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Sample Paper 1

Answers and Rationales

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Question	Answer	Assessment Criteria	Rationale
1	D	1.2.4	A. Incorrect. "Warranty is the assurance that a product or service will meet the agreed requirements" and is unrelated to granting permission to an employee. Ref 3.2.4 B. Incorrect. Transferring goods usually entails the transfer of "goods from a service provider to a service consumer. In the case of digital services, this is a rare but possible form of service interaction." Permission to use a platform is not the transfer of goods. Ref 3.1.2 C. Incorrect. Utility "is the functionality offered by a product or service to meet a particular need. Utility can be summarized as 'what the service does' and can be used to determine whether a service is 'fit for purpose'." Ref 3.2.4 **D. Correct. "The service consumer gains access to the service provider's resources and uses them according to the agreed terms and conditions." In this case, the employee is granted permission to use the 'resource' of the file sharing platform. Ref 3.1.2**
2	B	1.2.4	A. Incorrect. "Transfer of goods: some services include transfer of goods from a service provider to a service consumer. In case of digital services, this is a rare but possible form of service interaction. Examples include transfer of equipment or consumables." Assisting a user to configure a laptop is an example of service action, not an example of transferring goods. Ref 3.1.2 **B. Correct. Service actions are actions "performed by a service provider or jointly by a service provider and a service consumer. Fulfilment of service requests is a common form of service actions. Other examples include delivery of goods, user training, consultations, and so on." In this case, the service provider team has taken an action by assisting the user. Ref 3.1.2** C. Incorrect. "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 D. Incorrect. "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
3	C	1.2.3	A. Incorrect. Operational costs do not concern the consumer, but the services provided "can introduce new costs and risks [...] Services are perceived by service consumers as valuable only when they have more positive effects than negative." Ref 3.1.1 B. Incorrect. "Service providers help their consumers to achieve outcomes, and in doing so, take on some of the associated costs and risks. Service providers are usually specialized in specific types of services."

Question	Answer	Assessment Criteria	Rationale
			and hence, the number of providers is not significant for the consumer. Ref 3.1.1 **C. Correct. "[...] services can introduce new costs and risks, and in some cases, they can negatively affect some of the intended outcomes, while supporting others. Services are perceived by service consumers as valuable only when they have more positive effects than negative." Ref 3.1.1** D. Incorrect. The amount of money invested in resources by a service provider is unrelated to the consumer's assessment of value. "The value for the service consumer(s) [...] is defined by their own needs; is achieved through the support of intended outcomes and optimization of the service consumer's costs and risks; is subjective and influenced by the service experience; changes over time and in different circumstances." Ref 5.2.1.1
4	D	1.3.6	A. Incorrect. Services do not guarantee all outcomes; they may support some while hindering others. "When enabling desired outcomes for service consumers, services may also prevent or reduce other desired outcomes or introduce undesired ones [...]. In addition to the intended and anticipated positive and negative effect on service consumers, services may have unintended and surprising outcomes, both positive and negative." Ref 3.1.1.1 B. Incorrect. Services can mitigate or reduce risks, but they cannot remove them entirely. Whereas risks may be "reduced or fully removed from a consumer by the service [...]. In many cases, a service may only reduce a consumer's risks, but the consumer may decide that this reduction is sufficient to support the value proposition" and, when "enabling desired outcomes for service consumers, services may also prevent or reduce other desired outcomes or introduce undesired ones [...]. In addition to the intended and anticipated positive and negative effect on service consumers, services may have unintended and surprising outcomes, both positive and negative." Ref 3.1.1.3, 3.1.1.1 C. Incorrect. Services may lead to both "positive and negative" effects, so outcomes are not always positive. "In addition to the intended and anticipated positive and negative effect on service consumers, services may have unintended and surprising outcomes" Ref 3.1.1.1 **D. Correct. "When enabling desired outcomes for service consumers, services may also prevent or reduce other desired outcomes or introduce undesired ones [...]. In addition to the intended and anticipated positive and negative effect on service consumers, services may have**

