

ITIL

Exam Questions ITIL-Practitioner

ITIL Practitioner Certification - IT Service Management



NEW QUESTION 1

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.

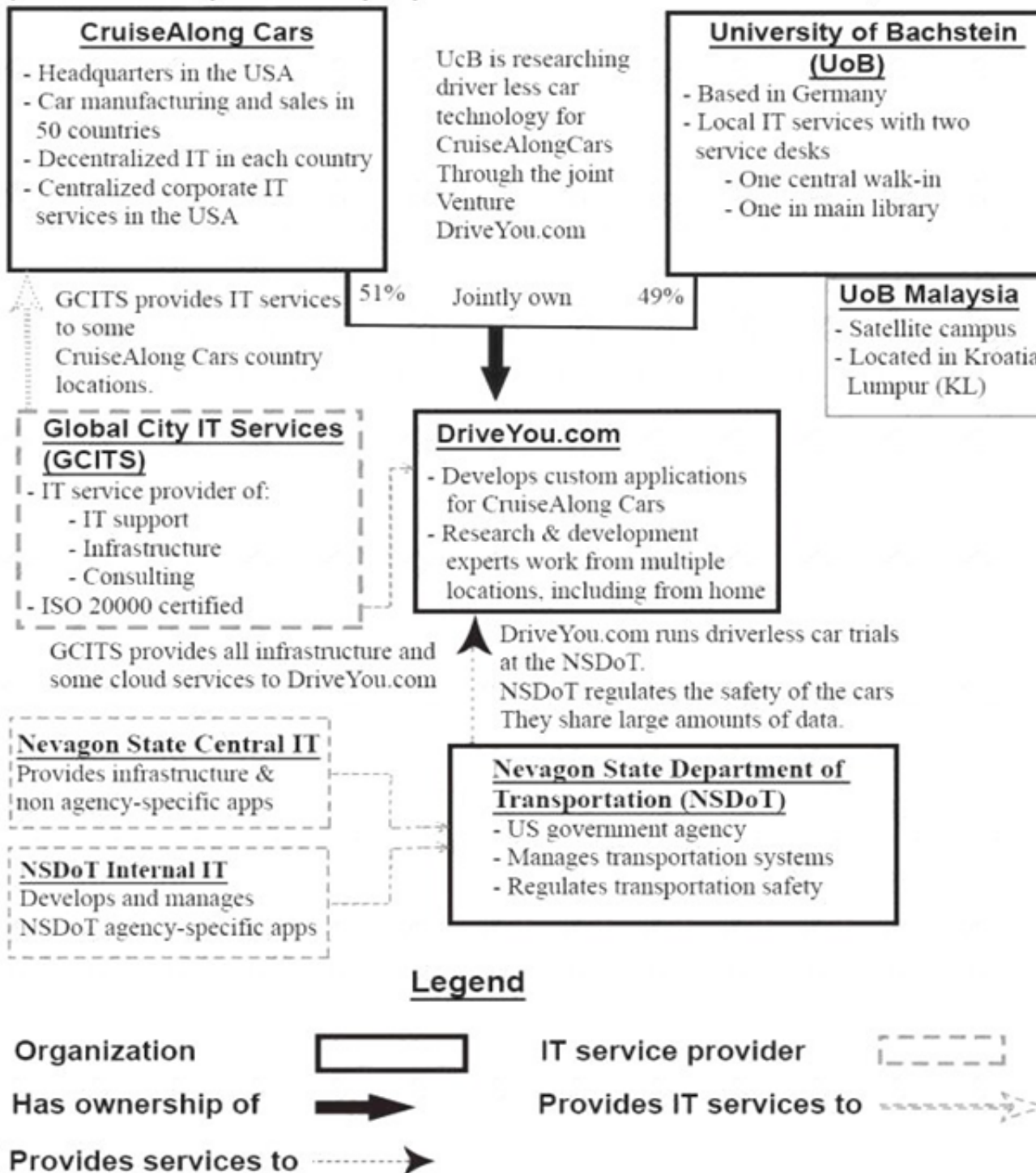
Answer: D

NEW QUESTION 2

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)

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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. 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.

The DriveYou.com project manager needs to establish an effective channel of communication with CruiseAlong Cars' new research facilities. There is already a plan for communicating with other stakeholders.

