

ITIL

Exam Questions ITIL-Practitioner

ITIL Practitioner Certification - IT Service Management

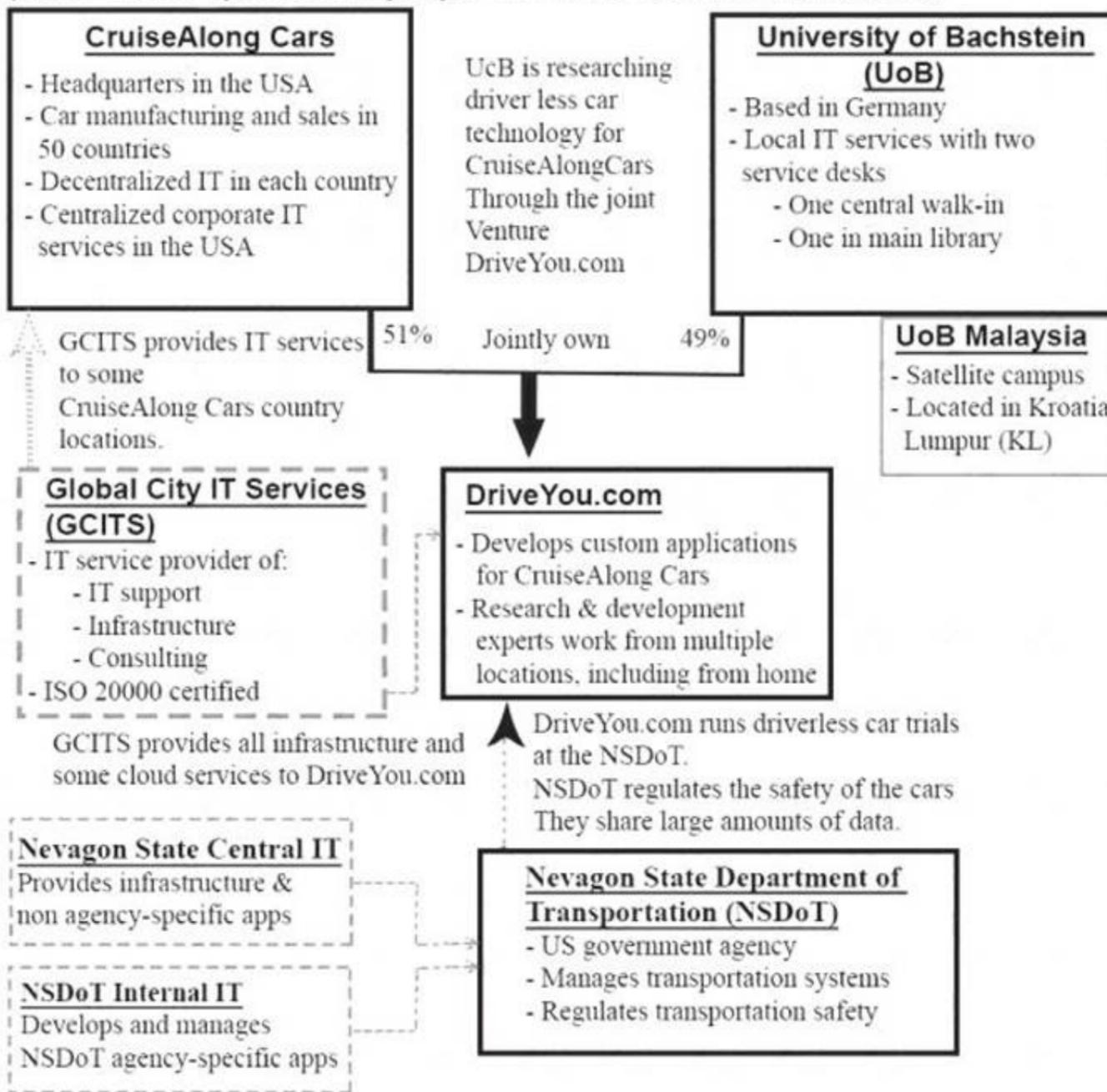


NEW QUESTION 1

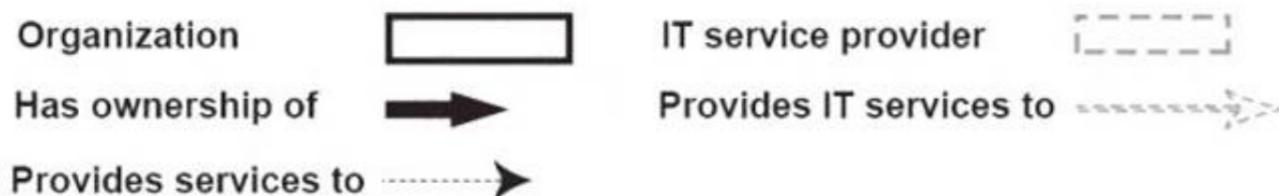
See the Scenario for additional information.

Scenario:

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



Legend



CruiseAlong Cars

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

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

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:

- ▶ Compliance with safety and other regulatory requirements.

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

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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 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.

Which benefit is the MOST important to include in the business case for this improvement and why?

- A. A lower risk of overspending the IT budget, because this is aligned with the goal of the improvement.
- B. Fewer breaches of agreed service levels, because this will lead to improved business unit satisfaction.
- C. Provision of shared funding from many countries, because this will lead to improved business unit satisfaction.
- D. A reduction in the cost of service desks, because this is aligned with the goal of the improvement

Answer: D

NEW QUESTION 2

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.

