

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

Why is stakeholder management an important part of any improvement initiative?

- A. To identify the leader who will fund the change.
- B. To determine the level of resource allocated to the change.
- C. To determine risk levels presented by organizational culture.
- D. To identify whose support is needed for the change.

Answer: D

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

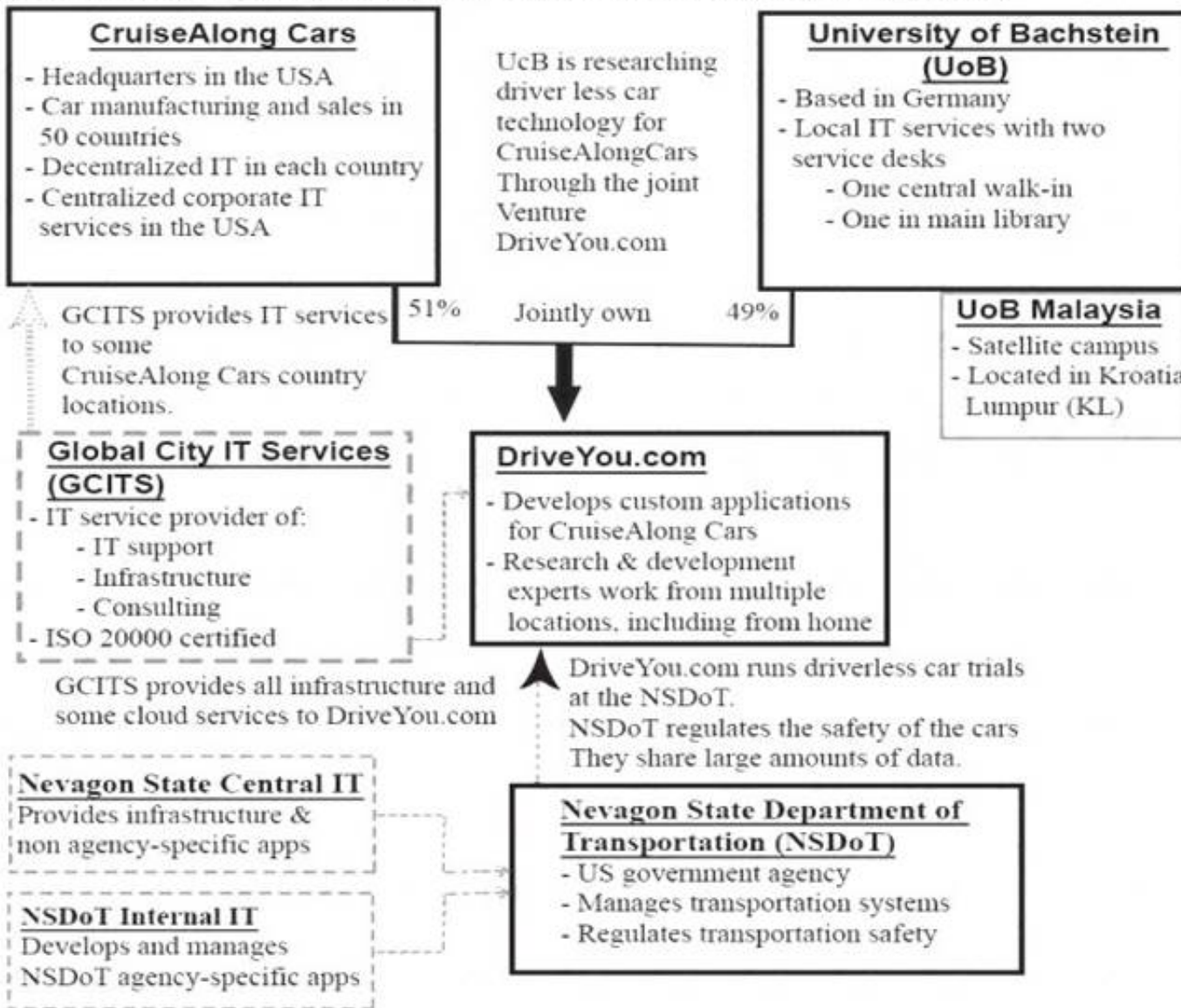
Answer: A

NEW QUESTION 4

See the Scenario for additional information.

Scenario:

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



Legend

Organization



IT service provider



Has ownership of



Provides IT services to



Provides services to



CruiseAlong Cars

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

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(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 Nevagon State Department of Transportation.