Which is the BEST approach?

- A. Create a new comprehensive communications plan for all stakeholders before engaging with the research teams.
- B. Use the existing communications plan and send all previous communications to the research teams.
- C. Make contact with the research teams and build a specific communications approach to address their needs.
- D. Include the named contacts immediately on the project email distribution list and ask them for feedback.

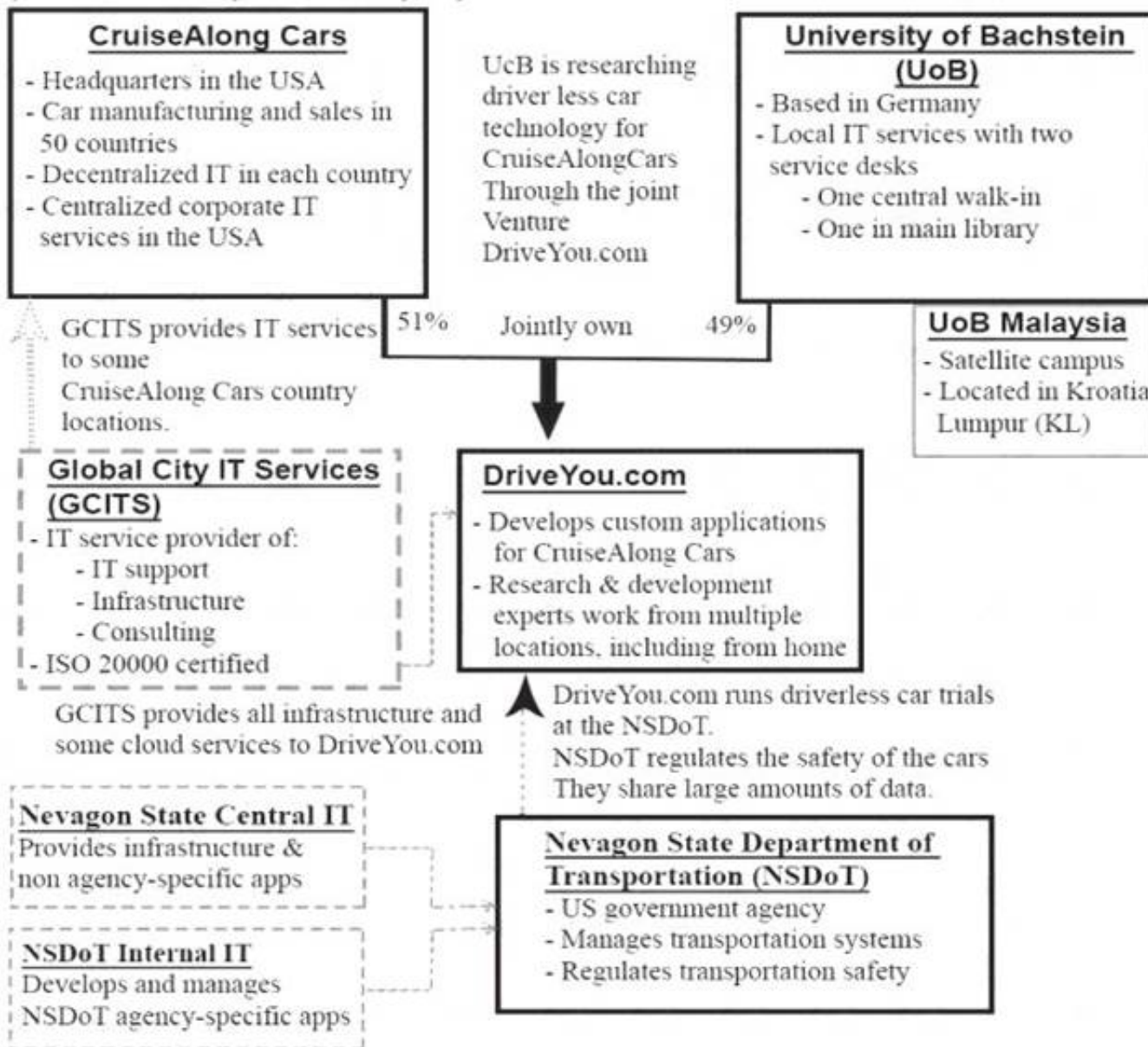
Answer: C

NEW QUESTION 3

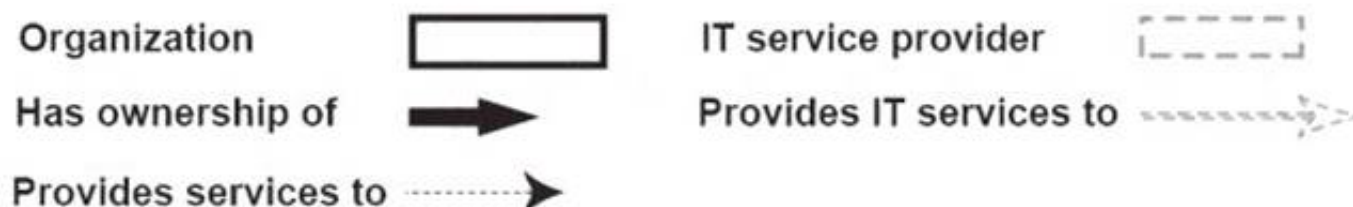
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Legend



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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 Nevada 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.

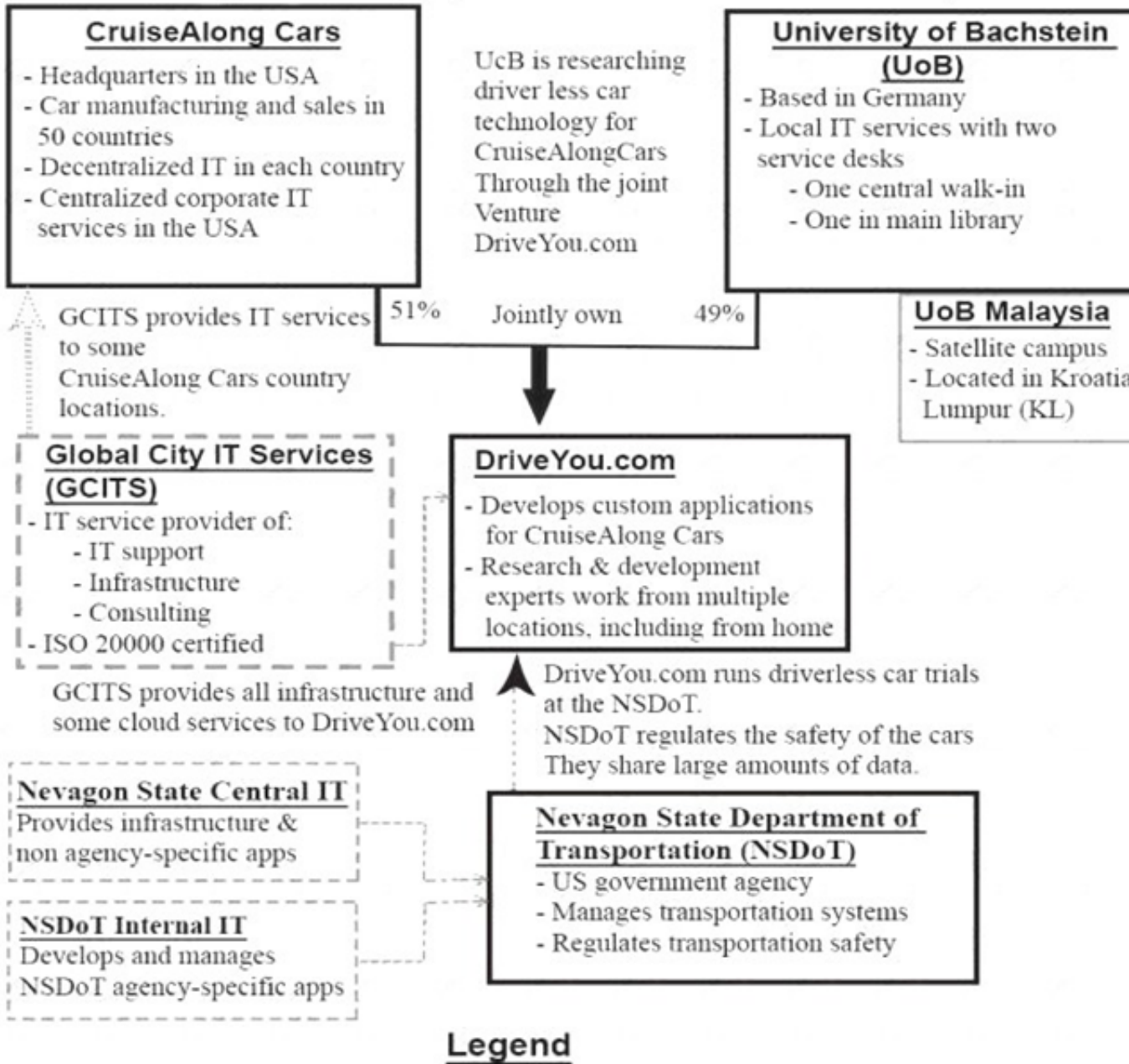
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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