Question	Answer	Assessment Criteria	Rationale
			unintended and surprising outcomes, both positive and negative" Ref 3.1.1.1
5	D	1.4.11	A. Incorrect. Utility is the functionality offered by a product or service to meet a particular need. "Utility can be summarized as 'what the service does' and can be used to determine whether a service is 'fit for purpose'. To have utility, a service must either support the performance of the consumer or remove constraints from the consumer." Ref 3.2.4 B. Incorrect. Warranty "is the assurance that a product or service will meet the agreed requirements. Warranty can be summarized as 'how the service performs' and can be used to determine whether a service is 'fit for use'. Warranty typically addresses such areas as the availability of the service, its capacity, levels of security, and continuity." Ref 3.2.4 C. Incorrect. "User experience (UX) is the sum of functional and emotional interactions with a service and service provider as perceived by a service user." Ref 3.2.4 **D. Correct. "Sustainability requirements may include responsible sourcing of materials and components, responsible work and employment practices, use of clean energy, low carbon footprint, incorporation of recycled and recyclable materials, transparent supply chains, and others. These requirements may originate from national and international regulations and standards or be defined in the organization's sustainability strategy." Ref 3.2.4**
6	D	2.2.2	A. Incorrect. The 'partners and suppliers' dimension focuses on external relationships and agreements, not on the internal culture of trust. It "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. It also incorporates contracts and other agreements between the organization and its partners or suppliers." Ref 2.5 B. Incorrect. The 'value streams and processes' dimension is concerned with workflows and efficiency. It "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 C. Incorrect. 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 **D. Correct. The 'Organization and people' dimension is most concerned with establishing a**

Question	Answer	Assessment Criteria	Rationale
			culture of trust. "Digitally enabled organizations are under pressure to continually improve their performance under changing market conditions. […]. The challenge for these organizations is to foster an effective set of shared beliefs, perceptions, and values in relation to risks. This, in turn, should create a safety culture, and result in behaviour that is beneficial for all stakeholders, including the members of the organization." Ref 2.2.1
7	D	2.2.2	A. Incorrect. 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. It also incorporates contracts and other agreements between the organization and its partners or suppliers." Ref 2.5 B. Incorrect. 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 C. Incorrect. The 'organizations and people' dimension ensures that an organization's "roles, responsibilities, and systems of authority and communication, are well defined and support its overall strategy and operating model.". It also ensures "the way an organization is structured and managed […]" Ref 2.2 **D. Correct. "The 'value streams and processes' dimension address 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**

Question	Answer	Assessment Criteria	Rationale
8	D	2.2.2	A. Incorrect. 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. It also incorporates contracts and other agreements between the organization and its partners or suppliers." Ref 2.5 B. Incorrect. 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 C. Incorrect. 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 2.2 **D. Correct. "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**
9	C	2.2.2	A. Incorrect. "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 B. Incorrect. "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 **C. Correct. "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** D. Incorrect. The 'organizations and people' dimension focuses on the human and cultural aspects of service management. It 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 2.2
10	A	4.2.2	**A. Correct. The 'focus on value' principle stipulates that all "activities conducted by the**

Question	Answer	Assessment Criteria	Rationale
			organization should link back, directly or indirectly, to value for itself, its customers, and other stakeholders." Ref 5.2.1 B. Incorrect. Focusing solely on revenue is too narrow because financial gain is only one dimension of value. 'focus on value' stresses that value also includes outcomes like customer satisfaction, loyalty, reduced cost, and long-term opportunities, not just monetary profits. Different stakeholders may have a different value definition. "This value may come in various forms, such as revenue, customer loyalty, lower cost, or growth opportunities." Ref 5.2.1 C. Incorrect. While employee satisfaction is important for overall success, it is an enabler rather than the ultimate value outcome. It is a contributing factor but not the overarching focus of organizational activities. Additionally, it is the role of leadership to "engage, inspire, and motivate people by behaving with integrity to generate respect and empower employees" Ref 2.2.2 D. Incorrect. Market dominance may contribute to value but is not the universal measure of success. 'focus on value' encourages creating value for stakeholders through outcomes like revenue, loyalty, reduced cost, or growth opportunities. "All activities conducted by the organization should link back, directly or indirectly, to value for itself, its customers, and other stakeholders." Ref 5.2.1
11	D	4.2.3	A. Incorrect. The concept of collaboration is unrelated to the 'start where you are' principle. "Collaboration that leads to real accomplishment requires information, understanding, and trust. Work and its results should be made visible, hidden agendas should be avoided, and information should be shared to the greatest degree possible." Ref 5.2.4 B. Incorrect. Overcomplexity of solutions is dealt with in the 'keep it simple and practical' principle, not in 'start where you are'. "To avoid the 'build trap' when more and more features are built, overcomplicating the products, organizations should stay focused on value and keep their products and services simple and practical." Ref 5.2.6 C. Incorrect. This has to do with the 'progress iteratively with feedback' principle which states that "Seeking and using feedback before, throughout, and after each iteration will ensure that actions are focused and appropriate, even in changing circumstances." Ref 5.2.3.1 **D. Correct. When improving products or services, starting over completely is rarely wise. The approach of completely removing what has been done "can be extremely wasteful, not only in terms of time, but also in terms of the loss of**