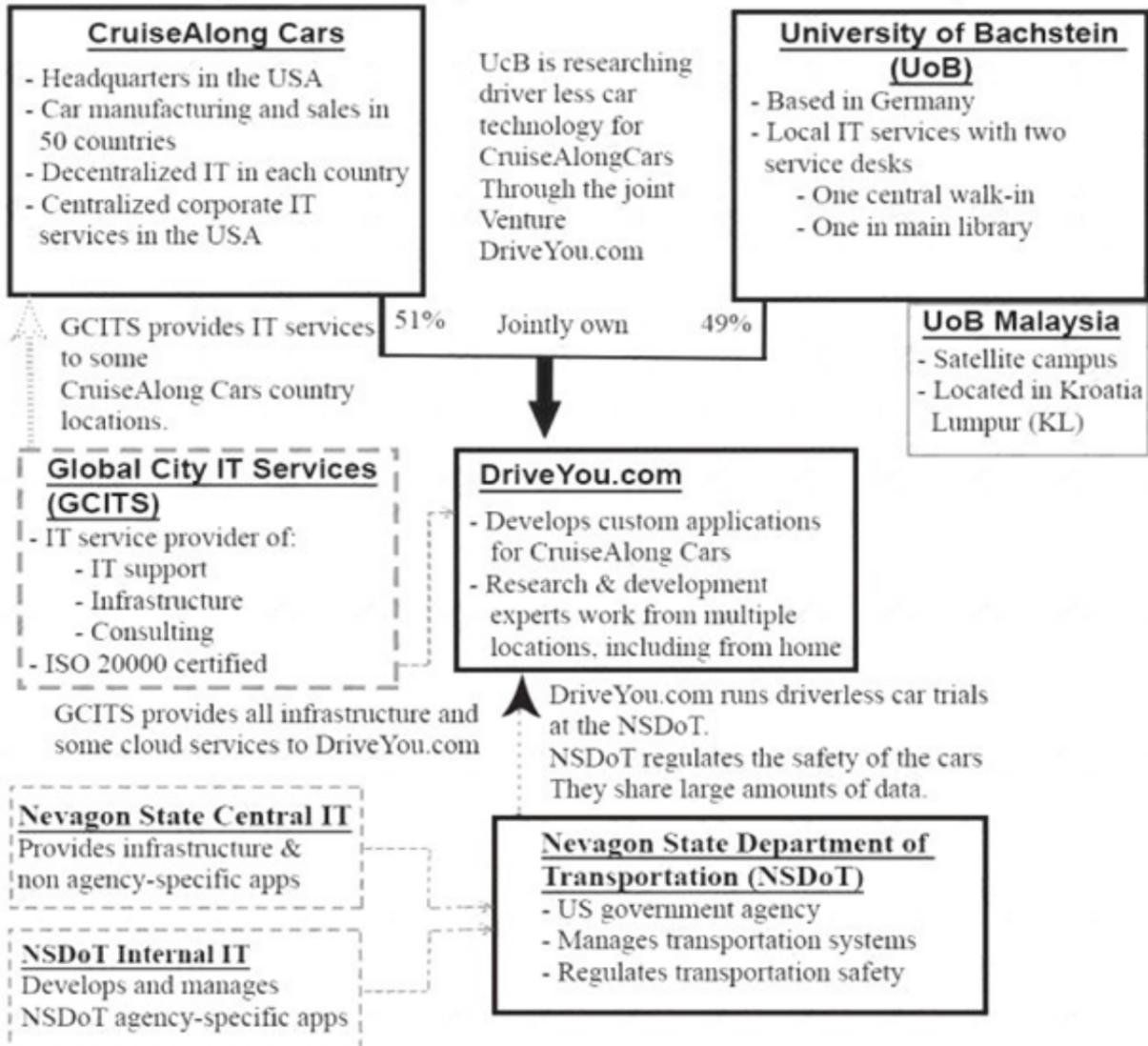
Answer: B

NEW QUESTION 3

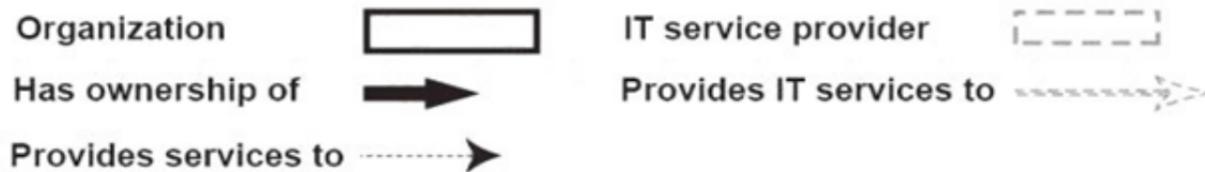
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Better structure and accountability around their work practices Compliance with safety and other regulatory requirements.

