The ITIL® 4 Foundation Examination

Sample Paper 1

Answers and Rationales

For exam paper: EN_ITIL4_FND_2019_SamplePaper1_QuestionBk_v1.3

Q	A	Syllabus Ref	Rationale
1	D	6.1.h	A. Incorrect. "The purpose of the change control 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 5.2.4 B. Incorrect. "The purpose of the release management practice is to make new and changed services and features available for use." Ref 5.2.8 C. Incorrect. "The purpose of the IT asset management practice is to plan and manage the full lifecycle of all IT assets". Ref 5.2.6 D. Correct. "The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes, or any other component to live environments." Ref 5.3.1
2	A	7.1.f	A. Correct. "Service desks provide a clear path for users to report issues, queries, and requests, and have them acknowledged, classified, owned, and actioned". Ref 5.2.14 B. Incorrect. The 'incident management' practice deals only with incidents, not queries and requests. "The purpose of the incident management practice is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible". Ref 5.2.5 C. Incorrect. The 'change control' practice deals only with change requests, not other queries and requests. "The purpose of the change control 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 5.2.4 D. Incorrect. The 'service level management' practice ensures service targets are met. It does not manage queries and requests from users. "The purpose of the service level management practice is to set clear business-based targets for service performance, so that the delivery of a service can be properly assessed, monitored, and managed against these targets". Ref 5.2.13

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Q	A	Syllabus Ref	Rationale
3	C	7.1.g	A. Incorrect. "The purpose of the continual improvement practice is to align the organization's practices and services with changing business needs through the ongoing improvement of products, services, and practices, or any element involved in the management of products and services." Ref 5.1.2 B. Incorrect. "The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for the service provider with all of its users." Ref 5.2.14 C. Correct. "Service level management identifies metrics and measures that are a truthful reflection of the customer's actual experience and level of satisfaction with the whole service," and "Engagement is needed to understand and confirm the actual ongoing needs and requirements of customers, not simply what is interpreted by the service provider or has been agreed several years before." Ref 5.2.15.1 D. Incorrect. "The purpose of the problem management practice is to reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, and managing workarounds and known errors". Ref 5.2.8
4	C	7.1.b	A. Incorrect. While it can be used after deploying a change, this is not the main use of the change schedule. "The change schedule is used to help plan changes, assist in communication, avoid conflicts, and assign resources. It can also be used after changes have been deployed to provide information needed for incident management, problem management, and improvement planning." Ref 5.2.4 B. Incorrect. "Emergency changes: These are changes that must be implemented as soon as possible; for example, to resolve an incident or implement a security patch. Emergency changes are not typically included in a change schedule, and the process for assessment and authorization is expedited to ensure they can be implemented quickly." Ref 5.2.4 C. Correct. "The change schedule is used to help plan changes, assist in communication, avoid conflicts, and assign resources." Ref 5.2.4 D. Incorrect. Standard changes are already pre-authorized and do not need to be included on a change schedule. "These are low-risk, pre-authorized changes that are well understood and fully documented, and can be implemented without needing additional authorization." Ref 5.2.4

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Q	A	Syllabus Ref	Rationale
5	D	3.1.d	A. Incorrect. The 'organizations and people' dimension describes "roles and responsibilities, formal organizational structures, culture, and required staffing and competencies." Ref 3.1 B. Incorrect. The 'information and technology' dimension includes "the information and knowledge necessary for the management of services, as well as the technologies required" and "the information created, managed, and used in the course of service provision and consumption, and the technologies that support and enable that service." Ref 3.2 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 D. Correct. The 'value streams and processes' dimension "focuses on what activities the organization undertakes and how they are organized, as well as how the organization ensures that it is enabling value creation for all stakeholders efficiently and effectively." Ref 3.4
6	A	7.1.c	A. Correct. "More complex incidents will usually be escalated to a support team for resolution. Typically, the routing is based on the incident category, which should help to identify the correct team." Ref 5.2.5 B. Incorrect. The category is concerned with the type of incident whereas priority is determined by business impact. "Incidents are prioritized based on agreed classification to ensure that incidents with the highest business impact are resolved first." Ref 5.2.5 C. Incorrect. "Every incident should be logged and managed to ensure that it is resolved in a time that meets the expectations of the customer and user." Categorization by itself will not ensure this. Ref 5.2.5 D. Incorrect. Customer and user satisfaction determines how the service provider is perceived. "Incident management can have an enormous impact on customer and user satisfaction, and on how customers and users perceive the service provider." Ref 5.2.5

