



# ITIL<sup>®</sup> Foundation Bridge

VERSION 5

Global Best Practice



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## Sample Paper 2

Answers and Rationales


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Published by PeopleCert International Limited  
Published in Cyprus  
Publication printed in Greece or reproduced electronically in Greece

Version 5.0 (February 2026)

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Question	Answer	Assessment Criteria	Rationale
1	C	1.2.2	<p>A. Incorrect. "Access to resources" applies when ownership is not transferred and the consumer is granted usage rights (e.g., cloud services, rented equipment). "Access to resources: the service consumer gains access to the service provider's resources and uses them according to the agreed terms and conditions." Ref 3.1.2</p> <p>B. Incorrect. A service offering is a description of services, not a form of interaction. "Service offering is a formal description of one or more services designed to address the needs of a target consumer group." Ref 3.1.2</p> <p><b>C. Correct. The printer being delivered is a transfer of goods, while the ongoing maintenance and support provided by the supplier represent service actions. ITIL defines these as two distinct forms of service interaction, and both are present here. "Transfer of goods: some services include transfer of goods from a service provider to a service consumer." and "Service action: An action performed by a service provider or jointly by a service provider and a service consumer." Ref 3.1.2</b></p> <p>D. Incorrect. While a transfer of goods does occur, a service journey describes the entire sequence of interactions over time, not a specific type of interaction. "Service journey is the sum of activities and interactions performed by organizations engaged in service relationships to fulfil their roles as a service provider and a service consumer." Ref 3.2.3</p>
2	A	1.2.2	<p><b>A. Correct. In ITIL, access to resources is a specific form of service interaction where the service consumer uses the service provider's resources under agreed conditions. This access enables value co-creation because consumers can achieve outcomes without owning or managing those resources. "Access to resources: the service consumer gains access to the service provider's resources and uses them according to the agreed terms and conditions." Ref 3.1.2</b></p> <p>B. Incorrect. 'Access to resources' does not transfer responsibility for managing resources to the consumer. Consumers do not have to manage specific costs and risks related to those resources. "Service is a means of enabling value co-creation by facilitating outcomes that consumers want to achieve, without the consumer having to manage specific costs and risks." Ref 3.1.1</p> <p>C. Incorrect. Access to resources is specifically about service consumers using provider resources. Limiting access to internal teams would prevent value co-creation with consumers. "Access to resources: the service consumer gains access to the service provider's resources and uses them</p>

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			<p>according to the agreed terms and conditions.” Ref 3.1.2</p> <p>D. Incorrect. Automation may support access to resources, but access to resources does not replace service actions. Multiple forms of service interaction may coexist. “According to the definition of service offering, there are three forms of interaction between a service consumer and a service: Transfer of goods [...] Service action [...] Access to resources.” Ref 3.1.2</p>
3	D	1.4.9	<p>A. Incorrect. While costs and risks are part of service value, utility and warranty are defined in terms of functionality and assurance. “Service value is the perceived benefits, usefulness, and importance of a service.” Ref 3.1.1</p> <p>B. Incorrect. ITIL applies utility and warranty to both services and products. “Utility is the functionality offered by a product or service to meet a particular need.” and “Warranty is the assurance that a product or service will meet the agreed requirements.” Ref 3.2.4</p> <p>C. Incorrect. Utility relates to fit for purpose, while warranty relates to fit for use, not the other way around. “Utility can be summarized as ‘what the service does’ and can be used to determine whether a service is ‘fit for purpose.’” and “Warranty can be summarized as ‘how the service performs’ and can be used to determine whether a service is ‘fit for use.’” Ref 3.2.4</p> <p><b>D. Correct. Utility and warranty are two complementary aspects of service value. Utility describes what the service does (fitness for purpose), while warranty describes how the service performs (fitness for use). “Utility is the functionality offered by a product or service to meet a particular need.” and “Warranty can be summarized as ‘how the service performs’ and can be used to determine whether a service is ‘fit for use.’” Ref 3.2.4</b></p>
4	C	1.4.4	<p>A. Incorrect. The customer defines requirements and takes responsibility for outcomes, but does not authorize the budget. “Customer is the role that defines the requirements for products and services and takes responsibility for the outcomes of service consumption.” Ref 3.2.1.1</p> <p>B. Incorrect. The user consumes and uses the service; they do not approve funding. “User is the role that uses services.” Ref 3.2.1.1</p> <p><b>C. Correct. The sponsor role is responsible for authorizing the budget for service consumption. This role approves funding and financial commitment for the service. “Sponsor is the role that authorizes budget for service consumption.” Ref 3.2.1.1</b></p>

