ITIL® 4 Specialist: Collaborate, Assure, and Improve

Sample Paper 1

Question Booklet | Multiple Choice

Examination | 1 ½ Hour

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Sample Paper 1:

Question Booklet

Multiple Choice

Examination Duration: 1 Hour and 30 Minutes

Instructions

1. You should attempt all 60 questions. Each question is worth one mark.

2. There is only one correct answer per question.

3. You need to answer 39 questions correctly to pass the exam.

4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).

5. You have 90 minutes to complete this exam.

6. This is a 'closed book' exam. No material other than the exam paper is allowed.

1. What is the purpose of the relationship management practice?

    A. Ensuring that relationship models are adopted and followed across the organization
    B. Establishing a healthy work climate in the organization
    C. Improving the integration between an organization and its stakeholders in line with the organization's objectives
    D. Ensuring high stakeholder satisfaction with relationships across the organization .

2. Which practice success factor of the relationship management practice includes translation of organization's values and strategy into rules, techniques, and behaviour models?

    A. Ensuring effective and healthy service relationships
    B. Ensuring effective and healthy relationships with authorities and regulators
    C. Establishing and improving effective internal relationships
    D. Establishing and improving an effective approach to relationship management

3. An organization wants to be sure that it has organized the management of relationships in an optimal way.

    What is a relevant metric for this?

    A. The percentage of exit interviews which reveal an employee's dissatisfaction with relationships with other employees
    B. The number and percentage of the teams following the agreed relationship models
    C. The percentage of the external stakeholders trusting the organization
    D. The number of complaints made by employees about their relationships with other employees and stakeholders

4. Which type of relationship is the **LEAST** focused on shared interests and goals?

    A. Business associate
    B. Business friend
    C. Personal friend
    D. Business partnership

5. Which type of relationship focuses on reviewing and revising the services provided to customers?

    A. Basic relationship
    B. Cooperative relationship
    C. Partnership
    D. Business associate

6. A relationship manager is initiating the 'managing a common approach to relationships' process.

    Which is an example of the **FIRST** activity that should be performed?

    A. Defining patterns of working between the organization and suppliers for the different types of service relationships
    B. Creating a standard, repeatable approach for managing relationships with important customers
    C. Ensuring that relationship values, principles and models are practically implemented in the organization through training and awareness programmes
    D. Gaining an understanding of the current alignment between business objectives and the organization's relationship climate

7.   An organization has relationship models for its internal stakeholders. The organization's customers have stated that they are satisfied with the handling of service disruptions and receive timely and sufficient information about scheduled service unavailability. However, they have complained that they do not receive the appropriate level of communication about other critical activities which concern them.

Which value stream should the organization's relationship manager focus on to improve this situation?

A. Incident resolution
B. Creation of a new or changed product or service
C. Service request fulfilment
D. Ongoing operation and maintenance

8.   A start-up organization has focused on product development and product launch in its early months. Relationship management activities are currently performed by the product owners. The organization is maturing and has decided to focus more on customer success.

How should the organization change the positioning of the relationship management practice activities to align to the new focus on customer success?

A. Create a relationship manager role and a relationship management team which will liaise with the product owners
B. Move the responsibility for relationship management activities to the organization's procurement team
C. Establish a team of relationship experts within the organization's existing HR team
D. Set up a governance structure and create a compliance team to handle customer complaints

9.   What automation tools are the **BEST** to use to capture and reuse the findings which have been identified when supplier relationships have ended?

A. Workflow management and collaboration tools
B. Knowledge management tools
C. Analysis and reporting tools
D. CRM tools

10.   An internal IT service provider of a large retail organization is using the services of a service integrator.

Which activity is the service integrator likely to be involved in?

A. Documenting the competitor landscape relevant to the retail organization
B. Defining the service provider's strategic priorities
C. Improving the service provider's relationship management approach
D. Managing the alignments between the service provider and other teams of the retail organization

11.   The relationship management practice achieves its purpose in a highly organized way, and its performance is regularly reported and assessed. However, the reports are rarely acted upon.

What is the **HIGHEST** capability level that this practice demonstrates?

A. Level 1
B. Level 2
C. Level 3
D. Level 4

12.   An organization's relationship manager has received feedback from colleagues that they feel restricted by the rules governing the subjects and methods of communication with stakeholders.

What action should the relationship manager take to improve this situation, following the 'keep it simple and practical' guiding principle?