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University of Bachstein (UoB)

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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: 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)

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- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT)

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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.

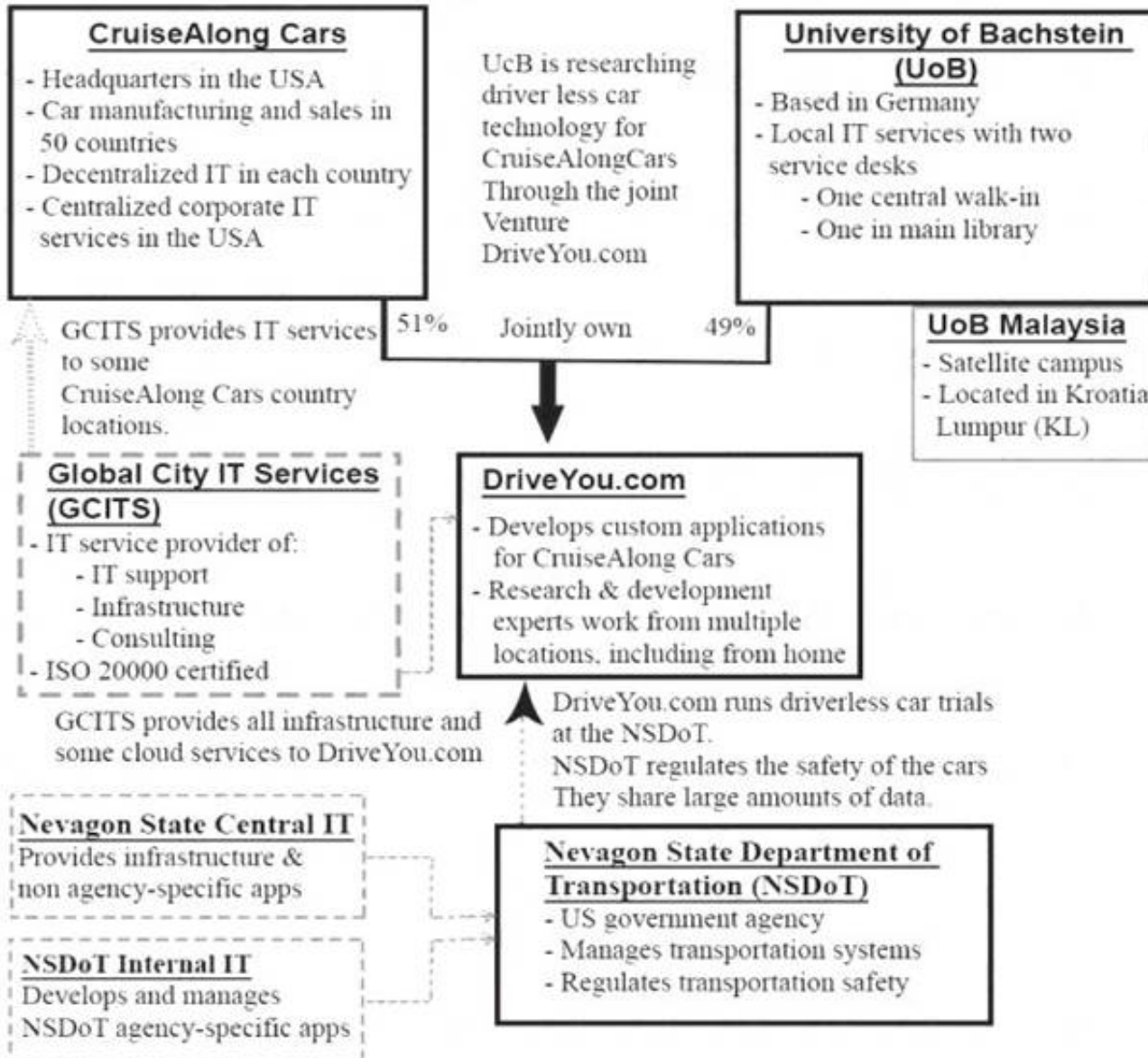
Answer: D

NEW QUESTION 5

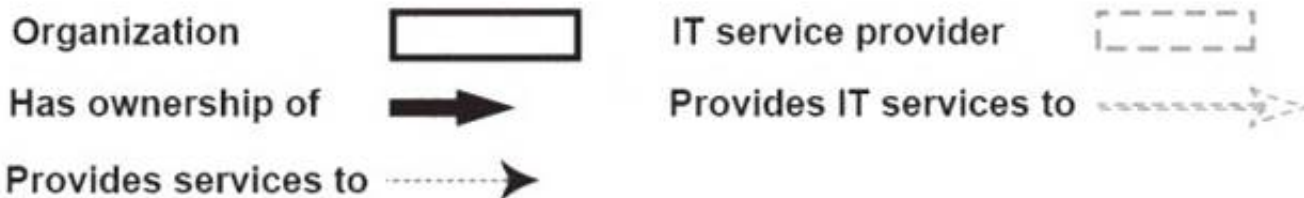
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GCITS have a major audit coming up to verify continued compliance to the ISO/IEC 20000 standard. In preparation for the audit, they are conducting a series of internal audits.