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			D. Incorrect. A product vendor creates and improves digital products, but is not a service consumer role and does not authorize budgets for service consumption. Ref 3.2.1
5	A	1.4.5	<p><b>A. Correct. Service quality is being concerned with how well a service satisfies stated and implied needs, which are expressed through agreed requirements and expectations. It is not limited to speed, development pace, or ethics alone, but to the overall ability of the service to meet what has been agreed and expected. "Service quality is the sum of the characteristics of a service that are relevant to its ability to satisfy stated and implied needs." Ref 3.2.4</b></p> <p>B. Incorrect. Incident resolution speed is only one aspect of service management and does not, on its own, define service quality. It is part of support performance, not the full scope of service quality. This option refers to incident management and operational support metrics. "Incident is an unplanned interruption to a service or reduction in the quality of a service." Ref 4.7.2</p> <p>C. Incorrect. The speed of developing a service relates to product development, lifecycle efficiency, or organizational velocity, not directly to service quality as perceived by consumers. "Service quality is the sum of the characteristics of a service that are relevant to its ability to satisfy stated and implied needs." Ref 3.2.4</p> <p>D. Incorrect. Social responsibility is addressed under sustainability, which is one component of service levels, but it does not define service quality on its own. "Sustainability is the assurance that a product or service meets and will continue to meet the requirements for environmental stewardship, social progress, and economic growth." Ref 3.2.4</p>
6	B	1.4.6	<p>A. Incorrect. A product specification describes what a product or service should be built to do, not how service quality will be agreed, measured, or reviewed during service delivery. This option refers to 'design' and 'build' activities "Product/service specification is a detailed document that outlines critical aspects, requirements, and characteristics of a product or service to be built." Ref 4.3.1</p> <p><b>B. Correct. A Service Level Agreement (SLA) is the common mechanism used to establish a shared understanding between a service provider and a customer regarding expected and achieved service quality. It formalizes what level of service is expected and how it will be measured and managed. "The common way to establish a shared understanding of the expected and achieved service quality and to manage service improvement is a Service Level Agreement (SLA)." Ref 3.2.5</b></p>

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			<p>C. Incorrect. Roadmaps describe future direction and planned improvements. They relate to planning and prioritization, especially in 'discovery' and 'design' activities. "The key outputs of this activity include an updated product roadmap, product and service improvement initiatives." Ref 4.2.1</p> <p>D. Incorrect. Service level requirements are inputs to service design and agreements, but they do not, by themselves, establish a shared understanding unless they are formalized in an SLA. "Service Level Agreement (SLA) is a documented agreement between a service provider and a customer that identifies the services provided and the agreed level of each service." Ref 4.8.1</p>
7	A	2.2.2	<p><b>A. Correct. The 'information and technology' dimension in ITIL focuses on the data, information, and technologies that support digital products and services and the management systems behind them. This dimension ensures that the right technological capabilities and information assets are available to enable effective product and service management. "The 'information and technology' dimension addresses data, information, and technologies used in digital products and services, as well as those used as part of the organization's product and service management systems." Ref 2.4</b></p> <p>B. Incorrect. Defining roles, responsibilities, skills, and structures belong to the 'organizations and people' dimension. "The 'organizations and people' dimension ensures that the way an organization is structured and managed, as well as its roles, responsibilities, and systems of authority and communication, are well defined and support its overall strategy and operating model." Ref Glossary</p> <p>C. Incorrect. Workflows, processes, and activities are addressed under the 'value streams and processes' dimension. They refer to how work is structured and executed across value streams. "The 'value streams and processes' dimension addresses organizational and cross-organizational workflows, focusing on what activities the organization undertakes and how they are organized to enable value for stakeholders effectively and efficiently." Ref 2.3.1</p> <p>D. Incorrect. Managing external suppliers and partners is the focus of the 'partners and suppliers' dimension. This option describes supplier relationships and contracts. "The 'partners and suppliers' dimension encompasses an organization's relationships with other organizations that are involved in the discovery, design, build, transition, operation, delivery, support, and/or continual improvement of products and services." Ref 2.5</p>