A. Ensure that the relationship models are aligned with the organization's strategy
B. Integrate relationship management process activities with activities from other service management practices
C. Review and possibly revise the relationship management procedures
D. Demonstrate the value of relationship management to internal and external stakeholders

13.   A retail organization has an internal IT service provider. The service provider wants to develop an effective supplier management practice.

What is the benefit of this for the retail organization?

A. Optimized use of the internal resources
B. Seamless service quality across the supply chain
C. Delegation of the non-core competencies
D. Access to the expert knowledge of the suppliers

14.   An organization wants to be sure that the sourcing strategy and guidelines developed by the IT team meet the organization's requirements.

What is a relevant metric for this?

A. The satisfaction rating given by service consumers of their interactions with suppliers
B. The number of supplier conformance issues found during audits
C. The impact of service disruption caused by the suppliers' contributions to the organization's processes
D. The number of times that supplier activities have negatively affected the organization's performance

15.   An organization's supplier manager would like to understand the service management software available from a variety of suppliers. The supplier manager will use the responses from suppliers to help define the organization's requirements.

What type of request should the supplier manager issue?

A. Request for information
B. Request for proposal
C. Request for quote
D. Request for bid

16.   An organization wants to outsource a service to a supplier.

What will be an output of engagement with the potential suppliers?

A. Contract framework
B. RFx
C. Supplier categorization criteria
D. Supplier selection criteria

17.   An organization wants to engage a technical specialist who will implement standards for integrating suppliers' tools and systems with the ITSM tools used by the organization.

Which activity will this technical specialist support?

A. Develop and agree the sourcing strategy and procedures
B. Develop and agree the supplier management procedures
C. Communicate and embed the sourcing strategy and procedures
D. Review and adjust the sourcing strategy and procedures

18.   An organization is analysing and improving the value stream for creation of new services. During the value stream walk it is discovered that one supplier is using many more staff than should be needed to carry out code development and testing. This results in increased costs for the supplier, but these costs are not passed on to the organization.

How should the organization manage this situation?

A. During the value stream improvement step the organization should initiate a project to improve supplier's efficiency
B. After mapping the value stream the organization should notify the supplier of their findings and, if requested, work with the supplier to improve efficiency
C. While creating the 'to be' value stream map the organization should create new service level agreements for the supplier
D. During the scoping step the organization should engage appropriate supplier personnel in the value stream mapping

19.   What contribution does the supplier coordinator make to supplier selection?

A. Making decisions when conflicts arise in supplier selection
B. Setting and enforcing supplier performance criteria
C. Drafting the rules for choosing the best supplier
D. Determining the relative criticality of suppliers to the organization

20.   An organization has four people to support its supplier management practice. Alice is responsible for the overall sourcing strategy and governance of supplier management. Bill and Clare work with suppliers and manage supplier information. Donald handles contracts.

What organizational structure should be in place for these roles?

A. Alice should be in charge of a supplier management function. Bill, Clare, and Donald should report to Alice
B. Alice should be in charge of a supplier management function. Bill and Clare should report to Alice. Donald should report to a legal function
C. Alice should be part of a governance function. Donald should work in a contracts function, Bill and Clare should report to Donald
D. Alice should be part of a governance function. Bill and Clare should be part of an operational service management team. Donald should report to Alice

21.   An organization uses many suppliers to help manage different applications and infrastructure components.

Which **TWO** types of tool will **MOST** help the organization to improve how well these suppliers work together to provide consistent support?

1. Survey tools
2. Work planning and prioritization tools
3. Monitoring and event management tools
4. Workflow management and collaboration tools

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

22.   A service provider has a support contract with a supplier for an application which the supplier owns. The staff of both the service provider and supplier are often involved in the same activities when supporting the application, and this is causing confusion among the staff.

What is the **BEST** action for the service provider to take to improve this situation?

A. Ensure that the service provider's key metrics are aligned with the supplier's metrics
B. Create an integrated architecture for the service provider's and the supplier's service management tools
C. Develop and roll out a communications plan for each process affected by application support
D. Identify the application support activities and then define ownership and handoff procedures for each team

23. How should an organization use a specialized supplier to minimize the workload of the supplier management practice?

   A. Outsource development of the organization's service strategy
   B. Delegate the entire supplier management practice to a specialized supplier
   C. Utilize a specialized supplier to manage other suppliers
   D. Outsource supplier selection decision-making

24. An organization has reviewed its supplier management activities and has discovered that only some tasks are documented, and others are performed in an ad-hoc manner.