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

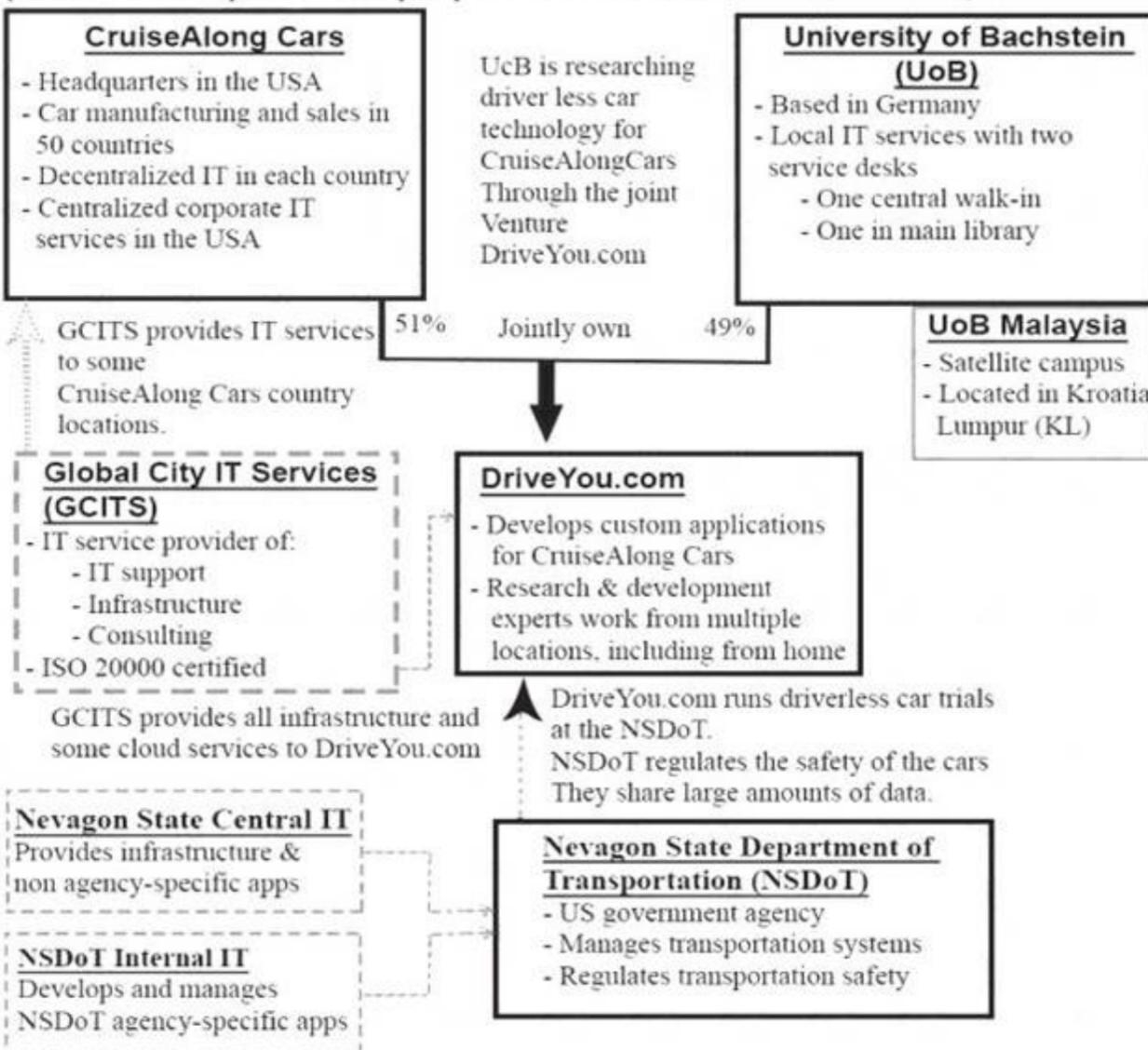
Answer: C

NEW QUESTION 4

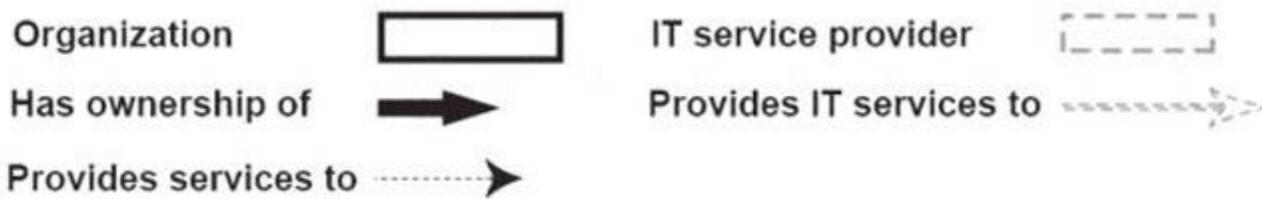
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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