Question	Answer	Assessment Criteria	Rationale
			existing capabilities, competencies, people, and tools that could have significant value in the improvement effort. Do not start over without first considering what is already available to be leveraged." Ref 5.2.2
12	B	4.2.4	A. Incorrect. While it is not necessary for all stakeholder opinions to agree, it is significant to work "effectively with others, coordinating tasks, managing conflict within a group, sharing ideas, and respecting diverse opinions." Also, 'feedback' which "is information about stakeholder reactions and opinions, which is used as a basis for improvement" cannot be uniform. Ref 2.2.4, 5.2.3.1 **B. Correct. Faster response to customer needs is one of the benefits of embedding feedback loops. "Working in a timeboxed, iterative manner with feedback loops embedded into the workflow allows for: [...] faster responses to customer and business needs" Ref 5.2.3.2** C. Incorrect. Earlier detection of issues is one of the benefits of embedding feedback loops. Working in timeboxed iterations with feedback loops enables flexibility, quicker responses to needs, early failure detection, and improved overall quality. "Working in a timeboxed, iterative manner with feedback loops embedded into the workflow allows for: [...] the ability to detect and respond to failures earlier" Ref 5.2.3.2 D. Incorrect. Changes in priorities are common when progressing iteratively with feedback and while "the iteration is being undertaken, circumstances can change, new priorities can arise, and the need for the iteration may be altered or even eliminated. Seeking and using feedback before, throughout, and after each iteration will ensure that actions are focused and appropriate, even in changing circumstances." And it is the role of leadership to "focus on value by being prepared to adjust priorities and stay aligned with the overall vision" Ref 5.2.3.1, 2.2.2
13	B	4.2.7	A. Incorrect. While it may seem that handling every exception improves risk management, 'keep it simple and practical' says that it leads to over-complication. "Trying to provide a solution for every exception will often lead to over-complication." and this in turn would likely lead to weaker, not stronger risk control. Ref 5.2.6 **B. Correct. "Trying to provide a solution for every exception will often lead to over-complication. When creating a product or a practice, designers need to think about exceptions, but they cannot cover them all. Instead, they should design rules that can be used to handle exceptions generally." Ref 5.2.6**

Question	Answer	Assessment Criteria	Rationale
			C. Incorrect. A workflow doesn't create outcomes, it creates outputs. "Having appropriate feedback loops between the participants of an activity gives them a better understanding of where their work comes from and where their outputs go. It also helps them see how their actions and outputs affect the outcomes, which, in turn, enables them to make better decisions." Ref 5.2.3.2 D. Incorrect. The opposite is generally true as people must be empowered through "trust**,** autonomy, and resources: this is more effective than overcomplicated procedures and controls, especially in complex situations." Ref 5.2.6.2
14	A	4.2.9	**A. Correct. "In addition to being aware of the ITIL Guiding Principles, it is important to recognize that they interact with and depend upon each other. For example, if an organization is committed to progressing iteratively with feedback, it should also think and work holistically to ensure that each iteration of an improvement includes all the elements necessary to deliver real results. Similarly, making use of appropriate feedback is key to collaboration, and focusing on what will truly be valuable to the customer makes it easier to keep things simple and practical." Ref 5.2.8** B. Incorrect. "Organizations should not use just one or two of the principles but should consider the relevance of each of them and how they complement each other. There is no particular order or hierarchy of these principles; they are equally important for the ITIL VS." Ref 5.2.8 C. Incorrect. Principles do not follow a strict order. "Organizations should not use just one or two of the principles but should consider the relevance of each of them and how they complement each other. There is no particular order or hierarchy of these principles; they are equally important for the ITIL VS." Ref 5.2.8 D. Incorrect. "Organizations should not use just one or two of the principles but should consider the relevance of each of them and how they complement each other. There is no particular order or hierarchy of these principles; they are equally important for the ITIL VS." Ref 5.2.8
15	A	4.3.2	**A. Correct. "Every organization is directed by a governing body: a person or group of people who are accountable at the highest level for the performance and compliance of the organization." Ref 5.3.1** B. Incorrect. Day-to-day operations are handled by management, not governance. The governing body provides direction, but execution is delegated. The governing body is concerned with strategic direction, oversight, compliance, and accountability.