   Which capability level does this practice demonstrate?

   A. Level 1
   B. Level 2
   C. Level 3
   D. Level 4

25. What is the purpose of service level management?

   A. Ensure that the services are managed against targets that relate to customers' outcomes
   B. Ensure a customer's contractual terms and conditions are met
   C. Ensure that service targets can be maintained by existing technical resources
   D. Ensure that the service providers targets are communicated to the customer and levels of service are maximized at all times

26. Service level management have received a service improvement suggestion initiated by a customer.

   How should the suggestion be handled?

   A. Allocate the suggestion to the appropriate team for implementation and notify the customer
   B. Log the suggestion and wait for the customer to complete their own service review
   C. Ensure that the team responsible for the service reviews the customer's suggestion as soon as possible
   D. Request the Service Level Manager to review and raise improvements to the practice

27. The service level manager has discovered that there is confusion within technical teams regarding their understanding of service quality.

   What is the **BEST** way for the manager to explain the term?

   A. The measurements that indicate that a service is meeting its targets
   B. All the aspects of a service necessary to provide customer satisfaction
   C. The ability of a service to be fit for purpose
   D. The management of the technical components that contribute to service performance

28.   A service level manager has received a request to create and manage an SLA for a new internal customer.

What information does the service level manager require?

A. Onboarding communications
B. A request for change
C. Draft document outlining service levels proposed for the customer
D. How the service is required to support business activities

29.   The service owner of an organization's sales app has collected feedback and performance data for the last period.

What should the service owner do **NEXT**?

A. Hold a service review meeting with the customer to discuss the feedback and data for the sales app
B. Create a dashboard to visualize and share any SLA breaches with the customer
C. Evaluate the feedback and data and discuss the results with the sales app product team
D. Publish a report for technical teams that shows how underpinning components performed

30.   An organization is reviewing a value stream for business-as-usual operational tasks. It has identified that maintenance tasks sometimes affect the agreed service availability. Customers complain, and the service provider is fined for breaching the agreements.

How can service level management help resolve this issue?

A. By confirming the timescales and resource estimates for the authorization of operational changes
B. By integrating service level targets into the maintenance planning and control
C. By integrating service level targets into the design of new services
D. By confirming the timescales and resources required to complete maintenance tasks out-of-hours

31.   The service level manager has been asked to join a team that is reviewing a value stream for creating new services. The team has outlined the steps in the value stream flow and identified where a lack of service level management information is creating delays. The team also wants to ensure that any necessary changes to SLAs are made in a timely fashion.

What should the team do **NEXT**?

A. Create a 'to-be' value stream map and implement changes to ensure SLAs are updated
B. Map the steps in the current value stream documenting all service level management involvement
C. Analyse the service level management activities at each step in the value stream
D. Review the value stream flow and identify the steps that involve updates to SLAs

32. An organization is responding to a request from a customer to significantly improve one of the services.

How will the organization involve service level management in this activity?

A. The service level manager will meet with the customer to understand the service needs and requirements
B. The relevant service owner will review the requirements and outline the service targets
C. The relevant service owner will ensure consistency of service level management activities across the organization
D. The service level manager will negotiate service targets with the customer for the new service

33. How do knowledge management tools support service level management?

A. By circulating questionnaires and collecting feedback from service consumers
B. By providing consistent ways of dealing with customer complaints
C. By gathering and reporting metrics to establish service performance
D. By supporting the evaluation of how resources are used to meet new service levels

34. A service level management team has limited resources and considers delegating some tasks to a supplier.

Which activity should the team delegate to a supplier?

A. Design and customization of off-the-shelf services
B. Management and improvement of all service level management processes
C. Ownership and management of tailored services
D. Preparation and conducting of customer and user satisfaction surveys

35. An organization has reviewed its service level management practice and has found only limited evidence that process activities are performed in a coordinated manner.

What capability level does this indicate?

A. Level 1
B. Level 2
C. Level 3
D. Level 4

36. After an organization reissued the SLAs for all its services six months ago all service levels have been consistently met. However, many customers are unhappy with the service quality. In response, service owners discussed the issues with technical teams and concluded that component targets are met.

    Which additional action is the **BEST** approach for the service level manager to take to resolve this issue?