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

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

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

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

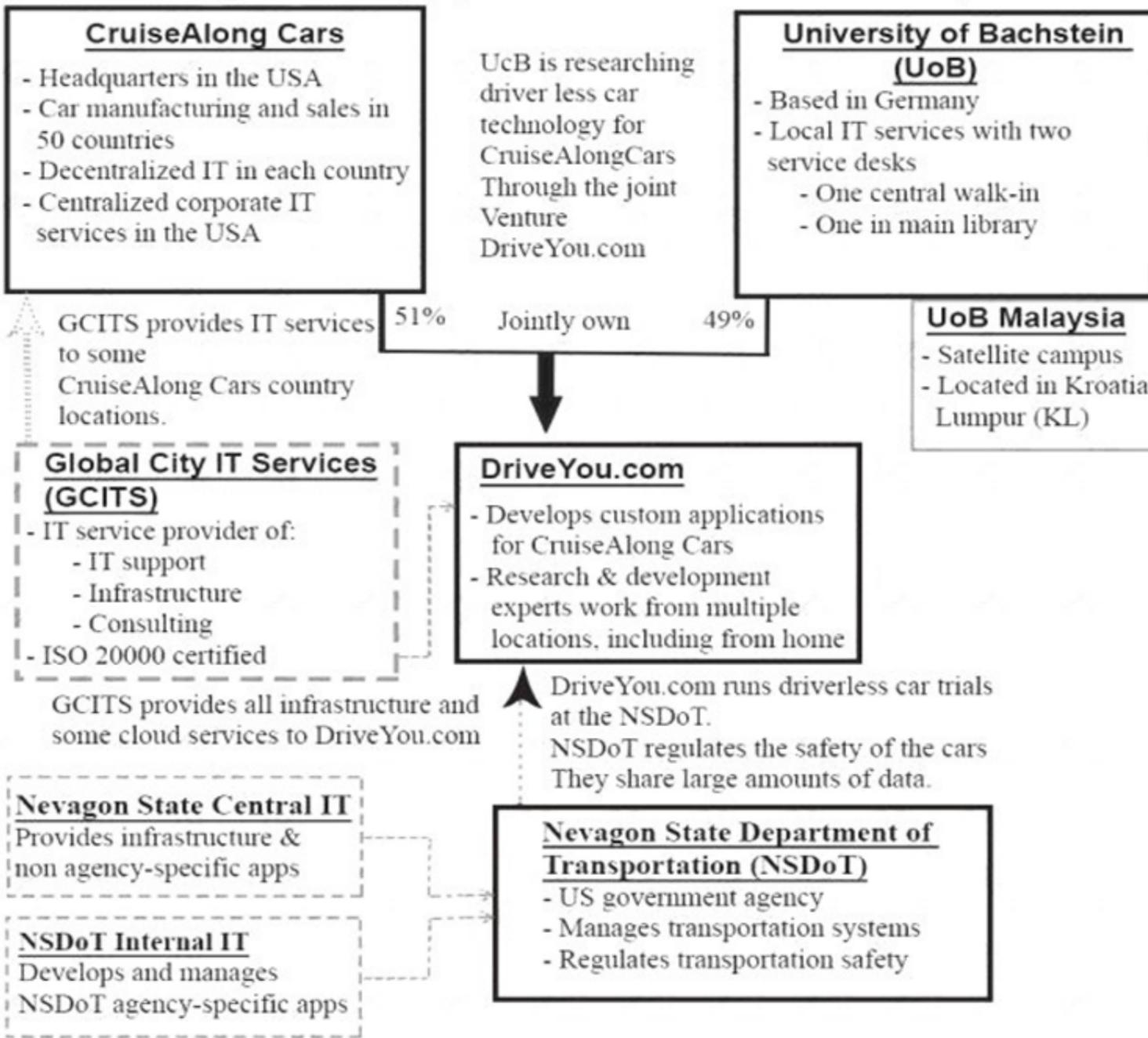
Answer: C

NEW QUESTION 5

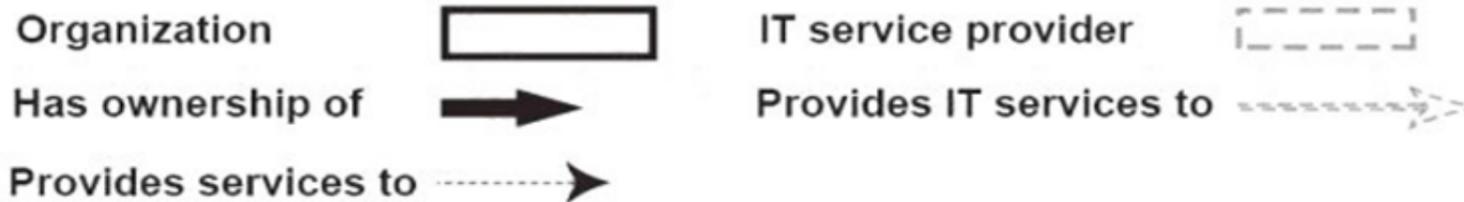
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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevagon State central IT department.

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. Some KPIs have been defined to assess the 'did we get there?' step of the CSI approach. Two of these are:

KPIs
25% reduction in security audit compliance failures for the mobile service over the last year
50% reduction in the number of mobile service related incidents over the last three months

Are these KPIs SMART?

- A. No, because one of them is not relevant to the project goals.
- B. No, because one of them is not time-bound.
- C. Yes, they are SMART KPIs.
- D. No, because one of them is not measurable

Answer: C

NEW QUESTION 6

A number of service desk staff do not like the planned improvements and have offered alternative solutions. The project manager has decided to involve them in the design and review process.

This is an example of using which tactic?

- A. Prioritize the change against other changes.
- B. Be open and honest.
- C. Create and communicate quick wins.
- D. Resistance is not always necessarily negative.

Answer: D

NEW QUESTION 7

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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.

One CSF for the project is to provide an improved service to senior executives. Which two KPIs are BEST to underpin this CSF?

	KPIs
1	Increased end-to-end availability of the new mobile technology
2	Improved senior executive satisfaction at incident closure
3	Reduction in costs for the provision of mobile services
4	Improved availability of servers within the data centre