Q	A	Syllabus Ref	Rationale
7	B	1.1.a	A. Incorrect. Warranty is "assurance that a product or service will meet agreed requirements." Warranty of a service is necessary, but not sufficient to enable value co-creation. Ref 2.5.4 B. Correct. A service is "a means of enabling value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks". Ref 2.3.1 C. Incorrect. Utility is "the functionality offered by a product or service". Utility of a service is necessary, but not sufficient to enable value co-creation. Ref 2.5.4 D. Incorrect. An output is "a tangible or intangible deliverable of an activity." The output of a service is necessary, but not sufficient to enable value co-creation. Ref 2.5.1
8	A	7.1.a	A. Correct. "Although everyone should contribute in some way, there should at least be a small team dedicated full-time to leading continual improvement efforts and advocating the practice across the organization." Ref 5.1.2 B. Incorrect. "Different types of improvements may call for different improvement methods. For example, some improvements may be best organized into a multi-phase project, while others may be more appropriate as a single quick effort." Ref 5.1.2 C. Incorrect. "The continual improvement practice is integral to the development and maintenance of every other practice." Ref 5.1.2 D. Incorrect. "When third-party suppliers form part of the service landscape, they should also be part of the improvement effort." Ref 5.1.2
9	B	7.1.c	A. Incorrect. "Target resolution times are agreed, documented, and communicated to ensure that expectations are realistic." A good IT service management tool may help the organization to meet these times, but the tool cannot ensure that this happens. Furthermore, identifying the causes of incidents is a 'problem management' activity Ref 5.2.5 B. Correct. "Modern IT service management tools can provide automated matching of incidents to other incidents, problems or known errors". Ref 5.2.5 C. Incorrect. 'Incident management' requires supplier contracts to be correctly aligned, but ensuring that the contracts are aligned is a purpose of the 'supplier management' practice. Ref 5.1.13 D. Incorrect. "The most complex incidents, and all major incidents, often require a temporary team to work together to identify the resolution". "Investigation of more complicated incidents often requires knowledge and expertise, rather than procedural steps." Ref 5.2.5

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Q	A	Syllabus Ref	Rationale
10	A	7.1.e	A. Correct. "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..." and a service request is defined as "a request from a user or a user's authorized representative that initiates a service action". Ref 5.2.16 B. Incorrect. A customer is "a person who defines the requirements for a service and takes responsibility for the outcomes of service consumption". A customer could also be a user, and in that role they may submit a service request. Ref 2.2.2 C. Incorrect. A sponsor is "A person who authorizes budget for service consumption." A sponsor could also be a user, and in that role they may submit a service request. Ref 2.2.2 D. 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.". This does not include consumption of services, and "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." Ref 3.3
11	C	7.1.f	A. Incorrect. "The purpose of the incident management practice is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible." The 'incident management' practice does not provide a single point of contact for service users. Ref 5.2.5 B. Incorrect. "The purpose of the change control 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." The 'change control' practice does not provide a single point of contact for service users. Ref 5.2.4 C. Correct. "The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for the service provider with all of its users." Ref 5.2.14 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." The 'service request management' practice does not provide a single point of contact for service users. Ref 5.2.16