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. When would it be MOST appropriate to use a stakeholder analysis worksheet during the improvement initiative within Optimsolv?

- A. During planning, to identify the key people who need to be influenced within Optimsolv.
- B. During process design, to prioritize stakeholders within GCITS.
- C. During implementation, to understand the primary motivation for change at Optimsolv
- D. During testing, to measure the risk to achieving the ISO/IEC 20000 accreditation.

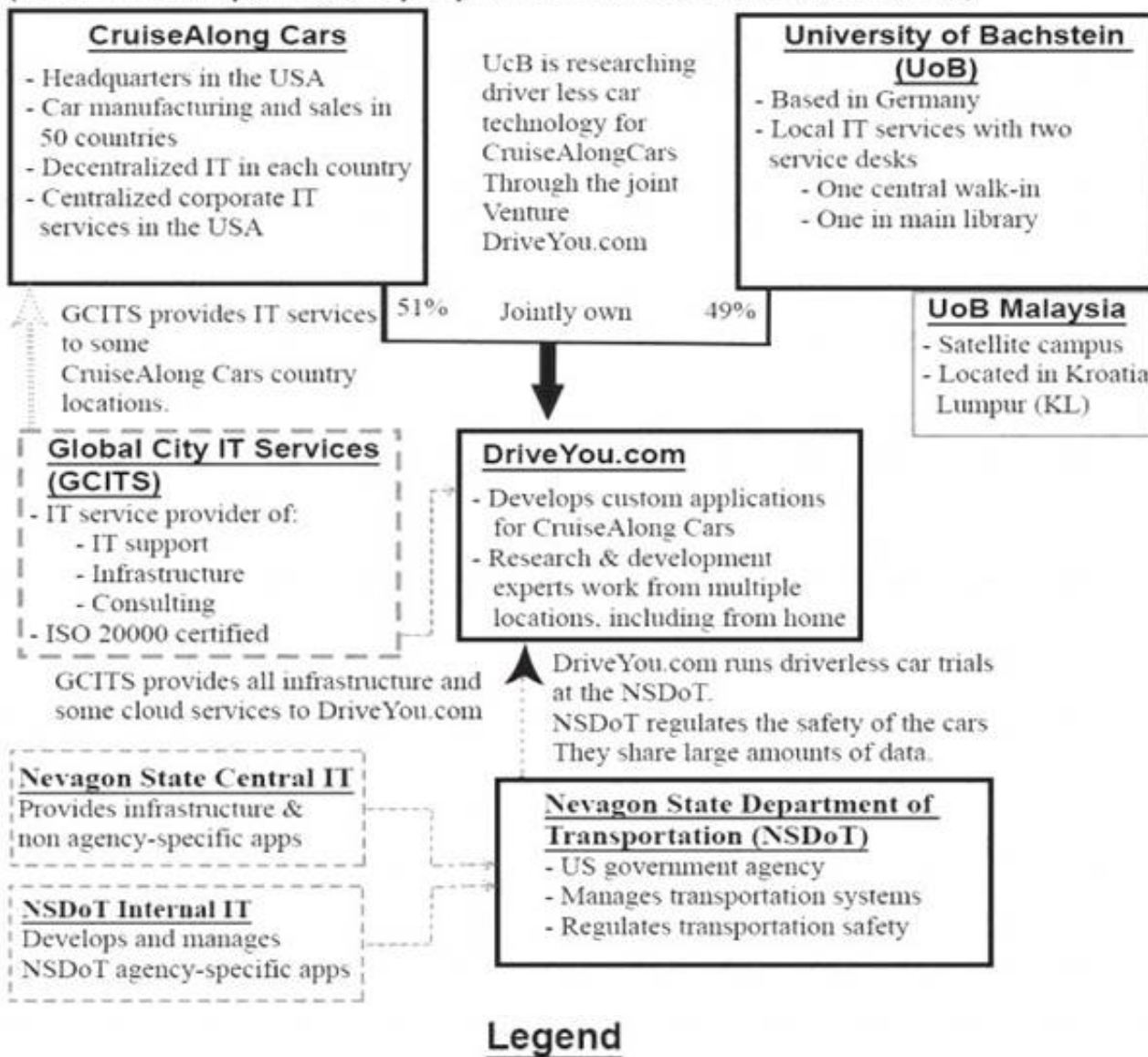
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GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider. During the 'how do we get there? Step, a plan will be created for implementing changes to the service desk procedures. Some issues with the service desk staff are anticipated.

