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Sample Paper 2

Answers and Rationales

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Question	Answer	Assessment Criteria	Rationale
1	A	1.1.2	**A. Correct. A product is a configuration of an organization's resources that is designed to offer value. "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** B. Incorrect. The emphasis is on integration, not replacement of product and service management disciplines. "ITIL offers an end-to-end Lifecycle Model for digital products and services, where the concepts of digital product and service are integrated." Ref 1.2 C. Incorrect. This is the definition of a service, not a product. "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 D. Incorrect. This has to do with governance and information security management, not with the purpose of a product. "Governance of digital technology is a governance system focused on the current and future use of digital technology." Ref 5.3.1
2	B	1.1.2	A. Incorrect. This describes processes and value streams, which are part of the 'value streams and processes' dimension, not the role of a digital service. "Value stream is 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. The core purpose of a service (including a digital service) is to enable value co-creation by helping consumers achieve desired outcomes, while relieving them of the need to manage certain costs and risks. "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** C. Incorrect. Digital services do not replace product management. ITIL integrates product and service management into a unified approach. "ITIL offers an end-to-end Lifecycle Model for digital products and services, where the concepts of digital product and service are integrated." Ref 1.2 D. Incorrect. This describes governance of digital technology, which oversees compliance and control. "Governance is the system by which an organization is directed and controlled." Ref 5.3.1
3	A	1.1.3	**A. Correct. In ITIL, a digital service is a service that relies on digital products. Digital products provide the capabilities, while the digital service uses those capabilities to enable value co-creation for consumers. "Digital service is a service that fully or largely relies on digital products." Ref 3.1.2**

Question	Answer	Assessment Criteria	Rationale
			B. Incorrect. Products support services; they do not eliminate them. "Products provide capabilities, while service offerings describe the potential value they offer to customers." Ref 3.1.2 C. Incorrect. Digital services are not limited to internal IT. Digital services are delivered to external customers, users, and organizations, across many industries. "Today, the services sector plays a crucial role in the modern economy [...] including [...] Digital services." Ref 3.1 D. Incorrect. A digital service cannot exist independently of a digital product, because it relies on digital products to function. "Digital services are always based on digital products." Ref 3.1.2
4	C	1.2.4	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 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 **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** 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
5	A	1.2.4	**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**

Question	Answer	Assessment Criteria	Rationale
			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 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 according to the agreed terms and conditions." Ref 3.1.2 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
6	D	1.3.5	A. Incorrect. Value is not produced unilaterally by the provider and "handed over" to the consumer. Value depends on how the service is used and experienced by the consumer. "The co-creation of value through services has two perspectives: it is always a combination of service consumption (by the service consumer) and service provision (by the service provider)." Ref 3.1.1.1 B. Incorrect. Value is perceived by the service consumer, not defined or consumed by the provider. "Value is the perceived benefits, usefulness, and importance of something." Ref 3.1.1 C. Incorrect. Value co-creation occurs through service relationships. Without a service relationship, value through services cannot be realized. "Service relationships include service provision, service consumption, and service relationship management." Ref Glossary **D. Correct. Value is co-created, it does not exist unless both parties participate. "It is always a combination of service consumption (by the service consumer) and service provision (by the service provider)." Ref 3.1.1**
7	D	1.4.11	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 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

Question	Answer	Assessment Criteria	Rationale
			need." and "Warranty is the assurance that a product or service will meet the agreed requirements." Ref 3.2.4 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 **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**
8	A	1.3.6	**A. Correct. ITIL explains value co-creation as a balance between outcomes, costs, and risks. Value is not created by outcomes alone; it emerges when desired outcomes are achieved while costs and risks are appropriately optimized for the service consumer. These three elements must be considered together to understand whether a service is truly valuable. "Service value is the perceived benefits, usefulness, and importance of a service. Achieving desired outcomes requires resources (and therefore costs) and is often associated with risks. Service providers help their consumers to achieve outcomes, and in doing so, take on some of the associated costs and risks." Ref 3.1.1** B. Incorrect. Outcomes do not exist independently of costs and risks. "Achieving desired outcomes requires resources (and therefore costs) and is often associated with risks." Ref 3.1.1 C. Incorrect. Outcomes are central to value creation, while costs are one of the factors that influence whether value is perceived as positive or negative. Outcomes are supported by acceptable costs and risks. "Achieving desired outcomes requires resources (and therefore costs) and is often associated with risks." Ref 3.1.1 D. Incorrect. Risks are evaluated in relation to their impact on achieving outcomes. Service providers help their consumers to achieve outcomes, and in doing so, take on some of the associated costs and risks." Ref 3.1.1