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, Optimisolv, does not comply with ISO/IEC 20000.

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

The project manager has identified the relevant stakeholders in the initiative.

What is the BEST step to take next in the stakeholder management process, and why?

	Action	Why
a)	Devise a communication plan for each stakeholder	To understand how the new Optimisolv staff are likely to react, and win their support
b)	Devise a communication plan for each stakeholder	To understand the importance of each stakeholder to the initiative
c)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand the importance of each stakeholder to the initiative
d)	Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor'	To understand how the new Optimisolv staff are likely to react, and win their support

A. Action: Devise a communication plan for each stakeholder Why: To understand how the new Optimisolv staff are likely to react, and win their support

B. Action: Devise a communication plan for each stakeholder Why: To understand the importance of each stakeholder to the initiative

C. Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor' Why: To understand the importance of each stakeholder to the initiative

D. Action: Prioritize stakeholders as 'major', 'critical', 'significant' or 'minor' Why: To understand how the new Optimisolv staff are likely to react, and win their support

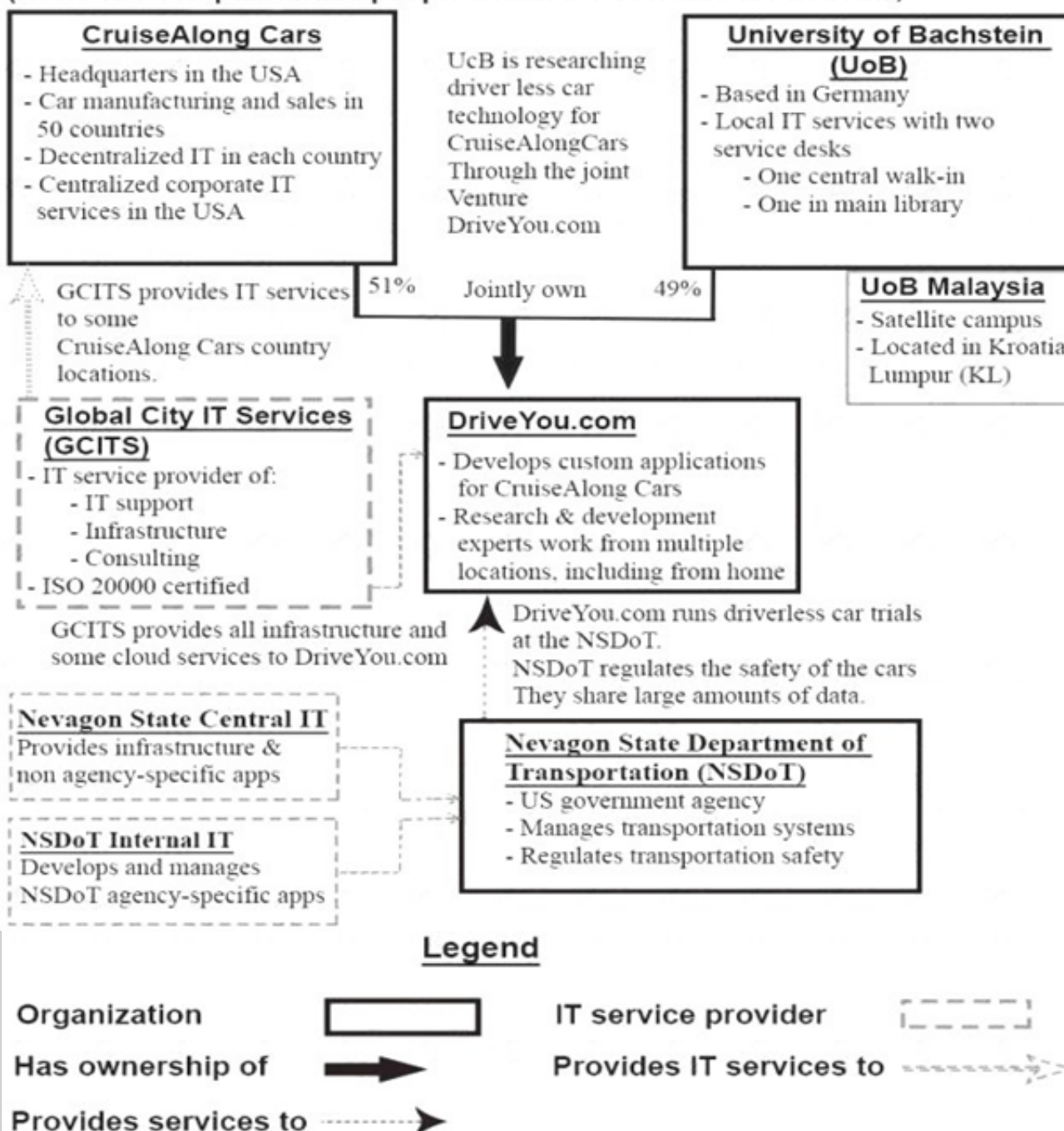
Answer: C

NEW QUESTION 5

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Scenario:

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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.

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.

Answer: D

NEW QUESTION 6

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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. During which two activities is it MOST important to measure average cost per incident?

	Activity
1	Agreeing the high-level objectives for the improvement initiative
2	Understanding the current situation
3	Reviewing the improvement initiative to see if it has succeeded
4	Defining the detailed objectives for the improvement initiative

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

Answer: A

NEW QUESTION 7

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CruiseAlong Cars research facilities in Japan and Australia.

The DriveYou.com project manager has set up an initial teleconference for the project, which will include the new research teams from CruiseAlong Cars.

How could the project manager ensure that 'verbal handshaking' is addressed?

- A. By ensuring that action points and next steps are clarified and agreed during the session.
- B. By organizing face-to-face meetings in advance to build rapport and personal contact.
- C. By requesting that all parties listen closely to discussions and do not speak over each other.
- D. By creating a digital recording to ensure that all the discussions are captured and can be reviewed.

Answer: A

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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, Optimolv, does not comply with ISO/IEC 20000.

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.