Which OCM activity is the BEST to address the relevant service desk issue?

	Service desk issue	OCM activity
a)	Inconsistent engagement in the project	Create a plan for regular measurement and reporting
b)	Poorly defined roles and responsibilities for the new procedures	Conduct a training needs analysis
c)	Resistance to using the new procedures	Invite users to share success stories
d)	Lack of training for the new service and procedures	Implement a staff reward scheme

- A. Service desk issue: Inconsistent engagement in the project OCM activity: Create a plan for regular measurement and reporting
 B. Service desk issue: Poorly defined roles and responsibilities for the new procedures OCM activity: Conduct a training needs analysis
 C. Service desk issue: Resistance to using new procedures OCM activity: Invite users to share success stories
 D. Service desk issue: Lack of training for the new service and procedures OCM activity: Implement a staff reward scheme

Answer: A

NEW QUESTION 7

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GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider. During the 'how do we keep the momentum going?' step of the CSI approach, the service desk manager has become aware that some service desk staff are using the old working practices. This is affecting the service to the VIPs.

Which is the BEST way to apply the guiding principles in this case?

- A. Design for experience by engaging with the VIPs to identify improvements to the service.
- B. Collaborate with the service desk staff to design improvements to the new processes.
- C. Be transparent and explain that non-compliance to procedures will lead to disciplinary action.
- D. Observe directly in order to understand who is not using the new procedures and why.

Answer: D

NEW QUESTION 8

The project manager is writing a business case for the improvement. This business case explains how following the CSI approach will contribute to the improvement work.

Which is a correct description of the purpose of a CSI step in this improvement work?

- A. "Where are we now?" will document process issues that need to be resolved.
- B. 'How do we get there?' will specify the objectives and business case for the project.
- C. 'What is the vision?' will identify the best ITSM software tool to use.
- D. 'Did we get there?' will define measurable steps for the project.