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8	A	2.2.2	<p><b>A. Correct. The 'partners and suppliers' dimension addresses how an organization manages its relationships with external organizations that contribute to the discovery, design, delivery, support, and improvement of products and services. "The 'partners and suppliers' dimension encompasses an organization's relationships with other organizations that are involved in the discovery, design, build, transition, operation, delivery, support, and/or continual improvement of products and services." Ref 2.5</b></p> <p>B. Incorrect. The 'information and technology' dimension focuses on data, information, and technology, and how they support products and services. "The 'information and technology' dimension addresses data, information, and technologies used in digital products and services, as well as those used as part of the organization's product and service management systems." Ref 2.4</p> <p>C. Incorrect. 'Organizations and people' focuses on internal structure, culture, roles, and competencies. The 'organizations and people' dimension "ensures that the way an organization is structured and managed, as well as its roles, responsibilities, and systems of authority and communication, are well defined and support its overall strategy and operating model." Ref Glossary</p> <p>D. Incorrect. 'Value streams and processes' address workflows and activities "The 'value streams and processes' dimension addresses organizational and cross-organizational workflows, focusing on what activities the organization undertakes and how they are organized to enable value for stakeholders effectively and efficiently." Ref 2.3</p>
9	A	4.6.2	<p><b>A. Correct. "Each improvement initiative should support the organization's goals and objectives. The first step of the ITIL Continual Improvement Model is to define the vision of the initiative. This provides context for all subsequent decisions and links individual actions to the organization's vision for the future." Ref 5.6.1.1</b></p> <p>B. Incorrect. In the "Where are we now" step of the ITIL Continual Improvement Model, the organization assesses existing products and services. "Depending on the scope of improvement, this may be an assessment of existing products and services, including user perception of value received, people's competencies and skills, involved workflows, available information, and the capabilities of the available technological solutions." Ref 5.6.1.2</p> <p>C. Incorrect. In the 'take action' step of the ITIL Continual Improvement Model, "the plan for the improvement is acted upon. Agreed actions and</p>

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			experiments can be conducted as a sequence, simultaneously, or independently." Ref 5.6.1.5 D. Incorrect. In the 'where do we want to be', step of the ITIL Continual Improvement Model, the organization defines (Point B), "the target state for the next step of the journey" and what it "should look like. A journey step cannot be mapped out if the destination, or at least the direction, is not clear." Ref 5.6.1.3
10	C	4.3.2	A. Incorrect. 'Evaluate' focuses on assessing the organization, its strategy, and context. "Evaluate: evaluating the organization, its strategy, portfolios, and relationships with other parties." Ref 5.3.1 B. Incorrect. 'Direct' is about setting direction and assigning responsibility. "Direct: assigning responsibility for, and directing the preparation and implementation of, organizational strategy and policies." Ref 5.3.1 <b>C. Correct. 'Monitor' is the activity concerned with checking that performance and activities adhere to policies and strategic direction. "Monitor: monitoring the performance of the organization and its practices, products, and services. The governing body ensures that performance is in accordance with policies and strategic direction." Ref 5.3.1</b> D. Incorrect. 'Discover' is a product and service lifecycle management activity identifying needs and opportunities for products and services. "Discover: explore and prioritize needs and opportunities for the product and service." Ref 4.1
11	B	3.1.3	A. Incorrect. Activities may overlap and are not always performed sequentially. "Although the word 'chain' implies a sequence of tightly connected links, it is important to remember that the value chain activities are not always performed sequentially." Ref 4.1 <b>B. Correct. Activities may overlap and are not always performed sequentially. "Although the word 'chain' implies a sequence of tightly connected links, it is important to remember that the value chain activities are not always performed sequentially." Ref 4.1</b> C. Incorrect. Activities may overlap and are not performed strictly once per version. "Although these activities enable and support the Product and Service Lifecycle, they are not performed as a cycle. From the organizational perspective, these activities form a value chain." Ref 4.1 D. The activities are performed strictly once per product version. "Although for a specific instance or version of a digital product the lifecycle applies in stages, it is important to remember that the instance can return from one lifecycle stage to an earlier one, and that the 'operate', 'deliver' and