Question	Answer	Assessment Criteria	Rationale
			Furthermore, it is the Management practices that "enable and support the value chain activities" Ref 5.4.1 Figure 2.1 C. Incorrect. Technical details of digital products fall under operational and technical teams, not under the governing body. The governing body is concerned with strategic direction, oversight, compliance, and accountability. "If the purpose of an internal technology organization is 'to support the core business of the company with effective and efficient technology solutions', and business-critical digital products and services are developed and delivered internally, then the internal technology organization is likely to take responsibility for all activities of the digital product and service management" Ref 5.4.2.1 D. Incorrect. Exclusive focus on financial reporting is too narrow. While financial accountability is part of governance, it also covers compliance, risk, digital technology use, strategic investment, and stakeholder value. "The governing body is accountable for the organization's compliance with policies and external regulations. Governance of the use of digital technology is an important part of corporate governance" Ref 5.3.1
16	C	4.4.11	A. Incorrect. 'Strategic fit' "of the organization's products and service offerings" is a success metric of 'discover' activity. Ref 4.2.2, Table 4.1 B. Incorrect. Market relevance is a success metric of 'discover' activity: "market relevance of the products and service offerings; stakeholder satisfaction with products and service offerings; commercial success of the products (if applicable)." Ref 4.2.2. Table 4.1 **C. Correct. "Service performance against the agreed SLA targets" is a key metric of the 'deliver' activity. The key metrics of success of the 'discover' activity are: "Strategic fit of the organization's products and service offerings; market relevance of the products and service offerings; stakeholder satisfaction with products and service offerings; commercial success of the products (if applicable)." Ref 4.8.2, Table 4.7, 4.2.2, Table 4.1** D. Incorrect. 'Stakeholder satisfaction' "with products and service offerings" is one of the success metrics of 'discover' activity. Ref 4.2.2, Table 4.1
17	A	1.1.3	**A. Correct. A digital service is "a service that fully or largely relies on digital products." Ref 3.1.2** B. Incorrect. This resembles the digital product definition: "Digital product is a combination of an organization's resources based on digital technology and designed to offer value to consumers." Ref 3.1.2 C. Incorrect. Transfer of goods is a form of service interaction: "examples include delivery of goods, user training, consultations, and so on. This form of

Question	Answer	Assessment Criteria	Rationale
			service interaction is very common in several industries such as hospitality, education, transport, and many others." Ref 3.1.2 D. Incorrect. A service catalogue is not a service. It can be part of service catalogue management Ref Glossary
18	D	4.4.12	A. Incorrect. 'Value stream' is a term for "a series of steps that an organization uses to create and deliver products and services to a service consumer." Ref 2.3.1 B. Incorrect. The 'Value chain' enables and supports the value streams, in addition, "continual improvement of value streams is achieved indirectly by improving the value chain and the management practices." Ref 6.4 C. Incorrect. The operating model is a "conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself." Ref 5.4.1 **D. Correct. An organization's purpose is "what an organization does for its consumers and other stakeholders and why." Ref 5.4.1**
19	B	4.4.12	A. Incorrect. 'Financial strategy' is part of the 'acquire' activity, the "supplier management, service financial management, and IT asset management." Ref 4.4.2 **B. Correct. An 'operating model' is "A conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself." Ref 5.4.1** C. Incorrect. 'A 'value chain' is an "entire set of activities that enables value through the provision of a product or service" while an 'operating model' "is a conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself." Ref 2.3.1, 5.4.1 D. Incorrect. An 'operating model' is a "conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself." Ref 5.4.1
20	B	4.5.3	A. Incorrect. This is 'value stream': "a series of steps that an organization uses to create and deliver products and services to a service consumer." Ref 2.3.1 **B. Correct. 'Management practice' "is a set of organizational resources and capabilities designed and adopted for performing work or accomplishing an objective." Ref 5.5** C. Incorrect. This is 'operating model' which is "a conceptual and/or visual representation of how an organization co-creates value with its customers and

