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ITIL Practitioner

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Exam A

QUESTION 1

What is organizational change management (OCM) MOST likely to contribute to in an organization?

- A. The knowledge required to support the adoption of new technology platforms.
- B. Cultural changes required as a result of adopting new business processes.
- C. Standard changes that are made to IT service assets and configuration items.
- D. The development of underpinning processes for a change management standard.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Reference: <https://searchcio.techtarget.com/definition/organizational-change-management-OCM>

QUESTION 2

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



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This is an example of using which tactic?

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

Correct Answer: D

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Section: (none)

Explanation

Explanation/Reference:

QUESTION 3

See the Scenario for additional information.



Legend



CruiseAlong Cars

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

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

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

DriveYou.com

This is a small, innovative company, that is jointly owned by CruiseAlong Cars and the University of Bachstein (UoB). DriveYou.com develops custom applications using a highly collaborative, rapid and iterative development approach. Their employees are mostly research and development experts, working from multiple locations, with a significant number working from home. Initial driverless car testing is being conducted in the US at the Nevegon State Department of Transportation.

Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

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

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University of Bachstein (UoB)

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

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

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- Manage growth and increasing IT demand
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Global City Services (GCITS)

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Some of the issues that GCITS needs to address include:

- Succeed in establishing a strategic partnership with CruiseAlong Cars

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

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Effective and efficient escalation of incidents will be crucial to the success of the global mobile VIP service. Staff in GCITS, CruiseAlong Cars and Mobilwork could be involved in escalation.

Which is the BEST tool to use, and to whom will it be provided?

- A. A RACI model authority matrix, provided to the project manager when approving the design costs.
- B. A stakeholder map, provided to the project manager when approving the design costs.
- C. A RACI model authority matrix, provided to the service desk during deployment.
- D. A stakeholder map, provided to the service desk during deployment.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4

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Which two rows show the CORRECT use of OCM techniques in the global mobile VIP project?

| | CSI step | OCM Technique | Key Stakeholder |
|---|---|-------------------------|--------------------------|
| 1 | <i>What is the vision?</i> | Sponsor management | GCITS Senior executives |
| 2 | <i>Where are we now?</i> | Training needs analysis | Mobilwork staff |
| 3 | <i>Where do we want to be?</i> | Identity resistance | GCITS staff |
| 4 | <i>How do we keep the momentum going?</i> | Reinforcement | GCITS Service desk staff |

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 5

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During the '*how do we keep the momentum going?*' step of the CSI approach, the service desk manager has become aware that some service desk staff are using the old working practices. This is affecting the service to the VIPs.

Which is the BEST way to apply the guiding principles in this case?

- A. Design for experience by engaging with the VIPs to identify improvements to the service.
- B. Collaborate with the service desk staff to design improvements to the new processes.
- C. Be transparent and explain that non-compliance to procedures will lead to disciplinary action.
- D. Observe directly in order to understand who is not using the new procedures and why.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 6

See the Scenario for additional information.



Legend



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CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

The project manager is trying to understand the current level of service provided to senior executives.

Which is an example of a CSF for the 'customer' quadrant of the balanced scorecard?

- A. Customer satisfaction with operational services.
- B. Ability to respond rapidly to customer demand for change.
- C. Stability and availability of services delivered to customers.
- D. Ability to resolve customer incidents quickly and effectively.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7

See the Scenario for additional information.



Legend



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They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

The project manager is creating a set of metrics to measure the service provided to senior executives once the improvements have been made. There must be a balance of technology, process and service metrics.

| | Metric |
|---|--|
| 1 | Average number of incidents resolved per agent per day |
| 2 | % of time that mobile users can send and receive emails |
| 3 | % availability of mobile access servers |
| 4 | Average cost of resolving incidents |
| 5 | Mean time between failure of mobile devices |
| 6 | Length of time to provide senior executives with new mobile device |

Which set of metrics provides a suitable balance?

- A. 1, 3 and 4.
- B. 1, 5 and 6.
- C. 2, 3 and 5
- D. 2, 4 and 6

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 8

See the Scenario for additional information.



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Legend



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They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

The project manager is planning an assessment to verify that the improvements have been achieved in the first iteration of the project.

Which are the BEST two outputs of the assessment?

| | Outputs |
|----|--|
| a) | Customer satisfaction; Process maturity of incident management and request fulfillment |
| b) | Process metrics; Organizational maturity of CruiseAlong Cars business units |
| c) | Customer satisfaction; Change readiness of CruiseAlong Cars IT departments |
| d) | Process metrics; SWOT analysis of all service management processes |

- A. Customer satisfaction; Process maturity of incident management and request fulfillment
- B. Process metrics; Organizational maturity of CruiseAlong Cars' business units
- C. Customer satisfaction; Change readiness of CruiseAlong Cars' IT departments
- D. Process metrics; SWOT analysis of all service management processes.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