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Q	A	Syllabus Ref	Rationale
12	A	2.2.e	A. Correct. The 'think and work holistically' guiding principle advises that all aspects of an organization are considered when providing value in the form of services. This includes all four dimensions of service management (organizations and people; information and technology; partners and suppliers; value streams and processes). "Services are delivered to internal and external service consumers through the coordination and integration of the four dimensions of service management." Ref 4.3.5 B. Incorrect. The 'progress iteratively with feedback' guiding principle is concerned with breaking initiatives into manageable sections that can be executed more easily. It is not primarily concerned with addressing the four dimensions of service management. Ref 4.3.3 C. Incorrect. The 'focus on value' guiding principle ensures that everything that the organization does links back to providing value to service consumers. It is not primarily concerned with addressing the four dimensions of service management. Ref 4.3.1 D. Incorrect. The 'keep it simple and practical' guiding principle focuses on keeping things simple by reducing complexity and eliminating unnecessary activities and steps. It is not primarily concerned with addressing the four dimensions of service management. Ref 4.3.6
13	B	7.1.e	A. Incorrect. This would be supported by the 'change control' practice. A change is "the addition, modification, or removal of anything that could have a direct or indirect effect on services." Normal changes "need to be scheduled, assessed, and authorized". Ref 5.2.4 B. Correct. A service request is "a request from a user or a user's authorized representative that initiates a service action which has been agreed as a normal part of service delivery." Ref 5.2.16 C. Incorrect. This would be supported by the 'incident management' practice. An incident is "an unplanned interruption to a service or reduction in the quality of a service." Ref 5.2.5 D. Incorrect. This would be supported by the 'problem management' practice. A problem is "a cause, or potential cause, of one or more incidents". Ref 5.2.8

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Q	A	Syllabus Ref	Rationale
14	D	7.1.a	A. Incorrect. The 'service level management' practice is not the responsibility of everyone in the organization. A number of roles are required but there is no fixed structure. It is recommended that there is an independent and non-aligned role where possible. Ref 5.2.15
			B. Incorrect. The 'change control' practice is not the responsibility of everyone in the organization. Many roles can be assigned to change control such as change authority. It also requires input from people with specialist knowledge. Ref 5.2.4
			C. Incorrect. The 'problem management' practice is not the responsibility of everyone in the organization. Most problem management activity relies on the knowledge and experience of staff. Ref 5.2.8
			D. Correct. "continual improvement is everyone's responsibility" and "The commitment to and practice of continual improvement must be embedded into every fibre of the organization". Ref 5.1.2
15	D	6.1.a	A. Incorrect. "The purpose of the information security management practice is to protect the information needed by the organization to conduct its business. This includes understanding and managing risks to the confidentiality, integrity, and availability of information, as well as other aspects of information security such as authentication (ensuring someone is who they claim to be) and non-repudiation (ensuring that someone can't deny that they took an action)." Ref 5.1.3
			B. Incorrect. "The purpose of the information security management practice is to protect the information needed by the organization to conduct its business. This includes understanding and managing risks to the confidentiality, integrity and availability of information, as well as other aspects of information security such as authentication (ensuring someone is who they claim to be) and non-repudiation (ensuring that someone can't deny that they took an action)." Ref 5.1.3
			C. Incorrect. "The purpose of the information security management practice is to protect the information needed by the organization to conduct its business. This includes understanding and managing risks to the confidentiality, integrity and availability of information, as well as other aspects of information security such as authentication (ensuring someone is who they claim to be) and non-repudiation (ensuring that someone can't deny that they took an action)." Ref 5.1.3
			D. Correct. "The purpose of the information security management practice is to protect the information needed by the organization to conduct its business. This includes understanding and managing risks to the confidentiality, integrity and availability of information, as well as other aspects of information security such as authentication (ensuring someone is who they claim to be) and non-repudiation (ensuring that someone can't deny that they took an action)." Ref 5.1.3

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Q	A	Syllabus Ref	Rationale
16	B	2.2.b	A. Incorrect. The 'focus on value' guiding principle states that "All activities conducted by the organization should link back, directly or indirectly, to value for itself, its customers, and other stakeholders." Ref 4.3.1 B. Correct. The 'start where you are' guiding principle recommends that "Services and methods already in place should be measured and/or observed directly to properly understand their current state and what can be reused from them... Getting data from the source helps to avoid assumptions which, if proven to be unfounded, can be disastrous to timelines, budgets and the quality of results." Ref 4.3.2 C. Incorrect. The 'keep it simple and practical' guiding principle states that an organization should "Always use the minimum number of steps needed to accomplish an objective." Ref 4.3.6 D. Incorrect. The 'progress iteratively with feedback principle states that "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
17	C	7.1.c	A. Incorrect. "There may be scripts for collecting information from users during initial contact". Ref 5.2.5 B. Incorrect. "There should be a formal process for logging and managing incidents." Ref 5.2.5 C. Correct. "This process does NOT usually include detailed procedures for how to diagnose, investigate, and resolve incidents." Ref 5.2.5 D. Incorrect. "Investigation of more complicated incidents often requires knowledge and expertise, rather than procedural steps." Ref 5.2.5
18	A	2.1	A. Correct. A guiding principle is defined as a recommendation that can guide an organization in all circumstances and will guide organizations when adopting service management. They are not described as prescriptive or mandatory. Ref 4.3 B. Incorrect. The guiding principles will be reviewed and adopted by organizations. The guiding principles guide organizations to make decisions and adopt actions. They do not mandate specific actions and decisions. Ref 4.3.8 C. Incorrect. Organizations will use the principles relevant to them and are not mandated to use a given number. Ref 4.3 D. Incorrect. The guiding principles guide organizations to make decisions and adopt actions. They are not mandatory. Ref 4.3