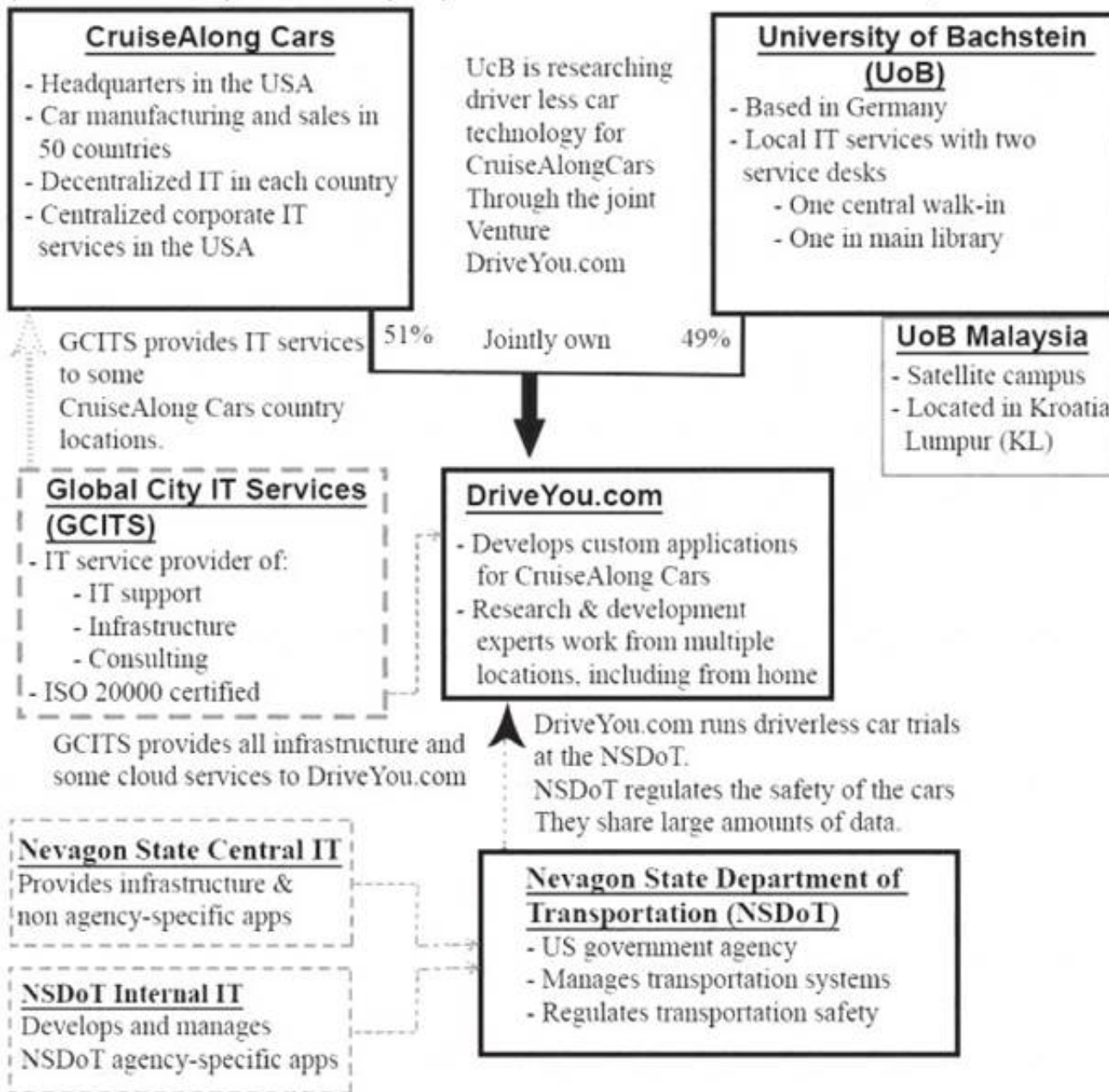
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NEW QUESTION 9

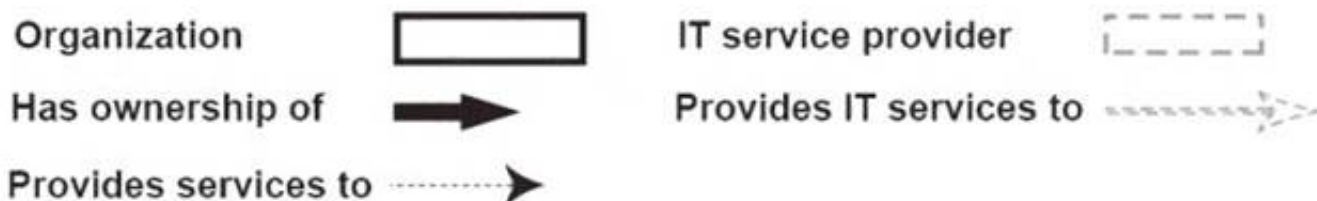
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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

CruiseAlong Cars 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.

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NEW QUESTION 10

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Optimolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimolv is compliant.

Which OCM activity will BEST help Optimolv to overcome any staff resistance, and comply with ISO/IEC 20000 within six months?

- A. Create a sense of urgency for the change.
- B. Demonstrate enough value to business.
- C. Make compliance the top corporate priority.
- D. Maintain a focus on continual improvement.