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

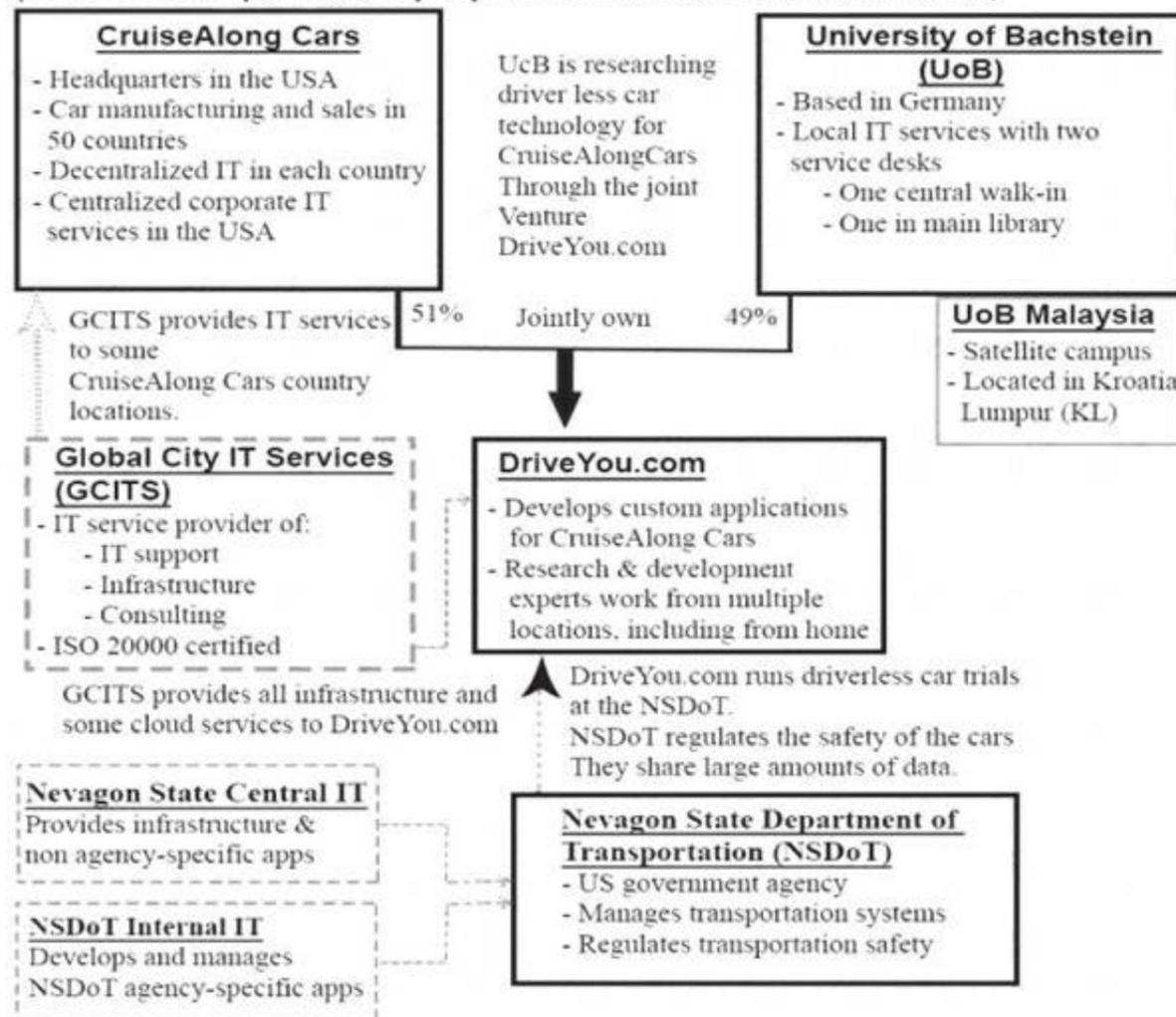
Answer: A

NEW QUESTION 8

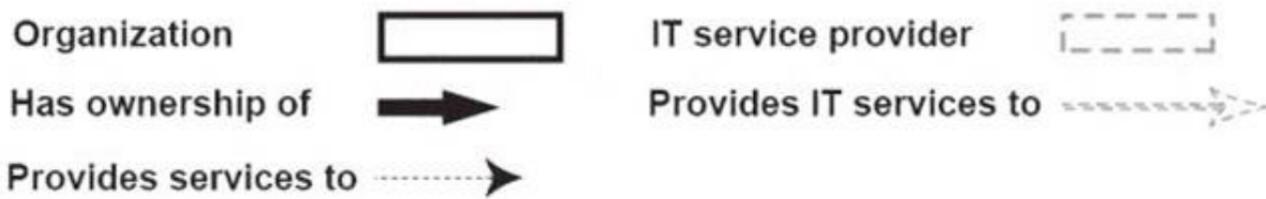
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The NSDoT's internal IT team writes and manages most of their agency-specific applications, however most other applications and infrastructure are provided by the Nevegon State central IT department.

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

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider. 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

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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. 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
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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.

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

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

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

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

Global City Services (GCITS)

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

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

Some of the issues that GCITS needs to address include:

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

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

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

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

GCITS has subcontracted global mobile network access to Mobilwork, an international telecom provider. 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 10

See the scenario for additional informational.

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 Nevegon 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 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

NEW QUESTION 10

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.

