reliability of the service. Functional tests will be included in all test phases and these have already been added to the plan.

Which 'service validation and testing' activity is missing from this plan?

- A. Ensuring that requirements are fully understood
- B. Selecting a software development approach during non-functional testing
- C. Testing of new features required by service consumers during acceptance testing
- D. Ensuring that the system still functions as expected after changes

31) An organization has a large population of employees who are near retirement age. The organization is concerned that these employees' experience will be lost when they leave the organization.

In the context of the socialization, externalization, combination, internalization (SECI) model, which TWO approaches should this organization take?

- 1. Convert the employees' tacit knowledge to explicit knowledge
  - 2. Ensure that vendor solutions are available as knowledge articles
  - 3. Convert the employees' explicit knowledge to tacit knowledge
  - 4. Transfer the employees' explicit knowledge to others in the organization
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- A. 1 and 2
  - B. 2 and 3
  - C. 3 and 4
  - D. 1 and 4

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32) Which is an example of how the 'problem management' practice contributes to a value stream for user support?

- A. Analysing the details of closed incidents after a major release to understand the symptoms
- B. Updating knowledge records after the cause of a network incident has been identified
- C. Assessing the impact of the decision to add automated diagnostic scripts to a customer relationship management service
- D. Writing code to fix an error in an application which is part of a business-critical service

33) An IT department has limited staff available for fulfilling service requests. Additional staff are not available and the organization wants to implement a short-term solution to manage demand during busy periods.

Which is the BEST method they could use to manage demand?

- A. Create a new self-service portal to allow users to log and monitor service requests
- B. Agree that requests received after 1pm will not be processed until the following day
- C. Increase charges to senior management for providing a 'gold service' for service requests
- D. Employ contractors to deal with the extra service request workload at busy periods

34) Which focuses on listening to and acknowledging customers and their needs?

- A. Positive communications
- B. Shift-left
- C. Information model
- D. CI/CD

35) A financial organization is developing a new mobile app. There are many stakeholders who cannot agree on what features are needed.

What development approach is MOST appropriate for this situation?

- A. Waterfall
- B. Timeboxing
- C. Linear iterative
- D. Parallel experimentation

36) Which will help create a good team culture?

- A. Minimizing the number of team meetings to increase focus on individual productivity in specialist areas
- B. Discouraging informal teams to ensure that shared organizational goals are met
- C. Ensuring team members understand their roles and how they fit with the organization's objectives
- D. Focusing on building team member's specialism to minimize confusion over cross-functional roles

37) An organization is designing a value stream for the restoration of live service to a user. They have agreed that the value stream will be initiated by a request from a user, and documented the steps through to restoration of the service.

What should they do next?

- A. Agree which types of incident will be escalated to second line support
- B. Identify the practices that are required to restore the service
- C. Define the use case that describes the demand for incident resolution
- D. Identify the value chain activities related to the value stream steps

38) A service provider is planning to provide a new set of cloud based hosting services to external users. The service provider is developing a workforce planning strategy and has already identified:

- the emerging technologies required by the hosting services
- the leadership and organizational changes required

Which other consideration should be included in the strategy?

- A. Design the infrastructure components required for the hosting service and identify potential suppliers
- B. Plan a new staff structure and appoint managers with knowledge and experience of hosting services
- C. Identify the skills and knowledge of the potential users of the cloud service and plan training sessions
- D. Create role profiles for new staff including required skills and knowledge sets to enable recruitment

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- 39) Which concept assists with the automation of processes which are repetitive, high-volume, and based on simple decision-making rules?
- A. CI/CD
  - B. Integration and data sharing
  - C. Robotic process automation
  - D. Results-based measuring and reporting
- 40) How does an information model provide value to an organization?
- A. By automating repetitive and mundane tasks
  - B. By creating a shared understanding of how data is created and used by the organization
  - C. By reducing reporting lines within an organization
  - D. By creating an understanding of how well the organization is meeting the needs of staff

**END OF EXAMINATION**