Question	Answer	Assessment Criteria	Rationale
9	A	1.4.3	**A. Correct. A service journey is the sum of activities and interactions between a service provider and a service consumer across their relationship. It focuses on interactions, not just internal work or lifecycle stages. "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** B. Incorrect. Internal workflows and processes are part of value streams, processes, and value chain activities, not the service journey. The service journey includes both parties in the service relationship. Ref 2.3.1 C. Incorrect. The end-to-end lifecycle of a product is described by the ITIL Product and Service Lifecycle Model, not the service journey. The service journey is relationship-focused, not lifecycle-stage-focused. Ref 2.3.1 D. Incorrect. Value chain activities describe how organizations manage products and services, while the service journey describes how providers and consumers interact. They are related but not the same concept. "Value chain is an entire set of activities that enables value through the provision of a product or service." Ref 4.1
10	C	1.4.4	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 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 **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** 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
11	A	1.4.5	**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**

Question	Answer	Assessment Criteria	Rationale
			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 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 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
12	B	1.4.6	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 **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** 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 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

Question	Answer	Assessment Criteria	Rationale
13	A	2.2.2	**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. 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 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 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
14	A	2.2.2	**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. Incorrect. The 'information and technology' dimension focuses on data, information, and technology, and how they support products and

Question	Answer	Assessment Criteria	Rationale
			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 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 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
15	B	2.2.2	A. Incorrect. Tools for monitoring are part of the 'information and technology' dimension and specific management practices, not the 'value streams and processes' dimension. "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. Correct. The 'value streams and processes' dimension is concerned with how workflows across activities and how those activities are organized and coordinated to enable value for stakeholders. "Value stream is a series of steps that an organization uses to create and deliver products and services to a service consumer." Ref 2.3.1** C. Incorrect. Organizational hierarchies and reporting structures belong to the 'organizations and people' dimension, not 'value streams and processes'. The 'organizations and people' dimension focuses on how "an organization is structured and managed, including roles, responsibilities, and systems of authority and communication." Ref Glossary D. Incorrect. Supplier agreements and contracts belong to the 'partners and suppliers' dimension, not 'value streams and processes'. "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

Question	Answer	Assessment Criteria	Rationale
16	A	2.2.2	**A. Correct. The 'organizations and people' dimension focuses on ensuring that culture, leadership, skills, competencies, and communication enable the organization to work effectively and create value through products and services. The 'organizations and people' dimension focuses on how "an organization is structured and managed, including roles, responsibilities, and systems of authority and communication." Ref Glossary** B. Incorrect. This describes the 'information and technology' dimension. "The 'information and technology' dimension addresses data, information, and technologies used in digital products and services." Ref 2.4 C. Incorrect. This refers to the 'partners and suppliers' dimension. "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. This aligns with 'value streams and processes'. "The 'value streams and processes' dimension addresses organizational and cross-organizational workflows." Ref 2.3
17	D	4.1.1	A. Incorrect. These are concepts, activities, or practices used within ITIL, but they are not the components of the ITIL Value System. "The ITIL VS includes five components: Guiding principles, Governance, Value chain, Practices, Continual improvement" Ref 1.3 B. Incorrect. Although guiding principles and governance are ITIL VS components, 'discover' and 'deliver' are value chain activities, not ITIL VS components. "The ITIL Product and Service Lifecycle Model includes eight lifecycle stages: Discover, Design, Acquire, Build, Transition, Operate, Deliver, Support." Ref 1.3 C. Incorrect. This reflects stakeholders and service relationship elements, not the governance and management system itself. "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 **D. Correct. This includes all five components of the ITIL VS. "The ITIL VS includes five components: Guiding principles, Governance, Value chain, Practices, Continual improvement" Ref 1.3**
18	C	4.2.4	A. Incorrect. This emphasizes simplification and practicality, not iteration. "Always aim to minimize the number of steps to accomplish an objective." Ref 5.2.6