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Q	A	Syllabus Ref	Rationale
19	B	7.1.b	A. Incorrect. "It is essential that the correct change authority is assigned to each type of change to ensure that change control is both efficient and effective." For normal changes, "change models based on the type of change determine the roles for assessment and authorization". A single change authority is inadequate. Ref 5.2.4 B. Correct. "It is essential that the correct change authority is assigned to each type of change to ensure that change control is both efficient and effective." For normal changes, "change models based on the type of change determine the roles for assessment and authorization". Ref 5.2.4 C. Incorrect. Normal changes are "changes that need to be scheduled, assessed, and authorized following a process." Thus, all normal changes will be authorized by a change authority. Standard changes can be pre-authorized: "These are low-risk, pre-authorized changes that are well understood and fully documented, and can be implemented without needing additional authorization". Ref 5.2.4 D. Incorrect. "Emergency changes are not typically included in a change schedule, and the process for assessment and authorization is expedited to ensure they can be implemented quickly." Therefore, all emergency changes will be authorized by a change authority. Ref 5.2.4
20	C	6.1.f	A. Incorrect. "The purpose of the change control 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 5.2.4 B. 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". Ref 5.2.16 C. Correct. "The purpose of the release management practice is to make new and changed services and features available for use". Ref 5.2.9 D. Incorrect. "The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes, or any other component to live environments." Ref 5.3.1

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Q	A	Syllabus Ref	Rationale
21	B	5.2.a	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
			B. 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
			C. Incorrect. The purpose of the 'deliver and support' value chain activity is "to ensure that services are delivered and supported according to agreed specifications and stakeholders' expectations." Ref 4.5.6
			D. 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
22	D	5.1	A. Incorrect. "Value chain activities use different combinations of ITIL practices". No practice belongs to a single value chain activity. Ref 4.5
			B. Incorrect. Service value streams are "specific combinations of activities and practices, and each one is designed for a particular scenario" and "Service relationships include service provision, service consumption, and service relationship management." Ref 4.5, 2.4.1
			C. Incorrect. Service value streams are "specific combinations of activities and practices, and each one is designed for a particular scenario." There can be multiple service value streams within one service value chain. Ref 4.5
			D. Correct. "These activities represent the steps an organization takes in the creation of value. Each activity transforms inputs into outputs. These inputs can be demand from outside the value chain or outputs of other activities. All the activities are interconnected, with each activity receiving and providing triggers for further action." Ref 4.5