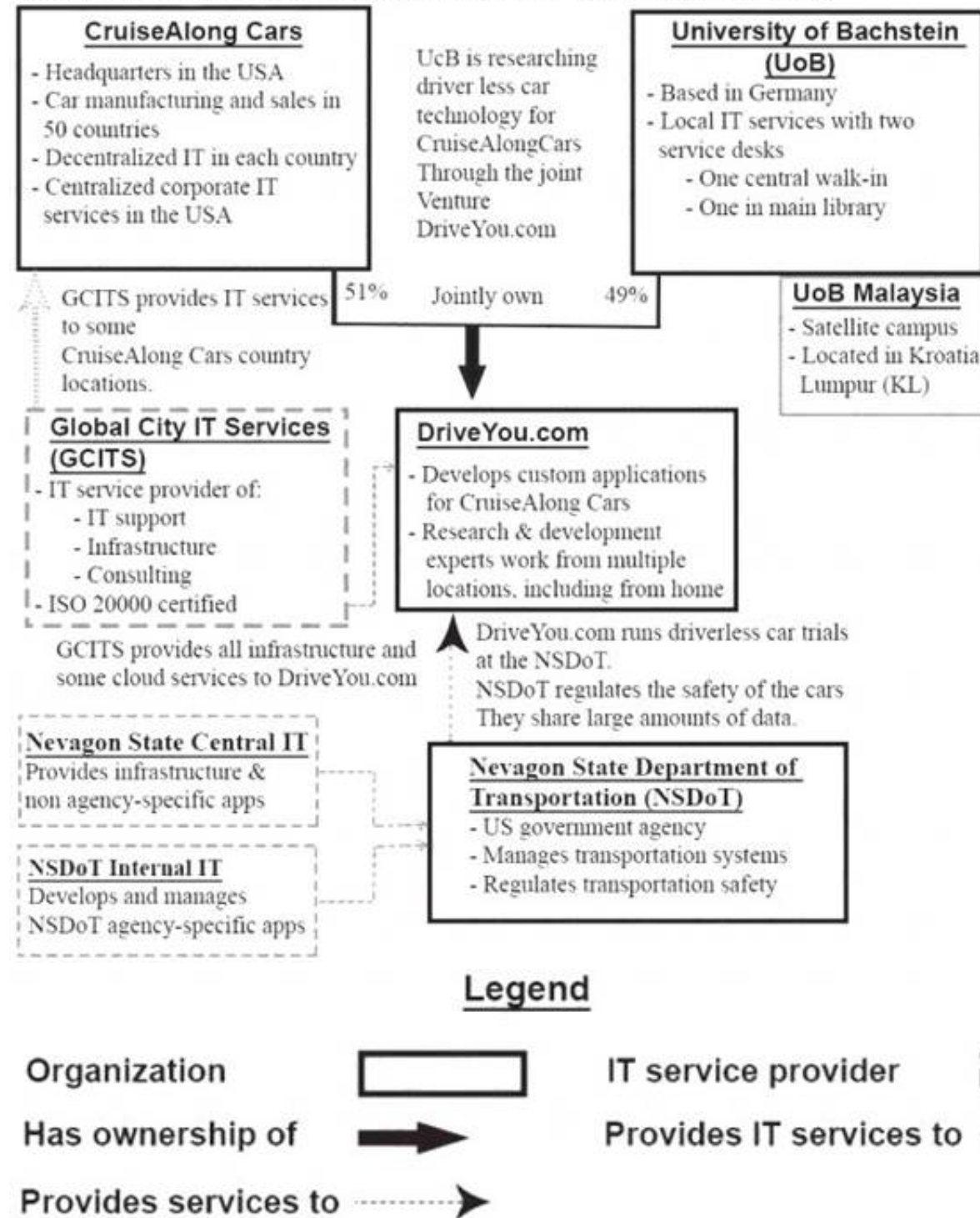
Answer: C

NEW QUESTION 10

See the scenario for additional informational.

Scenario:

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



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.

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 13

See the scenario for additional informational.

CruiseAlong Cars

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

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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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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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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:

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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".