Question	Answer	Assessment Criteria	Rationale
			B. Incorrect. This principle is about understanding who the service consumer is and what they value. "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 **C. Correct. The scenario describes releasing work in small increments, gathering feedback, and adjusting future iterations. "Product and service management iterations can be sequential or simultaneous, with multiple feedback loops between them." Ref 5.2.3** D. Incorrect. This focuses on collaboration and visibility of work, not incremental delivery. "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
19	B	4.2.8	A. Incorrect. Automation should not happen for its own sake. "Automation for automation's sake can increase costs, introduce significant risks, and reduce organizational resilience." Ref 5.2.7 **B. Correct. Optimization must come before automation. Automating inefficient or poorly designed work only increases waste and risk. "Before an activity or practice can be effectively automated, it should be optimized to whatever degree is reasonably possible." Ref 5.2.7** C. Incorrect. Automation must not be uncontrolled. "It is essential that limits are set on the optimization of products, services and practices, as they exist within a set of constraints which may include financial limitations, compliance requirements, time constraints, and resource availability." Ref 5.2.7 D. Incorrect. This is opposite to what should happen. "Simplify and/or optimize before automating." Ref 5.2.7.3
20	A	4.2.6	**A. Correct. No element of the organization operates in isolation and decisions must consider the whole system, including interactions across the ITIL Value System. "No product, service, practice, process, team, or supplier stands alone. The outputs that the organization delivers to itself, its customers, and other stakeholders will suffer, unless it works in an integrated way to handle its activities as a whole, rather than as separate parts." Ref 5.2.5** B. Incorrect. This contradicts the holistic principle, which emphasizes collaboration and system-wide awareness rather than isolating responsibility within one team and reflects a siloed or fragmented approach. "The outputs that the organization delivers to itself, its customers, and other stakeholders will suffer, unless it works in an integrated way to handle its activities as a whole, rather than as separate parts." Ref 5.2.5

Question	Answer	Assessment Criteria	Rationale
			C. Incorrect. This describes the 'focus on value' guiding principle. "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. This aligns with the 'optimize and automate' guiding principle. "Before an activity or practice can be effectively automated, it should be optimized to whatever degree is reasonably possible." Ref 5.2.7
21	A	4.2.5	**A. Correct. Collaborate and promote visibility emphasizes working with stakeholders and making work and information visible to enable better decision-making, trust, and outcomes. "When initiatives involve the right people in the correct roles, efforts benefit from better buy-in, more relevance (because better information is available for decision-making) and increased likelihood of long-term success." Ref 5.2.4** B. Incorrect. This reflects siloed working and poor collaboration, which ITIL identifies as harmful. "Cooperation and collaboration are better than isolated work, which is frequently referred to as 'silo activity'." Ref 5.2.4 C. Incorrect. This describes the guiding principle 'start where you are', not collaboration. "In the process of eliminating old, unsuccessful methods, products, or services and creating something better [...] Do not start over without first considering what is already available to be leveraged." Ref 5.2.2 D. Incorrect. This describes 'progress iteratively with feedback' principle. "Seeking and using feedback before, throughout, and after each iteration will ensure that actions are focused and appropriate." Ref 5.2.3
22	D	4.2.9	A. Incorrect. This reflects a linear or prescriptive approach, which ITIL states does not apply to guiding principles. "There is no particular order or hierarchy of these principles; they are equally important for the ITIL VS." Ref 5.2.8 B. Incorrect. Guiding principles support and guide decision-making, but they do not replace governance or management practices. "Working together, the components of the management system should ensure that digital products and services are managed in line with the organization's objectives." Ref 5.1 C. Incorrect. Guiding principles interact with and depend on each other. "In addition to being aware of the ITIL Guiding Principles, it is important to recognize that they interact with and depend upon each other" Ref 5.2.8 **D. Correct. The guiding principles are not isolated, not hierarchical, and not sequential. They are intended to be used together, with**

Question	Answer	Assessment Criteria	Rationale
			different principles becoming more relevant depending on the context and situation. "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." Ref 5.2.8
23	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 **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** 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
24	A	3.2.7	**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. 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 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 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

Question	Answer	Assessment Criteria	Rationale
25	C	3.2.6	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 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 **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** 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
26	B	3.2.5	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 **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** 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 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
27	A	3.2.8	**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**