Q	A	Syllabus Ref	Rationale
23	A	6.1.c	A. Correct. "The purpose of the supplier management practice is to ensure that the organization's suppliers and their performance are managed appropriately to support the seamless provision of quality products and services". Ref 5.1.13 B. Incorrect. "The purpose of the continual improvement practice is to align the organization's practices and services with changing business needs through the ongoing improvement of products, services, and practices, or any element involved in the management of products and services." This is not the purpose of the 'supplier management' practice. An organization is unlikely to change its practices to suit a supplier's needs. Ref 5.1.2 C. Incorrect. "The purpose of the relationship management practice is to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels". This is not the purpose of the 'supplier management' practice. Ref 5.1.9 D. Incorrect. "The purpose of the service configuration management practice is to ensure that accurate and reliable information about the configuration of services, and the CIs that support them, is available when and where it is needed". This is not the purpose of the 'supplier management' practice. Ref 5.2.11
24	B	1.2.a	A. Incorrect. The price of the service is only part of the costs imposed on the consumer. The cost of creating the service is a concern of the service provider, not the service consumer. The service consumer should also evaluate the costs removed from the consumer. Ref 2.5.2 B. Correct. From the service consumer's perspective, there are two types of costs involved in service relationships: 1. Costs removed from the service consumer by the service (a part of the value proposition). This may include costs of staff, technology, and other resources which are not needed by the consumer. 2. Costs imposed on the consumer by the service (the costs of service consumption). The total cost of consuming a service includes the price charged by the service provider (if any), plus other costs such as staff training, costs of network utilization, procurement, etc. Ref 2.5.2 C. Incorrect. C. The cost of provisioning the service, and the cost of improving the service are concerns of the service provider, not the service consumer. The service consumer should evaluate the costs removed from the consumer and the costs imposed on the consumer. Ref 2.5.2 D. Incorrect. The two types of cost that a service consumer should evaluate are costs removed from the consumer and costs imposed on consumers. The cost of hardware and software may be included in either of these, but will only be part of that cost. Ref 2.5.2

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Q	A	Syllabus Ref	Rationale
25	C	6.1.n	A. Incorrect. "The purpose of the problem management practice is to reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, and managing workarounds and known errors." Ref 5.2.8 B. Incorrect. "The purpose of the change control 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 5.2.4 C. Correct. "The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for the service provider with all of its users." Ref 5.2.14 D. Incorrect. "The purpose of the service level management practice is to set clear business-based targets for service performance, so that the delivery of a service can be properly assessed, monitored, and managed against these targets." Ref 5.2.1.5
26	B	7.1.a	A. Incorrect. The guidance describes how there are many methods that can be used for improvement initiatives and warns against using too many. It further states that "Different types of improvement may call for different improvement methods". Therefore, using a new method each time is inappropriate. Ref 5.1.2 B. Correct. The guidance describes how there are many methods that can be used for improvement initiatives and warns against using too many. The guidance states "It is a good idea to select a few key methods that are appropriate to the types of improvement the organization typically handles and to cultivate those methods". Ref 5.1.2 C. Incorrect. The guidance describes how there are many methods that can used for improvement initiatives and warns against using too many. Ref 5.1.2 D. Incorrect. The guidance describes how there are many methods that can be used for improvement initiatives and warns against using too many. It further states that "Different types of improvements may call for different improvement methods". Therefore, selecting a single method is inappropriate. Ref 5.1.2
27	D	4.1	A. Incorrect. The seven guiding principles are 'focus on value', 'start where you are', 'progress iteratively with feedback', 'collaborate and promote visibility', 'think and work holistically', 'keep it simple and practical' and 'optimize and automate'. Ref 4.3 B. Incorrect. The four dimensions of service management are 'organizations and people', 'information and technology', 'partners and suppliers', and 'value streams and processes'. Ref 3.1-3.4 C. Incorrect. The activities of the service value chain are 'plan', 'improve', 'engage', 'design and transition', 'obtain/build', and 'deliver and support'. Ref 4.5 D. Correct. The components of the service value system are 'guiding principles', 'governance', 'service value chain', 'practices', and 'continual improvement'. Ref 4.1

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Q	A	Syllabus Ref	Rationale
28	C	7.1.f	A. Incorrect. "With increased automation, AI, robotic process automation (RPA), and chatbots, service desks are moving to provide more self-service logging and resolution directly via online portals and mobile applications." Ref 5.2.14 B. Incorrect. "The service desk may not need to be highly technical, although some are." Ref 5.2.14 C. Correct. "Another key aspect of a good service desk is its practical understanding of the wider organization, the business processes, and the users." Ref 5.2.14 D. Incorrect. "In some cases, the service desk is a tangible team, working in a single location... In other cases, a virtual service desk allows agents to work from multiple locations, geographically dispersed." Ref 5.2.14
29	C	2.2.c	A. Incorrect. The 'Focus on value' guiding principle helps to ensure that you consider all aspects of value for the service consumer, as well as the service provider and other stakeholders. It does not specifically describe organizing work into smaller, manageable sections that can be executed and completed in a timely manner. Ref 4.3.1 B. Incorrect. The 'Start where you are' guiding principle helps to avoid waste and leverage existing services, processes, people, tools, etc. It does not specifically describe organizing work into smaller, manageable sections that can be executed and completed in a timely manner. Ref 4.3.2 C. Correct. The description of the 'progress iteratively with feedback' guiding principle says "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 D. Incorrect. The 'collaborate and promote visibility' guiding principle helps to involve the right people and provide better decision-making and greater likelihood of success. It does not specifically describe organizing work into smaller, manageable sections that can be executed and completed in a timely manner. Ref 4.3.4