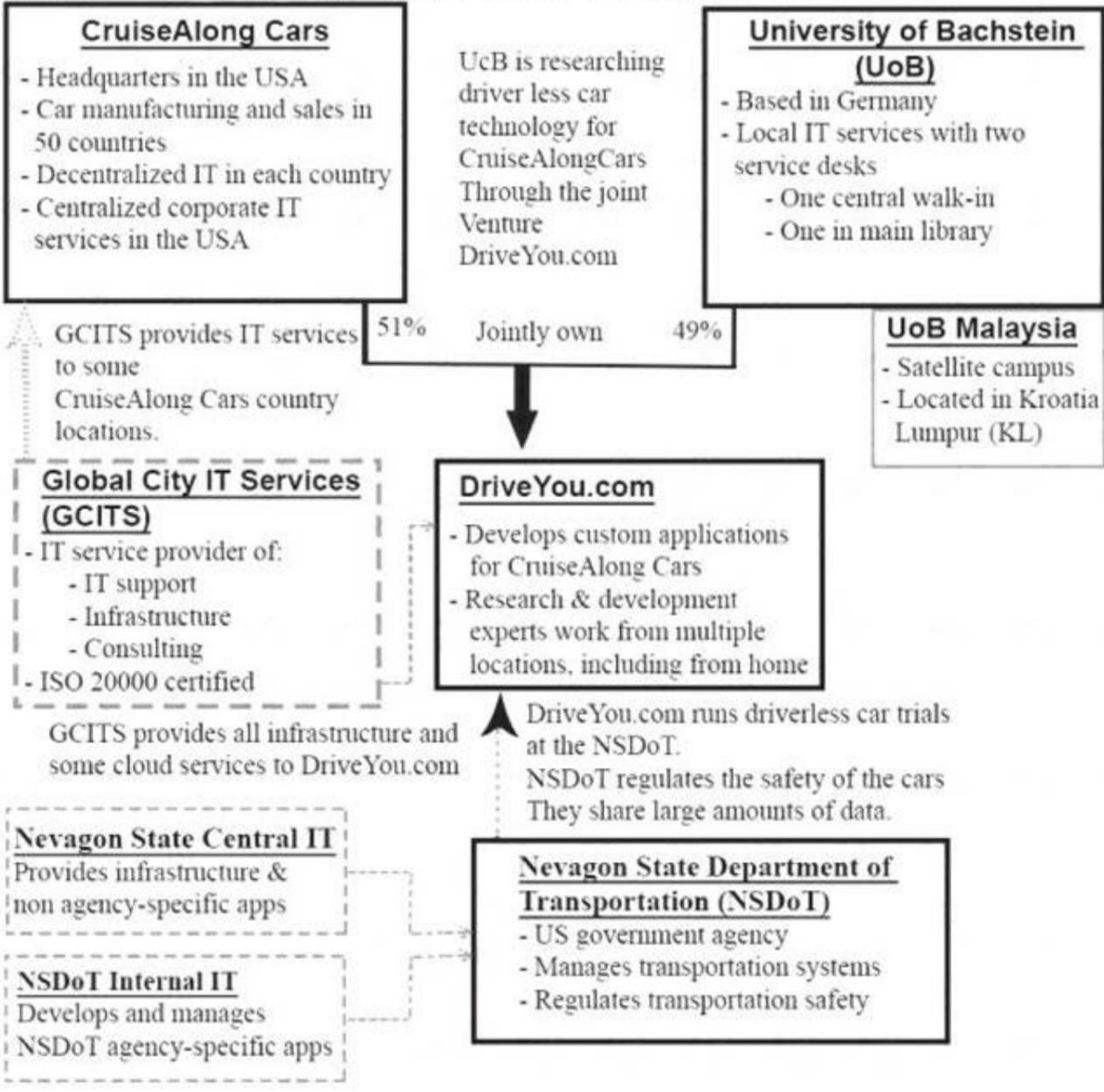
Answer: A

NEW QUESTION 15

See the scenario for additional informational.

Scenario:

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



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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. One of the BRMs has had an improvement idea for implementing a de-centralized support model that can be actioned quickly. The BRM proposed implementing the improvement in the next three months. The improvement was rejected by the CIO who has suggested that the idea should never have been proposed. Which tool should the BRM have used to predict the CIO's response at this early stage?