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			'support' stages may run in parallel even for a single product instance." Ref 4.1
12	A	3.2.1	<p><b>A. Correct. The purpose of the 'deliver' activity includes managing how users are onboarded and offboarded, as part of providing services and maintaining service quality. "The purpose of the 'deliver' activity is to provide services to users, manage user onboarding/offboarding, maintain service quality standards, and gather consumers' feedback." Ref 4.8.1</b></p> <p>B. Incorrect. Monitoring systems and responding to events belong to 'operate' activity, which focuses on monitoring and maintaining products and systems. "The purpose of the 'operate' activity is to maintain and monitor digital products and supporting systems, ensuring optimal performance and reliability." Ref 4.7.1</p> <p>C. Incorrect. Designing prototypes is part of the 'design' activity. "The purpose of the 'design' activity is to create prototypes and specifications for products and services, detailing their functionality, user experience, and operational framework." Ref 4.3.1</p> <p>D. Incorrect. Obtaining resources from suppliers is part of the 'acquire' activity. "The purpose of the 'acquire' activity is to secure and allocate necessary resources efficiently, ensuring the sustainability and scalability of products and services." Ref 4.4.1</p>
13	C	3.2.1	<p>A. Incorrect. 'Deliver' activity focuses on providing services to users. "The purpose of the 'deliver' activity is to provide services to users, manage user onboarding/offboarding, maintain service quality standards, and gather consumers' feedback." Ref 4.8.1</p> <p>B. Incorrect. Support deals with incidents, disasters, and restoration of service. "The purpose of the 'support' activity is to identify and resolve incidents, fulfil disaster recovery procedures, and capture consumer's feedback." Ref 4.9.1</p> <p><b>C. Correct. 'Operate' activity is responsible for maintaining and monitoring digital products and supporting systems. "The purpose of the 'operate' activity is to maintain and monitor digital products and supporting systems, ensuring optimal performance and reliability." Ref 4.7.1</b></p> <p>D. Incorrect. 'Transition' is concerned with introducing new or updated products into live environments. "The purpose of the 'transition' activity is to seamlessly introduce new or updated products into operational environments and to ensure effective onboarding/offboarding of suppliers." Ref 4.6.1</p>

Question	Answer	Assessment Criteria	Rationale
14	B	3.2.1	<p>A. Incorrect. 'Build' focuses on developing, integrating, and testing products. "The purpose of the 'build' activity is to develop, integrate, and test digital products, transforming designs into functional solutions." Ref 4.5.1</p> <p><b>B. Correct. 'Transition' activity is responsible for seamlessly introducing new or updated products into the live (operational) environment. "The purpose of the 'transition' activity is to seamlessly introduce new or updated products into operational environments and to ensure effective onboarding/offboarding of suppliers." Ref 4.6.1</b></p> <p>C. Incorrect. Deliver is concerned with providing services to users once products are already live. "The purpose of the 'deliver' activity is to provide services to users, manage user onboarding/offboarding, maintain service quality standards, and gather consumers' feedback." Ref 4.8.1</p> <p>D. Incorrect. 'Operate' is responsible for maintaining and monitoring products after they have been transitioned to the live environment. "The purpose of the 'operate' activity is to maintain and monitor digital products and supporting systems, ensuring optimal performance and reliability." Ref 4.7.1</p>
15	A	3.2.1	<p><b>A. Correct. 'Support' activity is responsible for handling incidents and disasters, restoring normal operations, and supporting users so that service performance is maintained or restored when it is disrupted. "The purpose of the 'support' activity is to identify and resolve incidents, fulfil disaster recovery procedures, and capture consumer's feedback." Ref 4.9.1</b></p> <p>B. Incorrect. Designing architectures is part of 'design' activity in the product and service lifecycle. "The purpose of the 'design' activity is to create prototypes and specifications for products and services, detailing their functionality, user experience, and operational framework." Ref 4.3.1</p> <p>C. Incorrect. Building solution components is handled during the 'build' activity. "The purpose of the 'build' activity is to develop, integrate, and test digital products, transforming designs into functional solutions." Ref 4.5.1</p> <p>D. Incorrect. Discovering opportunities is part of the 'discover' activity. "Discover: explore and prioritize needs and opportunities for the product and service." Ref 4.1</p>