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Q	A	Syllabus Ref	Rationale
30	A	7.1.b	A. Correct. "These are low-risk, pre-authorized changes that are well understood and fully documented, and can be implemented without needing additional authorization. They are often initiated as service requests, but may also be operational changes. When the procedure for a standard change is created or modified, there should be a full risk assessment and authorization as for any other change. This risk assessment does not need to be repeated each time the standard change is implemented; it only needs to be done if there is a modification to the way it is carried out." Ref 5.2.4 B. Incorrect. Normal changes are "changes that need to be scheduled, assessed, and authorized." Ref 5.2.4 C. Incorrect. An emergency change that is needed to resolve an incident should still be assessed and authorized. "As far as possible, emergency changes should be subject to the same testing, assessment, and authorization as normal changes". Ref 5.2.4 D. Incorrect. This is a description of a normal change: "changes that need to be scheduled, assessed, and authorized". Ref 5.2.4
31	C	7.1.d	A. Incorrect. A change request is only raised if it is justified. "Error control also includes identification of potential permanent solutions which may result in a change request for implementation of a solution, but only if this can be justified in terms of cost, risks, and benefits". Ref 5.2.8 B. Incorrect. The 'incident management' practice restores service not the 'problem management' practice. "The purpose of the incident management practice is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible.". Ref 5.2.5 C. Correct. "An effective incident workaround can become a permanent way of dealing with some problems when resolving the problem is not viable or cost-effective. In this case, the problem remains in the known error status, and the documented workaround is applied should related incidents occur". Ref 5.2.8 D. Incorrect. The problem record is not deleted. "Workarounds are documented in problem records". ".. the problem remains in the known error status, and the documented workaround is applied should related incidents occur". Ref 5.2.8

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Q	A	Syllabus Ref	Rationale
32	A	6.2.d	A. Correct. A change is the "addition, modification, or removal of anything that could have a direct or indirect effect on services". Ref 5.2.4 B. Incorrect. "The purpose of the service configuration management practice is to ensure that accurate and reliable information about the configuration of services, and the CIs that support them, is available when and where it is needed." Ref 5.2.11 C. Incorrect. "The purpose of the release management practice is to make new and changed services and features available for use". Ref 5.2.9 D. Incorrect. "The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes, or any other component to live environments." Ref 5.3.1
33	A	6.2.b	A. Correct. "An event can be defined as any change of state that has significance for the management of a service or other configuration item (CI)". Ref 5.2.7 B. Incorrect. The definition of a configuration item is "any component that needs to be managed in order to deliver an IT service." Ref 5.2.11 C. Incorrect. An incident is "An unplanned interruption to a service or reduction in the quality of a service." Ref 5.2.5 D. Incorrect. An IT asset is "Any financially valuable component that can contribute to the delivery of an IT product or service." Ref 5.2.11
34	C	1.2.d	A. Incorrect. "A tangible or intangible deliverable of an activity" is the definition of an output, not an outcome. Ref 2.5.1 B. Incorrect. "The functionality offered by a product or service to meet a particular need" is the definition of utility, not an outcome. The utility of the service may facilitate outcomes. Ref 2.5.4 C. Correct. An outcome is "a result for a stakeholder enabled by one or more outputs". The definition of a service describes how the value of a service enables value co-creation by facilitating outcomes that customers want to achieve. Ref 2.5.1 D. Incorrect. A product is "a configuration of an organization's resources designed to offer value for a consumer." Ref 2.3.1