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

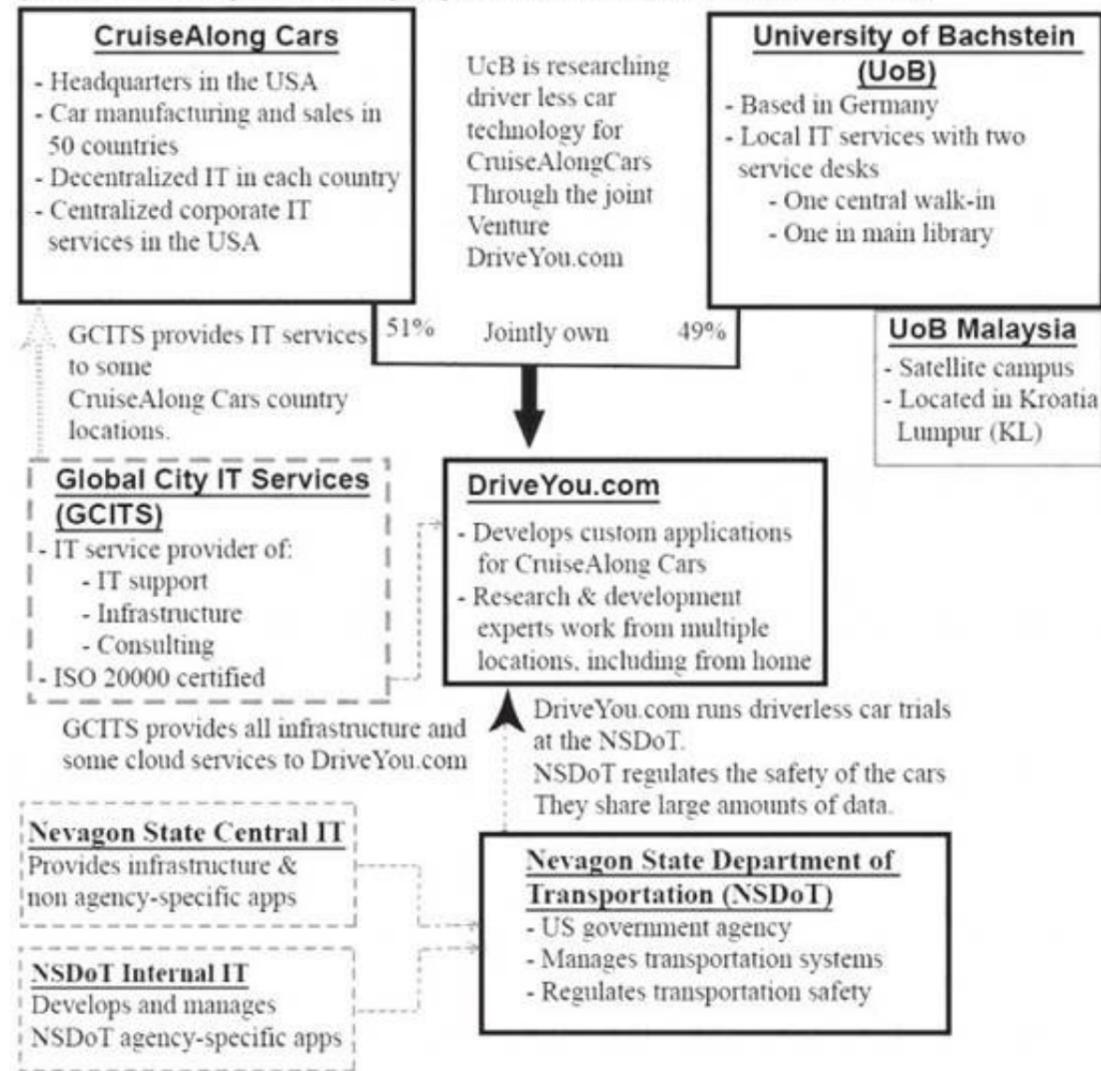
Answer: B

NEW QUESTION 16

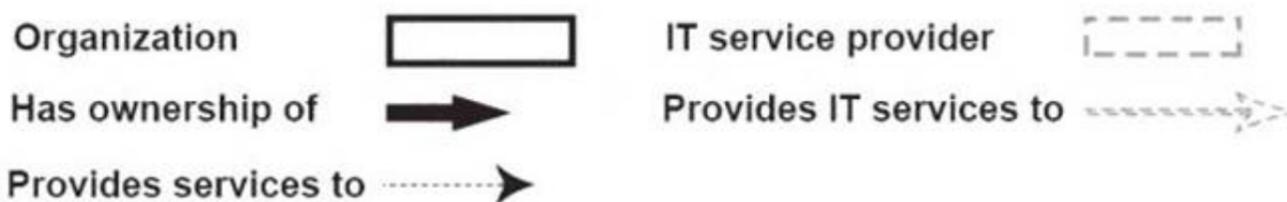
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Scenario:

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Legend



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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
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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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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 17

See the scenario for additional informational.

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:

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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 Nevegon 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".

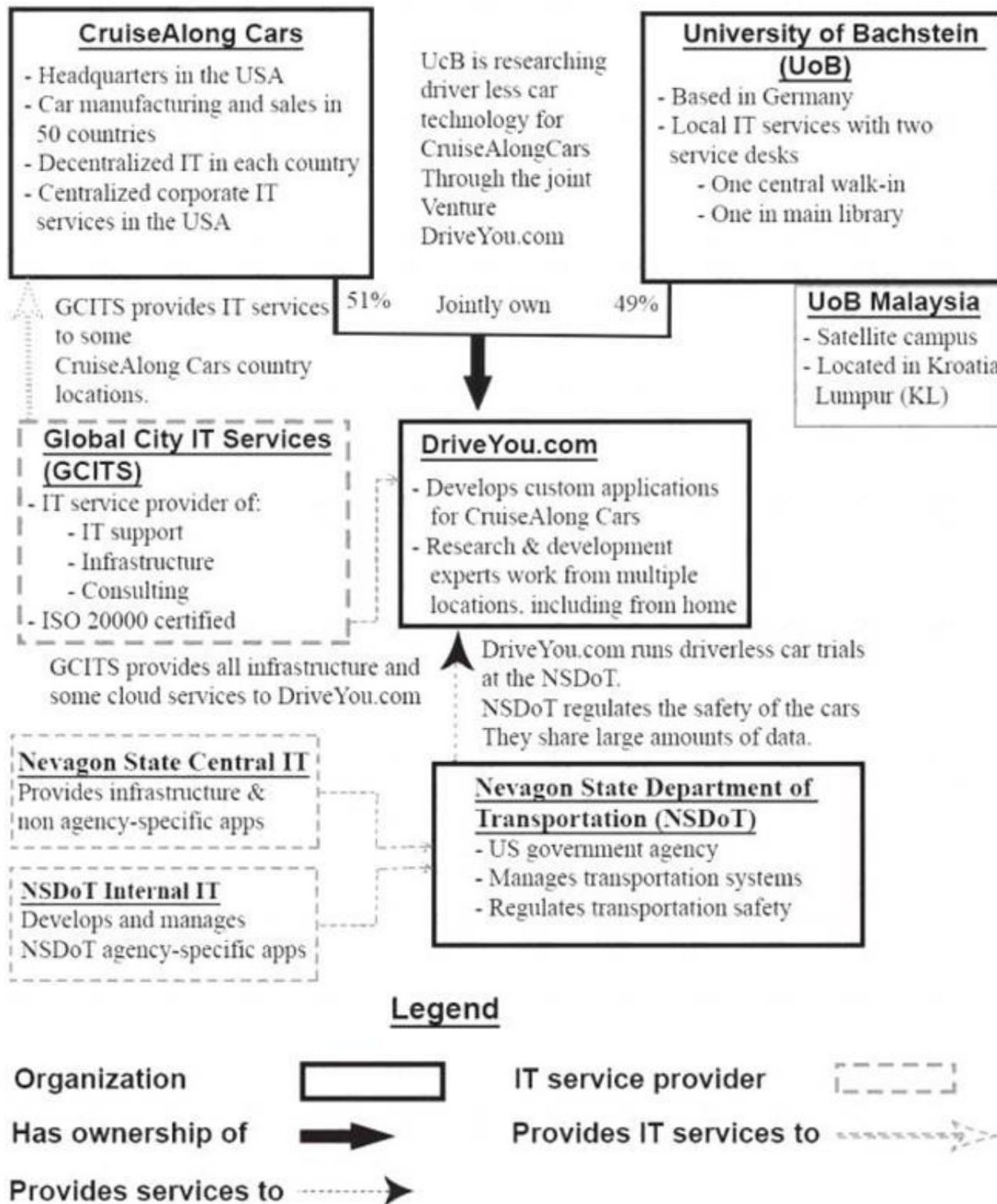
Answer: B

NEW QUESTION 20

See the Scenario for additional information.