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16	A	4.4.7	<p><b>A. Correct. The ‘transition’ activity is responsible for introducing new or updated products into the live environment. Its performance is therefore best evaluated by metrics related to successful deployments/releases and their impact. A high success rate of releases deployed into the live environment directly indicates low transition errors and effective transition performance. “What are the key metrics of success? (‘transition’ activity) [...] Number and impact of transition errors.” Ref 4.6.2, Table 4.5</b></p> <p>B. Incorrect. Generating ideas is associated with identifying opportunities that belongs to the ‘discover’ activity. “Discover: explore and prioritize needs and opportunities for the product and service.” Ref 4.1</p> <p>C. Incorrect. Cost per service request relates to service delivery and request fulfilment and the ‘deliver’ activity. “The ‘deliver’ activity includes [...] fulfilment of users’ service requests.” Ref 4.8.1</p> <p>D. Incorrect. Value stream mapping is used to analyse and improve workflows. “Value stream mapping is a technique for the visual representation and analysis of value streams. [...] it is focused on the flow of information, work, and, eventually, the value created for a service consumer.” Ref 6.3</p>
17	A	4.5.3	<p><b>A. Correct. ITIL Official Practice Guides follow the same structure so that readers can easily understand, compare, and apply practices consistently, regardless of which practice they are working with. Ref 5.5</b></p> <p>B. Incorrect. Practices are adopted based on organizational context and needs. They are not to be implemented in a fixed or universal order. “The value chain activities and the practices in the ITIL VS do not form a fixed, rigid structure.” Ref 5.1</p> <p>C. Incorrect. ITIL is tool-agnostic and does not prescribe specific tools or technologies. “The architecture of the ITIL VS specifically enables flexibility and discourages siloed working. The value chain activities and the practices in the ITIL VS do not form a fixed, rigid structure. Rather, they can be combined in multiple operating models and value streams to address the needs of the organization in a variety of scenarios.” Ref 5.1</p> <p>D. Incorrect. ITIL emphasizes flexibility and adaptability, not restriction. The standardized structure supports learning and application, not limitation. “The architecture of the ITIL VS specifically enables flexibility and discourages siloed working.” Ref 5.1</p>

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18	A	5.1.1	<p><b>A. Correct. An enabling value stream supports internal activities that allow core value streams to function effectively and deliver value to customers. Its role is to enable and support, not to replace or interface directly with consumers. "Enabling value stream is a value stream that enables value for internal customers to support the organization's core value streams." Ref 6.2</b></p> <p>B. Incorrect. Enabling value streams do not replace core value streams. Core value streams are essential because they are the ones that directly enable value for service consumers. Enabling value streams exist only in relation to core value streams. "Core value stream is a value stream that enables value for consumers in a form intended by the organization's operating model." Ref 6.2</p> <p>C. Incorrect. Defining customer outcomes and service expectations refers to customer-focused activities, which are part of core value streams and service relationship management. "Core value stream is a value stream that enables value for consumers in a form intended by the organization's operating model." Ref 6.2</p> <p>D. Incorrect. Enabling value streams do not interface directly with service consumers. That role belongs to core value streams, which handle end-to-end value delivery to customers. "Core value stream is a value stream that enables value for consumers in a form intended by the organization's operating model." Ref 6.2</p>
19	A	5.2.2	<p><b>A. Correct. Value stream mapping is a technique to identify, visualize, and analyse value streams, and value stream management is an ongoing, continual activity that ensures value streams remain effective, adaptive, and improved over time. Mapping is a starting point; management sustains and governs performance. "Value stream mapping is a technique for the visual representation and analysis of value streams." "Value stream mapping is a technique that is relatively easy to start and it also provides tangible results in the short term. However, it does not have a sustainable effect if performed as a one-off exercise. To maintain high quality of services and continually optimize the flow of work, organizations shift to value stream management, which means both 'management of value streams' and 'management through value streams'." Ref 6.3, 6.4</b></p> <p>B. Incorrect. Value stream mapping is not a reporting tool, nor value stream management is an auditing activity. Both are improvement-focused and value-oriented, not compliance mechanisms. "Value stream mapping and management aim to: focus on</p>

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			<p>customer value and optimize the end-to-end flow for value creation." Ref 6.1</p> <p>C. Incorrect. Both value stream mapping and value stream management apply to products and services together, according with ITIL's integrated product-and-service perspective. "To manage the actual product and service management work as performed [...] organizations need to identify and map their value streams, analyse, and continually improve them." Ref 6.1</p> <p>D. Incorrect. Value stream mapping and value stream management focus on value creation, flow optimization, and continual improvement. "Value stream management involves an ongoing focus on how work is done, as well as the analysis and improvement of the organization's value streams." Ref 6.4</p>
20	A	7.1.1	<p><b>A. Correct. "DevOps is a valuable complementary approach which should be used as a source of detailed practical advice enabling such activities of the ITIL Product and Service Lifecycle" explaining that ITIL provides the framework while DevOps supplies practices and techniques. Ref 7.3.1</b></p> <p>B. Incorrect. "DevOps is a valuable complementary approach" indicates DevOps is not replaced but used alongside ITIL. Ref 7.3.1</p> <p>C. Incorrect. "DevOps practices [...] enabling such activities of the ITIL Product and Service Lifecycle as 'discover', 'design', 'acquire', 'build', 'transition', and 'operate'." shows DevOps is not limited to development only. Ref 7.3.1</p> <p>D. Incorrect. "ITIL provides the framework for effective digital product and service management" clarifies governance is provided by ITIL, not DevOps. Ref 7.3</p>







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