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Q	A	Syllabus Ref	Rationale
35	D	3.1.b	A. Incorrect. "The challenges of information management, such as those presented by security and regulatory compliance requirements, are also a focus of [the 'information and technology] dimension". Ref 3.2 B. Incorrect. "The technologies that support service management include, but are not limited to, workflow management systems, knowledge bases, inventory systems, communication systems, and analytical tools". Ref 3.2 C. Incorrect. "The technologies that support service management include, but are not limited to, workflow management systems, knowledge bases, inventory systems, communication systems, and analytical tools." Ref 3.2 D. Correct. "The organizations and people dimension of a service covers roles and responsibilities, formal organizational structures, culture, and required staffing and competencies, all of which are related to the creation, delivery, and improvement of a service." Ref 3.1
36	D	7.1.d	D. Correct. (1) "Problem management activities can identify improvement opportunities in all four dimensions of service management. Solutions can in some cases be treated as improvement opportunities, so they are included in a continual improvement register (CIR), and continual improvement techniques are used to prioritize and manage them." (4) "Error control also includes identification of potential permanent solutions which may result in a change request for implementation of a solution." Ref 5.2.8 A, B C. Incorrect. (2) "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." Ref 5.2.16 (3) "The purpose of the service level management practice is to set clear business-based targets for service levels, and to ensure that delivery of services is properly assessed, monitored, and managed against these targets."

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Q	A	Syllabus Ref	Rationale
37	B	2.2.f	A. Incorrect. "Trying to provide a solution for every exception will often lead to over-complication. When creating a process or a service, designers need to think about exceptions, but they cannot cover them all. Instead, rules should be designed that can be used to handle exceptions generally." Ref 4.3.6 B. Correct. The 'keep it simple and practical' guiding principle states: "When analyzing a practice, process, service, metric, or other improvement target, always ask whether it contributes to value creation." Ref 4.3.6.1 C. Incorrect. "When designing, managing, or operating practices, be mindful of conflicting objectives ... the organization should agree on a balance between its competing objectives." Ref 4.3.6.2 D. Incorrect. "It is better to start with an uncomplicated approach and then carefully add controls, activities, or metrics when it is seen that they are truly needed." Ref 4.3.6.1
38	C	2.2.a	A. Incorrect. It is essential to determine who the service consumer is, and what they value. The outcomes should be based on this understanding, rather than determining them. "The first step in focusing on value is knowing who is being served. In each situation the service provider must, therefore, determine who the service consumer is". Ref 4.3.1.1 B. Incorrect. Suppliers and partners are possible stakeholders, but it is important to identify the service consumer first. "The first step in focusing on value is knowing who is being served. In each situation the service provider must, therefore, determine who the service consumer is". Ref 4.3.1.1 C. Correct. "The first step in focusing on value is knowing who is being served. In each situation the service provider must, therefore, determine who the service consumer is". Ref 4.3.1.1 D. Incorrect. The cost of providing the service may have some impact on the value from the perspective of the service provider. But "The first step in focusing on value is knowing who is being served. In each situation the service provider must, therefore, determine who the service consumer is". Ref 4.3.1.1

Q	A	Syllabus Ref	Rationale
39	D	1.3.a	A. Incorrect. The combination of things described in this option may help to create value, but it is not an example of value. Value is "the perceived benefits, usefulness and importance of something." Ref 2.1
			B. Incorrect. The combination of things described in this option may help to create an outcome, but it is not an example of an outcome. Outcome is "a result for a stakeholder enabled by one or more outputs." Ref 2.5.1
			C. Incorrect. Warranty is "assurance that a product or service will meet agreed requirements." New functionality may or may not affect warranty. Ref 2.5.4
			D. Correct. Service providers define combinations of goods, access to resources and service actions, to address the needs of different consumer groups. These combinations are called service offerings. Ref 2.3.2
40	B	1.1.c	A. Incorrect. An output is "A tangible or intangible deliverable of an activity". Ref 2.5.1
			B. Correct. Warranty is "assurance that a product or service will meet agreed requirements." Ref 2.5.4
			C. Incorrect. A risk is "a possible event that could cause harm or loss, or make it more difficult to achieve objectives". Ref 2.5.3
			D. Incorrect. Utility is "the functionality offered by a product or service to meet a particular need". Ref 2.5.4

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