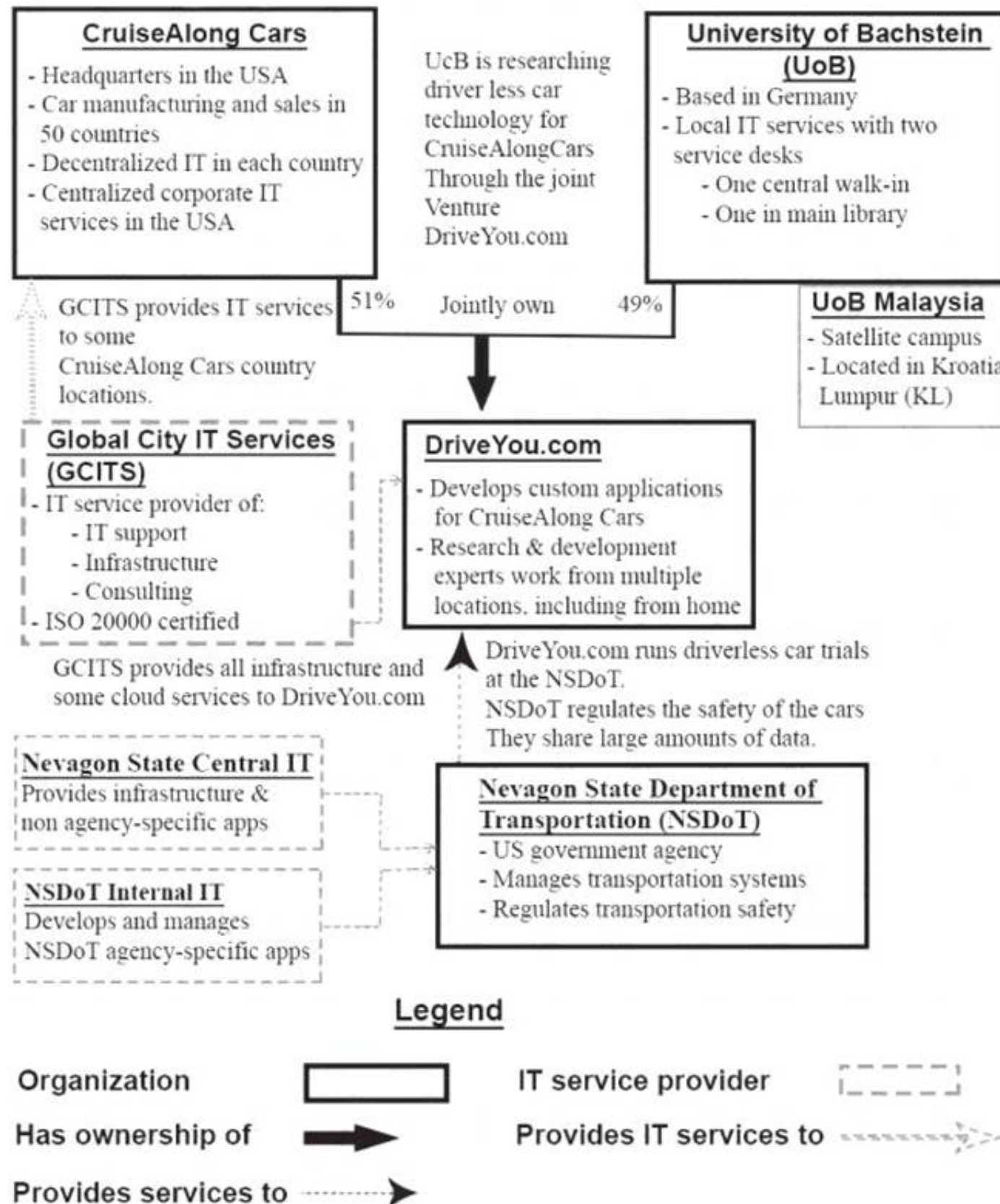
Answer: B

NEW QUESTION 14

See the Scenario for additional information.

Scenario:

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

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Some of the issues that GCITS needs to address include:

- ▶ Succeed in establishing a strategic partnership with CruiseAlong Cars

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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.

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 19

See the scenario for additional informational.

CruiseAlong Cars

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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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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)
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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however mostother 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.
The newly appointed BRMs are starting to define services and want to ensure that value, outcomes, costs and risks are included in every service definition.
Which definition is the MOST complete?

- A. Grant application service:increases the number of successful grant applications by helping researchers to write effective grant proposals.reduces cost of support staff needed increases reliability of grant submissions.
- B. User device access service:provides connectivity for phones, laptops and tablet
- C. includes service desk support and software deployment.supports cost-effective remote access to central services for people working from home.
- D. Exam administration service:increases productivity of administrative staff by reducing downtime of exam marking and grade tracking.reduces cost of managing exams.provides centralized storage of exam materials in the cloud.
- E. Centralized email service:reduces overall costs for the university IT department by enabling retirement of many smaller email services.provides connectivity to central cloud email servic
- F. supports calendar and shared distribution lists

Answer: D

NEW QUESTION 24

See the scenario for additional informational.