Question	Answer	Assessment Criteria	Rationale
			other stakeholders, as well as how the organization runs itself." Ref 5.4.1 D. Incorrect. This is value chain: "a set of interconnected activities that an organization performs to create and deliver valuable products or services to its consumers and to facilitate value realization." Ref 5.1
21	C	4.5.4	A. Incorrect. Capability assessment and development contains a "description of the capability levels according to ITIL Maturity Model; capability criteria for the practice; recommendations for self-assessment of the practice capability level" Ref 5.5.1, Table 5.3 B. Incorrect. 'General information' covers "purpose and description; key terms and concepts; scope; practice success factors; key metrics" Ref 5.5.1, Table 5.3 **C. Correct. The 'organizations and people' aspect of an ITIL Official Practice Guide describes "roles, competencies, and responsibilities" as well as "organizational solutions and teams (specific to the practice)" Ref 5.5.1, Table 5.3** D. Incorrect. 'partners and suppliers' covers "dependencies of the practice on third parties" and "support from third parties." Ref 5.5.1, Table 5.3
22	A	4.6.2	**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. 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 C. Incorrect. In the 'take action' step of the ITIL Continual Improvement Model, "the plan for the improvement is acted upon. Agreed actions and 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

Question	Answer	Assessment Criteria	Rationale
23	D	5.3.2	A. Incorrect. This is one of the steps in value stream mapping. Value stream mapping includes the following steps: "value stream identification; mapping of the 'as-is' value stream; analysing the value stream; mapping a 'to-be' value stream; planning and implementing improvements." Ref 6.3 B. Incorrect. This is one of the steps in value stream mapping. Value stream mapping includes the following steps: "value stream identification; mapping of the 'as-is' value stream; analysing the value stream; mapping a 'to-be' value stream; planning and implementing improvements." Ref 6.3 C. Incorrect. This is one of the steps in value stream mapping. Value stream mapping includes the following steps: "value stream identification; mapping of the 'as-is' value stream; analysing the value stream; mapping a 'to-be' value stream; planning and implementing improvements." Ref 6.3 **D. Correct. This is not a step in value stream mapping. "Value stream mapping includes the following steps: value stream identification; mapping of the 'as-is' value stream; analysing the value stream; mapping a 'to-be' value stream; planning and implementing improvements." An Organization's purpose is a general term describing "what an organization does for its consumers and other stakeholders and why" Ref 6.3, Glossary**
24	C	1.1.3	A. Incorrect. This is the definition of service offering: "a formal description of one or more services designed to address the needs of a target consumer group. A service offering may include goods, access to resources, and service action." Ref 3.1.2 B. Incorrect. This is the definition of 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 **C. Correct. "Digital products are a combination of an organization's resources based on digital technology and designed to offer value to consumers." Ref 4.5.1** D. Incorrect. This is the definition of service actions: "actions performed by a service provider or jointly by a service provider and a service consumer." Ref 3.1.2
25	B	4.4.11	A. Incorrect. "Number and impact of incidents and performance deviations." is a key metric of success in the 'operate' activity. Ref 4.7.2, Table 4.6 **B. Correct. The key metrics of the 'acquire' activity are "Quality of the resources and services; acquire cycle time; adherence to the product roadmap and other relevant guidelines; stakeholder satisfaction with the 'acquire'**