    A. Increase the frequency of reporting to customers and include technical metrics for transparency
    B. Appoint technical team members to be accountable for each service and ask them to investigate the issues
    C. Meet with customers to understand their perception of service value and ensure this is reflected in the SLAs
    D. Implement quarterly service reviews to gain insight into customer's issues and discuss improvements

37. Which component of the continual improvement practice **BEST** helps to align improvements with the organization's priorities?

    A. Knowledge management automation
    B. Continual improvement model
    C. Continual improvement register
    D. Data analysis automation

38. Which is a description of 'business as usual'?

    A. A project performed to ensure the agreed service performance
    B. Aspirational goal for the organization
    C. It is used to ensure that changes are relevant
    D. Resources are assigned to complete small-scale frequent activities

39. A continual improvement coordinator wants to share the procedures for logging improvement suggestions and managing their lifecycle.

    Where should this information be documented?

    A. In a continual improvement approach
    B. In a continual improvement register
    C. In an improvement record
    D. In an improvement plan

40. A continual improvement coordinator has logged an improvement suggestion and is now creating a business case to justify the investment needed.

    What is the **MOST** important factor to consider when deciding how much detail is needed in the business case?

    A. The project management approach used by the organization
    B. The resources required to implement the improvement initiative
    C. The risk of not carrying out the improvement
    D. The likely benefits that the improvement will create

41. A large improvement project is being delivered as a series of incremental steps, with feedback at each step to ensure it is still on track.

When should the project team capture and document the lessons learnt during the project?

A. When the project is planned and approved
B. When the value from the improvement is confirmed
C. When the business case for the project is ready
D. When every iteration is reviewed and evaluated

42. The continual improvement coordinator is working with a team to improve a value stream for creating new services. The team has agreed that all new services should support the customer's business objectives and generate profit for the service provider. All new services should also comply to the recently introduced sustainability standard.

What should the team do **NEXT**?

A. Reflect on the value stream map
B. Define the purpose of the value stream
C. Do the service value stream walk
D. Create a 'to be' value stream map

43. An organization has received complaints that incidents and service requests are not handled in a timely manner.

What should the continual improvement coordinator do to improve the situation?

A. Update the improvement approach and renegotiate service targets
B. Motivate the team members handling incidents and requests to work faster
C. Set demanding targets for improvement of the incident and request processing
D. Review the workflows to identify issues that are creating delays

44. During an improvement project, the project team has learned some lessons that need to be shared widely to help ensure the success of future improvement initiatives.

Which type of tool will **MOST** help the team with this activity?

A. Workflow management and collaboration tools
B. Work planning and prioritization tools
C. Knowledge management tools
D. Analysis and reporting tools

45.   A service provider uses the ITIL continual improvement model as an approach to continual improvement across the organization. The service provider has noticed that there is a bottleneck at the 'take action' step.

Which type of tooling is the **BEST** for the service provider to use to improve this situation?

A. Workflow automation
B. Artificial intelligence
C. Data collection automation
D. Measurement and reporting systems

46.   An organization wants to replace its integrated service management toolset with one provided by a supplier.

What should be the organization's approach to establishing the requirements of the toolset?

A. The organization should establish a team consisting of all relevant practice managers to define the requirements
B. A team of continual improvement staff should hold a workshop to brainstorm the requirements
C. The support team should, as main users, define the requirements
D. The task of defining the requirements should be outsourced to one of the potential suppliers

47.   An organization has reviewed its continual improvement practice and has found evidence that the practice is highly organized, and its continual development is based on the regular reports and reviews.

What capability level does this indicate?

A. Level 2
B. Level 3
C. Level 4
D. Level 5

48.   An organization has previously achieved capability level 2 for its continual improvement practice, and is now aiming to achieve level 3.

Which is evidence of the capability level 3 being achieved?

A. Practice effectiveness is regularly assessed and reported
B. Improvements are initiated from all value streams and teams of the organization
C. Responsibility for the continual improvement processes is clearly assigned
D. All improvements are tracked using weekly scorecards

49.   Under which **TWO** circumstances should an organization initiate a review of security policies and plans?

1. A pre-defined schedule
2. A new service
3. A missing control
4. A change in security context

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

50.   There has been a security incident which has resulted in a threat actor altering some data.

Which security principle has been breached?

A. Confidentiality
B. Integrity
C. Availability
D. Non-repudiation

51.   Which information security management activity includes agreeing on how and when external bodies will be notified of the incident?