Question	Answer	Assessment Criteria	Rationale
			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. 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 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 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
28	C	4.4.5	A. Incorrect. Continuous deployment enables very frequent releases, potentially after every successful change. "Continuous deployment relies on continuous delivery." and "Continuous delivery is a set of techniques and tools that enables software updates to be deployed to production at any time. Frequent deployments are possible [...]" Ref 4.6.2 B. Incorrect. Manual code integration is contradicted by ITIL's definition of continuous integration, which underpins continuous delivery. "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 **C. Correct. ITIL clearly distinguishes continuous deployment from continuous delivery by stating that continuous deployment automatically deploys every change that passes automated tests to production, without additional authorization. "Continuous deployment is a set of techniques and tools that enables every change that passes automated tests to be automatically deployed to production without additional authorization." Ref 4.6.2** D. Incorrect. Testing is a core requirement of both continuous delivery and continuous deployment. "Continuous deployment is a set of techniques and tools that enables every change that passes automated tests to be automatically deployed to production without additional authorization." Ref 4.6.2
29	D	4.4.2	A. Incorrect. A change request proposes a modification to products or services. "Change is the addition, modification, or removal of anything that could have a direct or indirect effect on products and services." Ref 4.7.2

Question	Answer	Assessment Criteria	Rationale
			B. Incorrect. A service request initiates a predefined user-initiated service action during service delivery. "Service request is a request from a user or a user's authorized representative that initiates a service action which has been agreed as a normal part of service delivery." Ref 4.8.2 C. Incorrect. A prototype is an initial version of a product or service used for testing and learning. "Product/service prototype is an initial creation of a product or service that demonstrates its basic form, functionality, and operational capabilities." Ref 4.3.1 **D. Correct. a product/service specification as a detailed document that outlines the requirements and characteristics of a product or service. "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**
30	A	4.4.6	**A. Correct. Observability is the ability to understand the internal state and behaviour of a system by analysing its external outputs. "Observability is the ability to understand the internal state of a complicated system by analysing its external outputs, such as metrics, logs, and traces." Ref 4.7.1** B. Incorrect. Ensuring approval of changes belongs to change enablement. "Change enablement is the practice of ensuring that risks are properly assessed, authorizing changes to proceed and managing a change schedule..." Ref Glossary C. Incorrect. Observability helps identify and analyse behaviour, but it does not automatically prevent incidents. Automatically preventing incidents from occurring is a result of proactive operations and incident prevention, supported by practices such as monitoring, event management, and problem management. "Monitoring and event management is the practice of systematically observing services and service components, and recording and reporting selected changes of state identified as events." Ref Glossary D. Incorrect. Improving reliability through engineering practices is the goal of Site Reliability Engineering (SRE) "Site Reliability Engineering (SRE) is a technology management discipline that incorporates aspects of software engineering and applies them to infrastructure and operations problems with the goal of creating ultra-scalable and highly reliable software systems." Ref 4.7.1
31	B	4.4.8	A. Incorrect. An unplanned service interruption is an incident. "Incident is an unplanned interruption to a service or reduction in the quality of a service." Ref 4.7.2

Question	Answer	Assessment Criteria	Rationale
			B. Correct. ITIL defines: "Problem is a cause, or potential cause, of one or more incidents." Ref 4.9.1 C. Incorrect. A request from users for access or a standard service action is a service request. "Service request is a request from a user or a user's authorized representative that initiates a service action which has been agreed as a normal part of service delivery." Ref 4.8.2 D. Incorrect. An incident with significant or critical impact is classified as a major incident. "Major incident is an incident with significant business impact, requiring an immediate coordinated resolution." Ref Glossary
32	A	4.4.11	**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. 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 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 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
33	D	4.4.11	A. Incorrect. Resolving incidents within agreed targets is associated with the 'support' activity and incident management. "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. Incorrect. Customer satisfaction after service delivery is a measure of the 'deliver' activity. "What are the key metrics of success? Customer and user satisfaction with service quality. [...]" Ref 4.8.2, Table 4.7 C. Incorrect. First-contact resolution is related to service desk and support performance. "The 'deliver' activity includes... fulfilment of users' service requests." Ref 4.8.2