Question	Answer	Assessment Criteria	Rationale
			activity, timelines, and acquired resources." Ref 4.4.2, Table 4.3 C. Incorrect. "Service performance against the agreed SLA targets." is a key metric of success in the 'deliver' activity. Ref 4.8.2, Table 4.7 D. Incorrect. Negative impact of the incidents on users is processed in the 'support' activity. Ref 4.9.3
26	B	1.1.3	A. Incorrect. The opposite is true: "Digital services are always based on digital products. Products provide capabilities, while service offerings describe the potential value they offer to customers." Ref 3.1.2 **B. Correct. "Digital services are always based on digital products. Products provide capabilities, while service offerings describe the potential value they offer to customers." Ref 3.1.2** C. Incorrect. They are interdependent, not independent: "Digital services are always based on digital products. Products provide capabilities, while service offerings describe the potential value they offer to customers." Ref 3.1.2 D. Incorrect. Service actions are a separate concept. They are "actions performed by a service provider or jointly by a service provider and a service consumer. Fulfilment of service requests is a common form of service actions." Ref 3.1.2
27	C	1.4.4	A. Incorrect. 'Organizations' constitute one of the Four Dimensions of Product and Service Management. Ref 2.1, Figure 1.4 B. Incorrect. The sponsor "is the role that authorizes budget for service consumption." Ref 3.2.1.1 **C. Correct. The '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** D. Incorrect. The service provider takes responsibility for the output of the goods and services, not the outcomes. Ref 3.1.1.1
28	A	1.4.2	**A. Correct. The 'typical focus' of the 'basic relationship' is 'support and efficiency'. Ref 3.2.2, Table 3.1** B. Incorrect. The 'typical focus' of the 'cooperative relationship' is "improvement and effectiveness". Ref 3.2.2, Table 3.1 C. Incorrect. The 'typical focus' of the 'collaborative relationship' is "innovation and growth". Ref 3.2.2, Table 3.1 D. Incorrect. A 'partner relationship' is another name for 'collaborative' and its focus is 'Innovation and growth', not support and efficiency. Ref 3.2.2, Table 3.1
29	C	1.4.3	A. Incorrect. Visibility is not about access levels, it is about "the sum of the aspects of the service consumer organizations visible to the service provider, and the aspects of the service provider

Question	Answer	Assessment Criteria	Rationale
			organizations visible to the service consumer" Ref 3.2.3, Figure 3.4 B. Incorrect. Visibility is not exclusive to technology-based digital service models, but is "the sum of the aspects of the service consumer organizations visible to the service provider, and the aspects of the service provider organizations visible to the service consumer." Ref 3.2.3, Figure 3.4 **C. Correct. The 'band of visibility' "is the sum of the aspects of the service consumer organizations visible to the service provider, and the aspects of the service provider organizations visible to the service consumer." Ref 3.2.3, Figure 3.4** D. Incorrect. Visibility is unrelated to contract timelines. It is "the sum of the aspects of the service consumer organizations visible to the service provider, and the aspects of the service provider organizations visible to the service consumer." Ref 3.2.3, Figure 3.4
30	C	3.2.1	A. Incorrect. Developing and testing is part of 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 B. Incorrect. Securing resources belongs to 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 **C. Correct. The main purpose of the 'discover' activity "is to ensure continual alignment of the product roadmaps and related service offerings with the needs of service consumers and with the organizational strategy." Ref 4.2.1** D. Incorrect. Maintaining and monitoring digital products is the purpose of the 'operate' activity: "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
31	A	3.2.2	**A. Correct. "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** B. Incorrect. "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 C. Incorrect. "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

Question	Answer	Assessment Criteria	Rationale
			D. Incorrect. "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
32	B	3.2.3	A. Incorrect. This describes the 'support' activity: "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. Correct. "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** C. Incorrect. Service provision is the primary goal of the 'deliver' activity: "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 D. Incorrect. Creating functional prototypes for testing is the primary goal 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
33	C	3.2.8	A. Incorrect. 'Transition' has to do with onboarding and offboarding of suppliers: "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. Incorrect. The 'operate' activity maintains system performance: "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 **C. Correct. "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** D. Incorrect. The 'design' activity's purpose is "to create prototypes and specifications for products and services, detailing their functionality, user experience, and operational framework." Ref 4.3.1
34	A	4.4.2	**A. Correct. A 'product specification' "is a detailed document that outlines critical aspects, requirements, and characteristics of a product or service to be built. It typically includes descriptions of the product or service features, functionalities, technical requirements, performance criteria, and user interface details." Ref 4.3.1** B. Incorrect. This refers to a 'product prototype' which "is an initial creation of a product or service