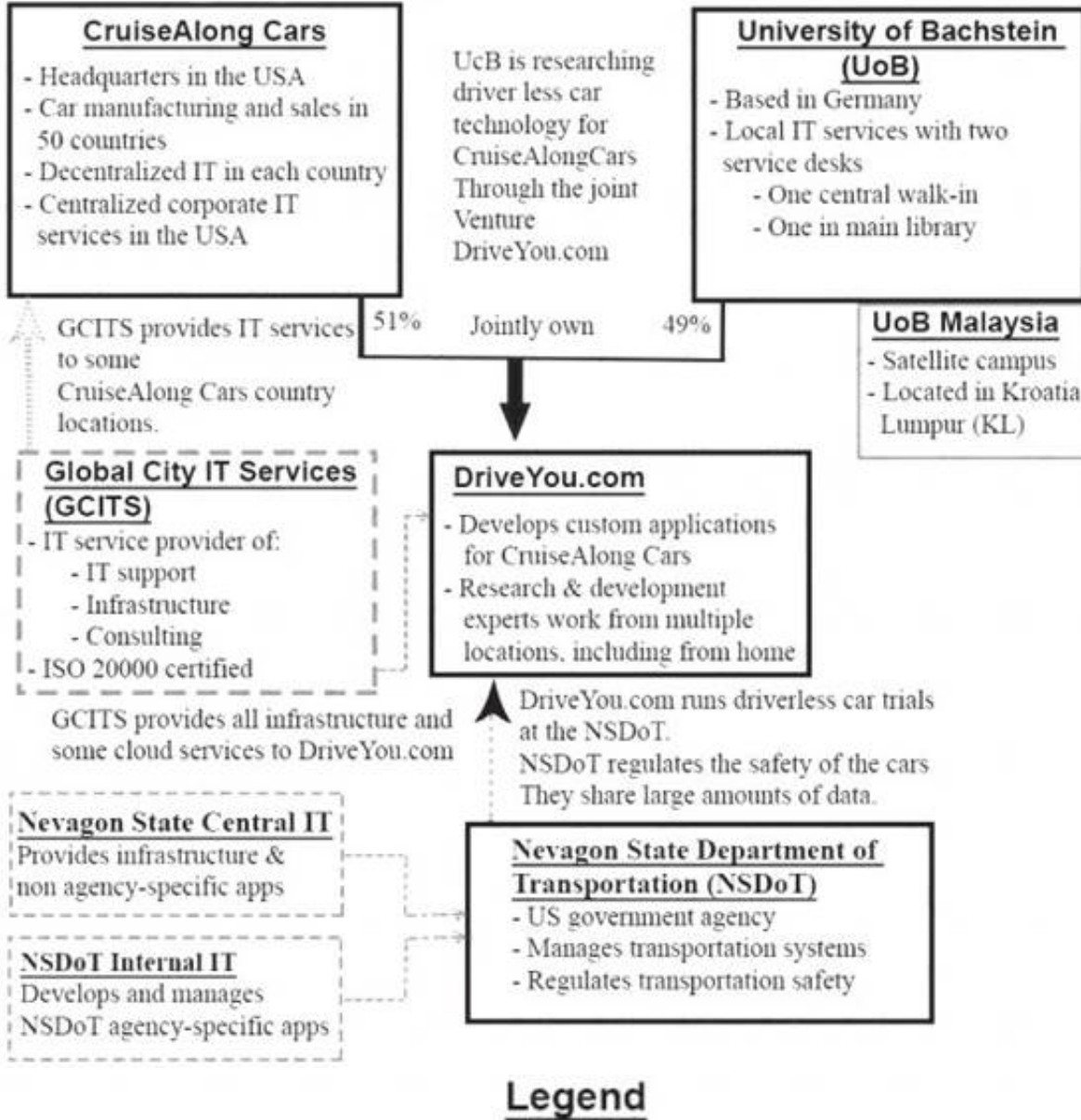
Answer: C

NEW QUESTION 9

See the scenario for additional informational.

Scenario:

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



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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.

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.

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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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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

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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.

The BRMs have learned that none of the customers are satisfied with a new service, even though it meets all the functional requirements agreed with a wide range of UoB customer and user group representatives.

Which guiding principle should have been followed to avoid this situation, and why?

- A. Guiding principle: Keep it simpleWhy: The customers and users were not kept informed of the progress of the project resulting in negative perception of the results
- B. Guiding principle: Progress iterativelyWhy: Everything the service provider does needs to map directly to value for the UoB customers and other stakeholders
- C. Guiding principle: Design for experienceWhy: Even though functional requirements were met the UoB customer interaction with the service was ignored leading to dissatisfaction
- D. Guiding principle: CollaborateWhy: The wrong people were involved in the agreement of functional requirements when designing the solution.

Answer: C

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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 11

Which is an example of using the communication principle 'timing and frequency matter'?

- A. Repeating a training video in a variety of languages because there are staff in different countries.
- B. Creating a multi-media briefing to update all staff on major changes to organizational structure.
- C. Repeating a presentation to allow for the hours of work in a global organization.
- D. Creating a targeted bulletin that allows different staff groups to feedback on improvement opportunities.

Answer: D

NEW QUESTION 12

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- ▶

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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 15