Question	Answer	Assessment Criteria	Rationale
			D. Correct. Quality of the product solutions is a key metric of success for the 'build' activity. The 'build' activity focuses on developing, integrating, and testing products, so solution quality is the most appropriate success measure. "What are the key metrics of success? Quality of the product solutions. [...]" Ref 4.5.2, Table 4.4
34	A	4.4.12	**A. Correct. An organization's purpose is enabled by value chain activities which create value in line with that purpose. "Organizations exist to create value for customers and other stakeholders. [...] To understand and communicate how an organization fulfils its purpose, an operating model is often used. [...] The highest level of the 'value streams and processes' dimension of an operating model can be described as organization's value chain." Ref 4.8.2** B. Incorrect. Governance and compliance are handled by governance. "Governance is the system by which an organization is directed and controlled." Ref 5.3.1 C. Incorrect. Value chain activities are not defined by standardization or procedural consistency. Value chain activities are flexible and can be combined in different ways depending on context. While standardization may occur within practices or processes, it is not the purpose of value chain activities, nor how they support organizational purpose. "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 D. Incorrect. Setting predefined service quality targets (for example, availability, performance, or experience levels) is the role of service level management and governance, not the value chain. "Value chain: An entire set of activities that enables value through the provision of a product or service" Ref 5.1
35	B	4.4.12	A. Incorrect. Purpose and strategy are defined by organizational leadership and governance. "Organization's purpose describes what an organization does for its consumers and other stakeholders and why." Ref 5.4.1 **B. Correct. Management practices enable and support value chain activities by providing the organizational capabilities required to perform those activities effectively. "Management practices enable and support the value chain activities." "Each practice combines resources from the Four Dimensions to enable an organization's ability to manage specific aspects of digital products and services." Ref 1.3, Figure 1.9**

Question	Answer	Assessment Criteria	Rationale
			C. Incorrect. Value chain activities are not performed in a fixed sequence. "The value chain activities are not always performed sequentially." Ref 4.1 D. Incorrect. Management practices do not replace value chain activities; they enable and support them. "Management practices enable and support the value chain activities." Ref 1.3, Figure 1.9
36	A	4.5.4	**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. 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 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 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
37	C	4.5.3	A. Incorrect. The ITIL Official Practice Guides provide guidance on practices and capabilities, they do not prescribe specific tools or technologies. Ref 5.5.1 B. Incorrect. ITIL emphasizes integration, not separation, of product and service management. "ITIL offers an end-to-end Lifecycle Model for digital products and services, where the concepts of digital product and service are integrated." Ref 1.2 **C. Correct. ITIL Official Practice Guides exist to support organizations by providing practical guidance on how to adopt and adapt management practices, which in turn helps them develop capabilities for managing digital products and services. "To succeed in digital product and service management, organizations develop many capabilities, from strategic to operational. ITIL offers structured practical guidance for 34 product and service management capabilities in the ITIL Official Practice Guides." Ref 1.2.1** D. Incorrect. ITIL gives emphasis on continual improvement and situational application. Maturity models are assessment and improvement tools, not

Question	Answer	Assessment Criteria	Rationale
			fixed targets. "Continual improvement is a recurring organizational activity performed at all levels to ensure that an organization's performance continually meets stakeholders' expectations." Continual improvement takes place in all areas of the organization and at all levels, from strategic to operational. Ref 5.1, 5.6
38	B	4.6.2	A. Incorrect. Documenting current performance metrics belongs to Step 2: Where are we now?, not Step 1. Step 1 does not focus on measurement or baselining; it focuses on understanding and translating the organization's vision. "Step 2: Where are we now? [...] A key element in this step is a current state assessment." [...] "Current state assessments should be done through objective measurement whenever possible." Ref 5.6.1.2 **B. Correct. The ITIL Continual Improvement Model begins by defining the vision to ensure that any improvement initiative is linked to the organization's goals, objectives, and priorities. "Each improvement initiative should support the organization's goals and objectives. The first step of the 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** C. Incorrect. Identifying improvement actions and assigning responsibilities belongs to Step 4: How do we get there? and Step 5: Take action, after the vision, current state, and target state are understood. "Step 4: How do we get there? [...] a plan for addressing the challenges of the initiative can be created." Ref 5.6.1.4 "Step 5: Take action [...] the plan for the improvement is acted upon." Ref 5.6.1.5 D. Incorrect. This option refers to validation and evaluation of improvement outcomes, which occurs later in the model, part of Step 6: Are we getting there? "Step 6: Are we getting there? This step involves an assessment of the new current state to compare it with the agreed targets and with the baseline." Ref 5.6.1.6
39	A	5.1.1	**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. 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

Question	Answer	Assessment Criteria	Rationale
			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 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 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
40	A	5.3.2	**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. 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 customer value and optimize the end-to-end flow for value creation." Ref 6.1 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 D. Incorrect. Value stream mapping and value stream management focus on value creation, flow optimization, and continual improvement. "Value

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