Scenario:

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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.

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 23

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.

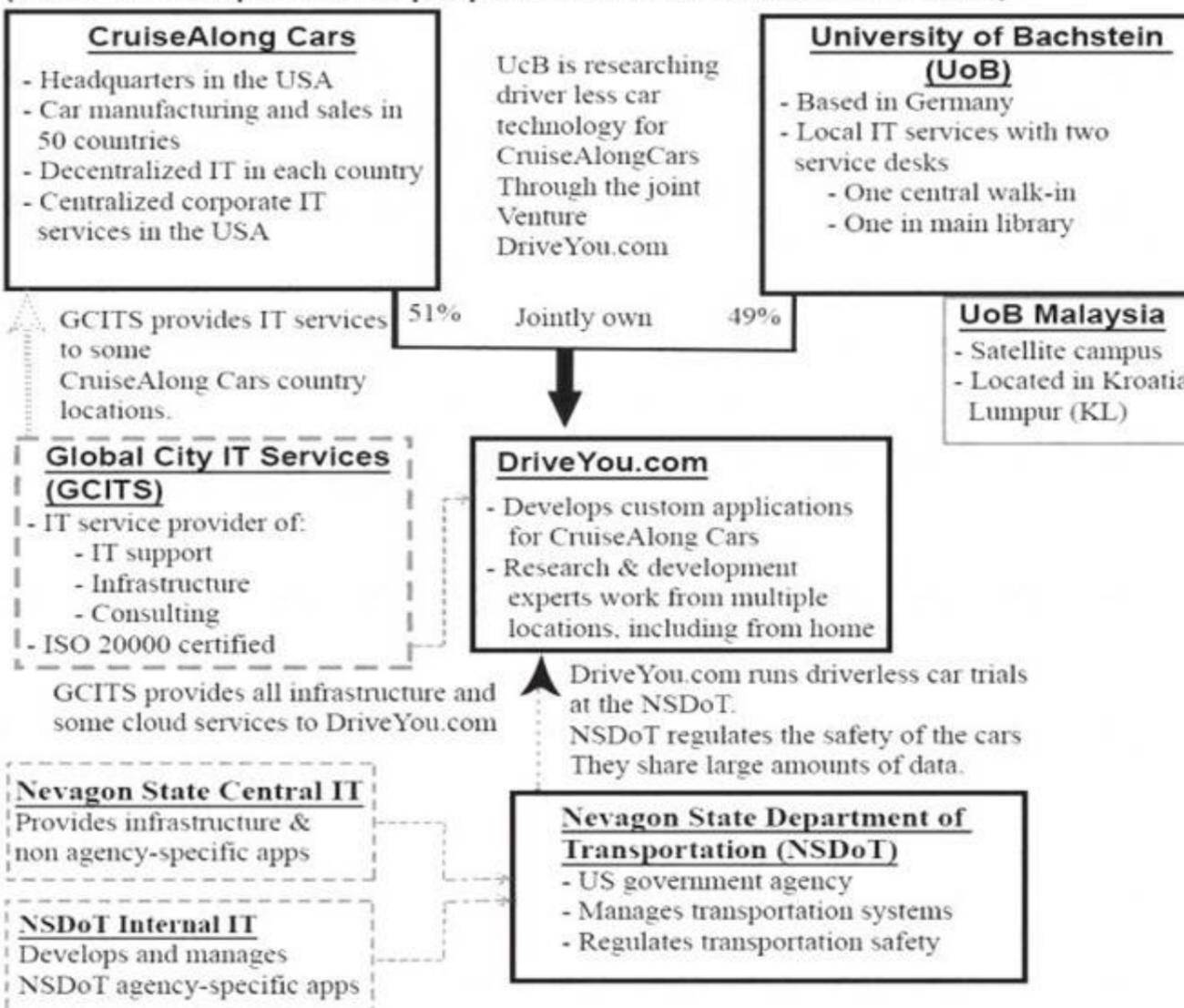
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NEW QUESTION 28

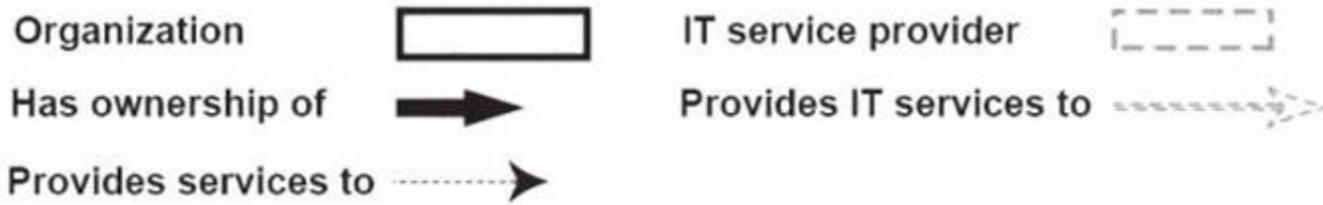
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University of Bachstein (UoB)

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.

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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