Question	Answer	Assessment Criteria	Rationale
			that demonstrates its basic form, functionality, and operational capabilities. It is used to test and refine the product or service design and functionality and test hypotheses." Ref 4.3.1 C. Incorrect. This is reliability, not specification: Reliability is "the ability of a product, service, or other configuration item to perform its intended function for a specified period of time or number of cycles." Ref 4.7.1 D. Incorrect. This is continuous integration, not specification: 'Continuous integration' is " a set of techniques and tools that enables developers to frequently merge their code changes into a central repository, followed by automated builds and tests." Ref 4.5.2
35	B	4.4.3	A. Incorrect. This is an 'event', not an incident. 'Event' is "any change of state that has significance for the management of a product, service, or other configuration item." Ref 4.7.2 **B. Correct. An 'incident' "is an unplanned interruption to a service or reduction in the quality of a service." Ref 4.7.2** C. Incorrect. This defines a 'problem' which is "a cause, or potential cause, of one or more incidents." Ref 4.9.1 D. Incorrect. This defines error: "a flaw or vulnerability that may cause incidents." Ref 4.9.1
36	A	7.1.1	**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. Incorrect. "DevOps is a valuable complementary approach" indicates DevOps is not replaced but used alongside ITIL. Ref 7.3.1 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 D. Incorrect. "ITIL provides the framework for effective digital product and service management" clarifies governance is provided by ITIL, not DevOps. Ref 7.3
37	B	6.2.2	A. Incorrect. The AI Capability Model is not a benchmarking or compliance standard. "The model provides a functional classification of AI solutions." Ref 2.4.1.1 **B. Correct. The ITIL AI Capability Model is a functional classification model that helps organizations understand how AI can be applied, communicate its use, and improve governance and capability. "The model provides a functional**

Question	Answer	Assessment Criteria	Rationale
			classification of AI solutions. It helps understand and communicate the range of possible applications of AI. It can also enhance AI governance by helping organizations tailor risk profiles, controls, and countermeasures to the specific functions of AI solutions [...]" Ref 2.4.1.1 C. Incorrect. The model supports governance decisions but does not automate them. "It can also enhance AI governance by helping organizations tailor risk profiles, controls, and countermeasures [...]" Ref 2.4.1.1 D. Incorrect. Financial prioritization or ROI analysis is not the purpose of the model. "The model provides a functional classification of AI solutions." Ref 2.4.1.1
38	B	1.4.6	A. Incorrect. SLAs are not legal contracts focused on penalties, they are a "documented agreement between a service provider and a customer that identifies the services provided and the agreed level of each service." Ref 3.2.5 **B. Correct. '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 3.2.5** C. Incorrect. SLAs are formal documented agreements, not informal discussions: "a documented agreement between a service provider and a customer that identifies the services provided and the agreed level of each service." Ref 3.2.5 D. Incorrect. SLAs involve both providers and customers, not just internal IT. An 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 3.2.5
39	A	4.1.1	**A. Correct. The "ITIL Value System (ITIL VS) is a model representing how all the components and activities of an organization work together to facilitate value creation through digital products and services." Ref 5.1** B. Incorrect. The 'deliver' and 'support' value chain activities are part of the value chain. Ref 5.1, Figure 1.7 C. Incorrect. The 'focus on value' is a principle stating that all "activities conducted by the organization should link back, directly or indirectly, to value for itself, its customers, and other stakeholders." Ref 5.2.1 D. Incorrect. The 'value streams and processes' are "workflows used by the organization to structure its value-creating activities." Ref 5.4.1
40	B	5.1.2	A. Incorrect. Automation supports value stream management, not mapping: "This understanding is supported by automation and measurement." Ref 6.4

Question	Answer	Assessment Criteria	Rationale
			B. Correct. Value stream mapping "allows organizations to identify, map, and analyse their value streams, as well as identify and prioritize improvement opportunities." Ref 6.4 C. Incorrect. It is the management practices "that enable and support the value streams, as well as the organization's products and services. In many cases, the improvement of a management practice has impact on multiple value streams.", not the other way round. Ref 6.4 D. Incorrect. External dependencies cannot be directly controlled, but the contractual agreements may be altered to "include changes to contracts with suppliers, ways of using external services, changing the ways of cooperation." Ref Appendix E

Notes

Notes

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