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

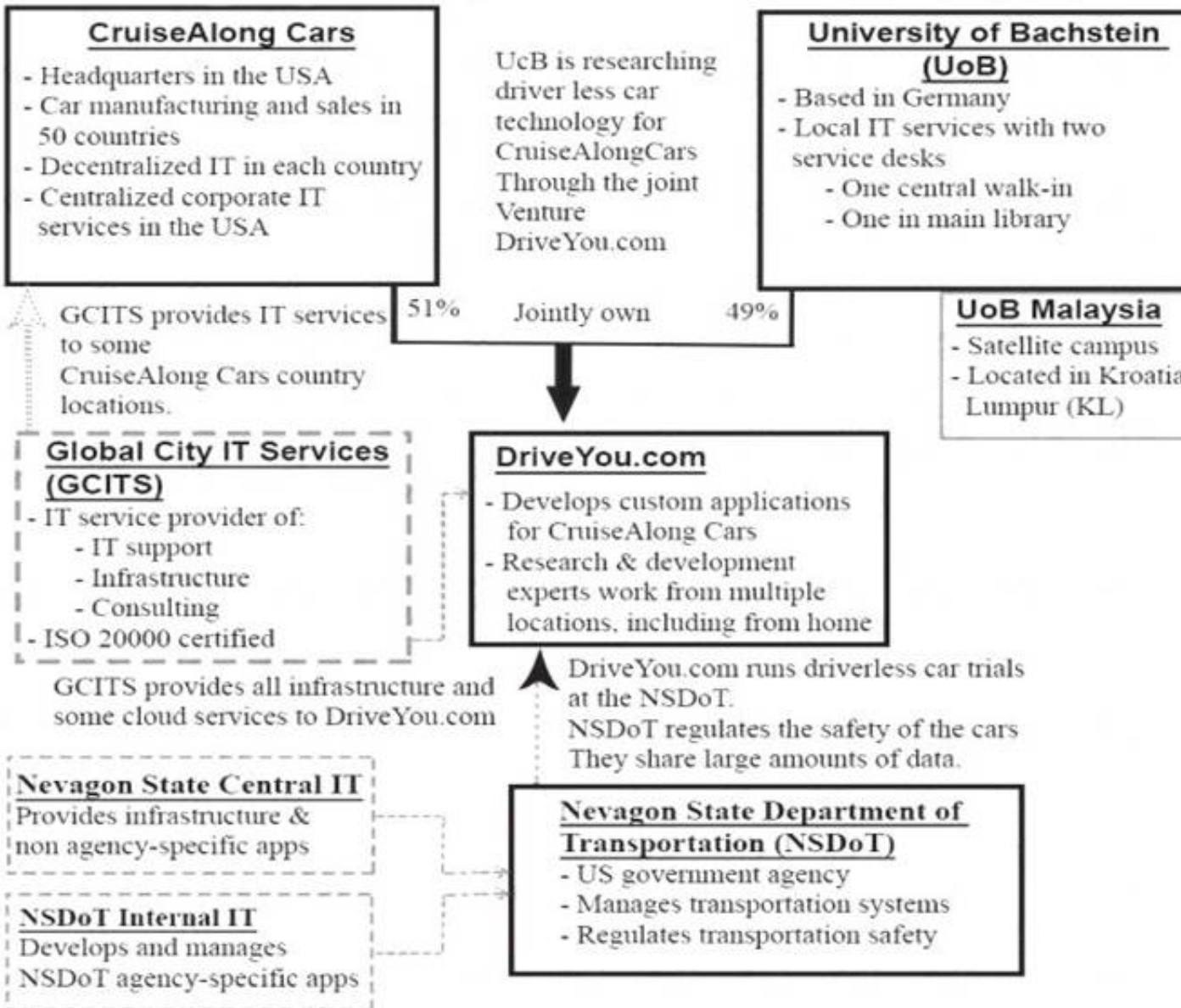
Answer: D

NEW QUESTION 19

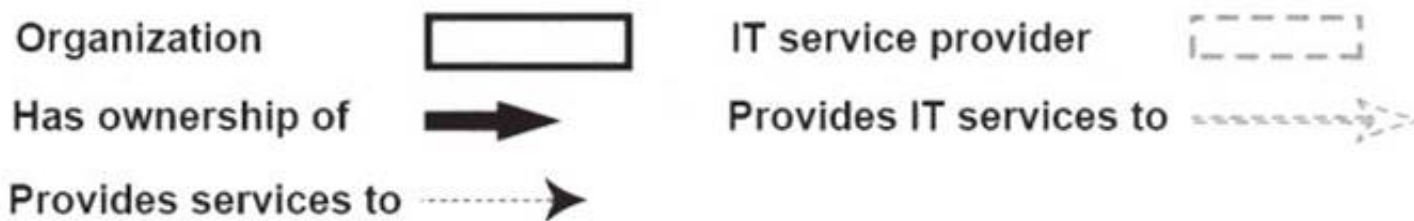
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Scenario:

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Legend



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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 21

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