CruiseAlong Cars

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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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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

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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.

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

Answer: D

NEW QUESTION 26

See the Scenario for additional information.

CruiseAlong Cars

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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:

- ▶ 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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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

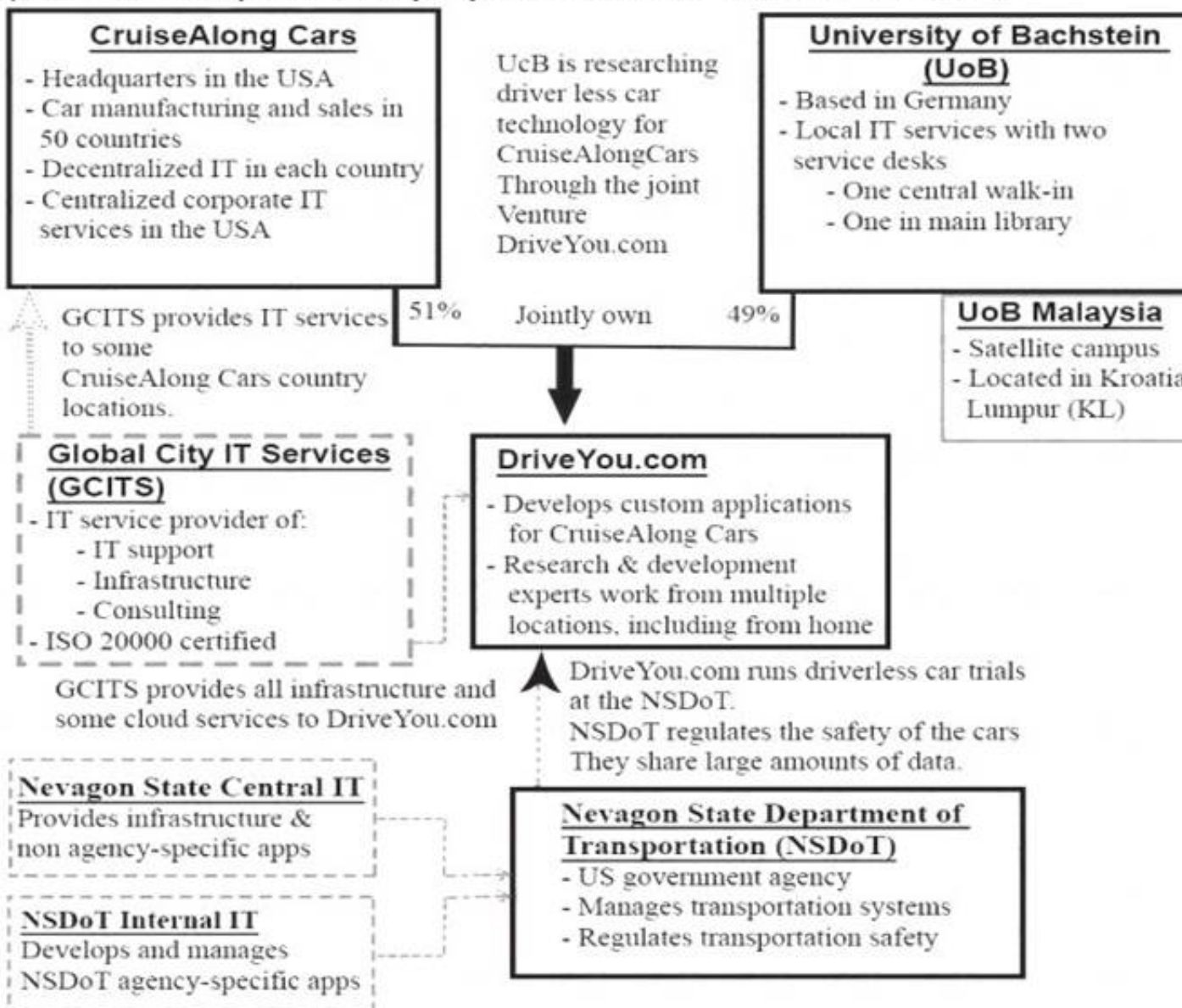
Answer: C

NEW QUESTION 30

See the scenario for additional informational.

Scenario:

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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 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.

What three pieces of information are MOST important to include in the business case?

	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 31

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