A. 'Define and agree information security controls and plans' activity of the 'information security planning and implementation' process
B. 'Detection and assignment' activity of the 'information security incident management' process
C. 'Classification and analysis' activity of the 'information security incident management' process
D. 'Analyse organization's strategy and context' activity of the 'information security planning and implementation' process

52.   A small consulting organization wants to ensure that potential security breaches are detected as soon as possible. All consultants and other staff members understand their security responsibilities, and there are very effective security incident and event management (SIEM) tools.

What else should this organization do to ensure fast detection of breaches?

A. Implement regular security awareness training to ensure that employees will identify and report security breaches
B. Analyse the value streams to ensure that normal activities will identify and report security breaches
C. Use pattern recognition and automated alerting to help to identify and report security breaches
D. Engage a specialist third party to provide documentation about the newest attack vectors

53.   A software development organization with several independent product teams has the following information security management staff:

Angela: Chief information security officer
Bernard: IT security manager
Clare: Head of security audit
Five application security specialists

What is the **CORRECT** organizational structure for these roles?

A. Bernard reports to Angela
   Clare reports to Bernard
   Specialists report to the product teams
B. Bernard reports to Angela
   Clare and the specialists report to Bernard
C. Bernard and Clare report to Angela
   Specialists report to the product teams
D. Bernard and Clare report to Angela
   Specialists report to Clare

54.   An IT security team has completed an internal audit and is now getting ready to document their findings.

Which **TWO** types of tool will **MOST** help the team with this activity?

1. Workflow management and collaboration tools
2. Work planning and prioritization tools
3. Orchestration systems
4. Knowledge management tools

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

55.   An information security manager needs to ensure that there is sufficient evidence of the actions and decisions made by the cyber security incident response team (CSIRT).

Which type of tool is the **BEST** for the manager to use to ensure this?

A. Workflow management and collaboration tools
B. Analysis and reporting tools
C. Monitoring and event management tools
D. Knowledge management tools

56.   A logistics organization ships very large numbers of parcels all around the world. There
        may be millions of parcels delivered in one day. The operations manager has identified a
        risk that staff might divert valuable parcels to addresses where they can be stolen, and
        this might not be noticed till it is too late to do anything about it.

        How should the organization manage this risk?

        A. Only allow senior managers to make address changes for parcels with a value above a
            specified threshold
        B. Do not allow the delivery address for any parcel to be changed after the parcel has
            been shipped
        C. Provide a mechanism for people to report that their parcel has not arrived so that
            diverted parcels can be identified
        D. Use automation to detect patterns of address changes and escalate issues

57.   What is the **BEST** way for an organization to protect confidential data that it backs up to
        storage provided by a cloud service provider?

        A. Require the cloud service provider to submit to regular security audits
        B. Upload the backup over a secure network connection to the cloud service provider
        C. Encrypt the confidential data before it is backed up to the cloud storage
        D. Purchase automated restorations services from the cloud service provider

58.   An organization with well-established and effective information security management
        practice is planning an expansion to a new market.

        Which of the specialized third-party services are the **MOST** relevant in this instance?

        A. Vulnerability assessment
        B. Threat assessment
        C. Security incident management
        D. Provision of security infrastructure

59.   An organization has effective information security management based on well-trained
        people with clear roles and responsibilities; effective processes that are managed as
        value streams; and good support from third parties for some specialist areas. The
        information security management team's work is mostly isolated, and they only
        occasionally cooperate with other teams.

        What is the **HIGHEST** capability level that this organization could achieve in an
        assessment?

        A. Level 1
        B. Level 2
        C. Level 3
        D. Level 4

60.   An organization that works in a highly regulated environment has an effective information security management practice. Regular audits show the practice is at capability level 5 and meets the expectations of the regulator. One business unit wants to use an app to improve collaboration. This app is provided as Software as a Service by a small company that has immature information security management and will not allow the organization to audit its processes or code.

What should the information security management team do in this situation?

A. Use network isolation to segregate the third-party app so that it cannot be used to compromise systems and services that are critical to the business
B. Work closely with the business unit to review the requirements and assist in finding a more secure app that will meet these needs without compromising security
C. Negotiate with the third-party app provider to put in place non-disclosure agreements and security controls that will meet the needs of the organization
D. Tell the business unit that this app is not suitable because they must follow the controls that are required in this highly regulated environment

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