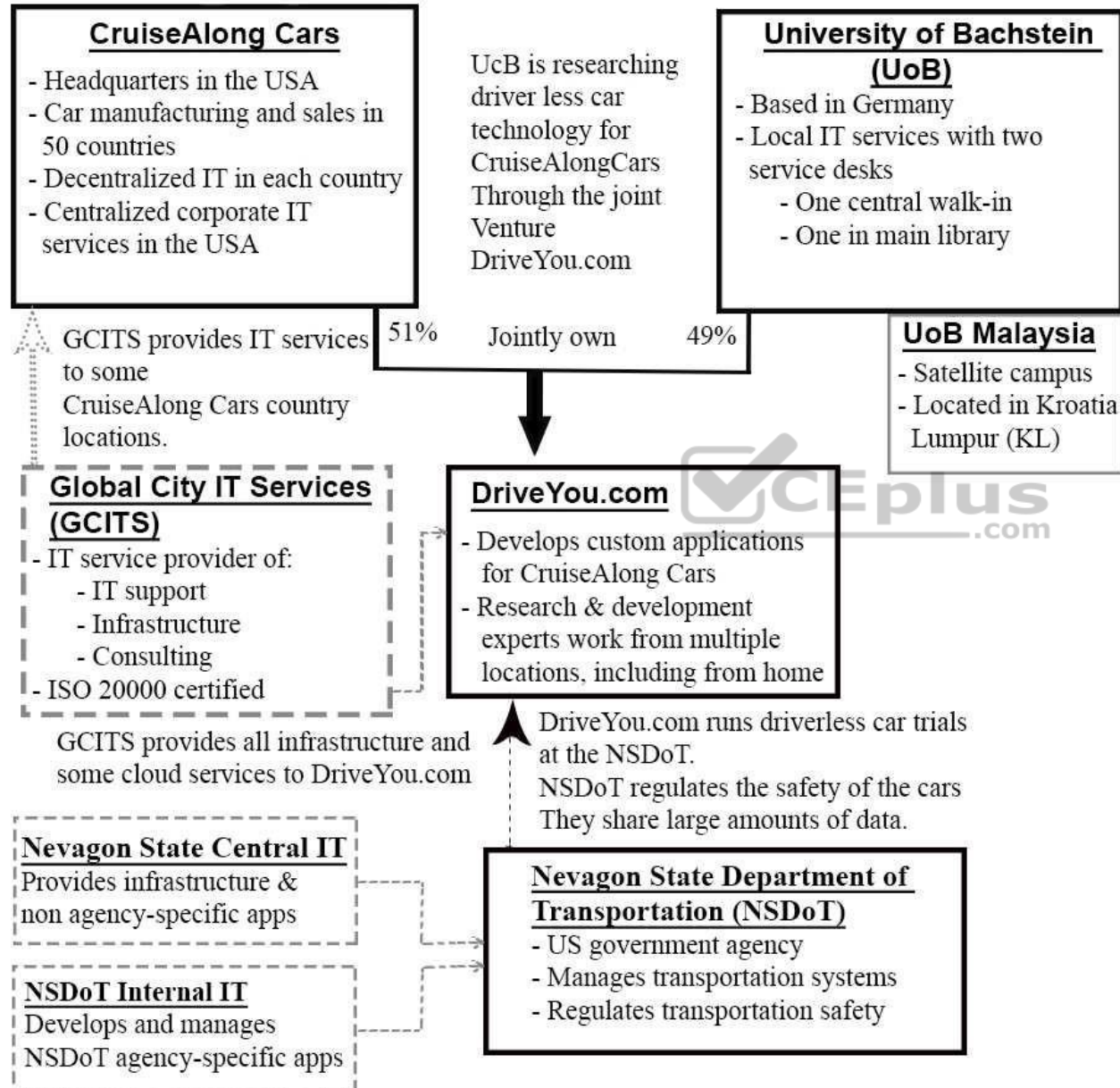
QUESTION 9

See the Scenario for additional information.



Scenario:

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



Legend



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

CruiseAlong Cars is planning to improve the provision and support of IT services for senior executives who travel. They will deploy new mobile technology to enhance the user experience. They will also improve the incident management and request fulfilment processes and standardize these across service desks.

They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

As part of the project an additional objective is to improve the reporting about the senior executive service.

Which is the BEST combination of report content and target stakeholder?

| | Stakeholder who receives the report | Report content | |
|----|-------------------------------------|--|---|
| a) | Service desk staff | Customer satisfaction scores | Achievement of service availability targets |
| b) | Service desk staff | Achievement of service response targets | Root cause of outages |
| c) | Senior executives | Customer satisfaction scores | Root cause of outages |
| d) | Senior executives | Achievement of service desk response targets | Achievement of service availability targets |

- A. Stakeholder who receives the report: Service desk staff
Report content: Customer satisfaction scores, Achievement of service availability targets
- B. Stakeholder who receives the report: Service desk staff
Report content: Achievement of service response targets, Root cause of outages
- C. Stakeholder who receives the report: Senior executives
Report content: Customer satisfaction scores, Root cause of outages
- D. Stakeholder who receives the report: Senior executives
Report content: Achievement of service desk response targets, Achievement of service availability targets

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 10

Which is the BEST example of the communication principle 'communication is a two-way process'?

- A. Passing on key messages from a briefing to a colleague who was unable to attend.

- B. Setting a calendar appointment for a team member's performance appraisal.
- C. Sending a meeting agenda to all attendees before every meeting.
- D. Capturing issues raised by attendees at the end of a company briefing.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 11

Why is a meeting notes template used?

- A. To record meeting objectives while the meeting is in progress.
- B. To help the meeting chairperson to capture key details.
- C. To ensure that the meeting runs to planned timings.
- D. To ensure the correct participants attend the meeting

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

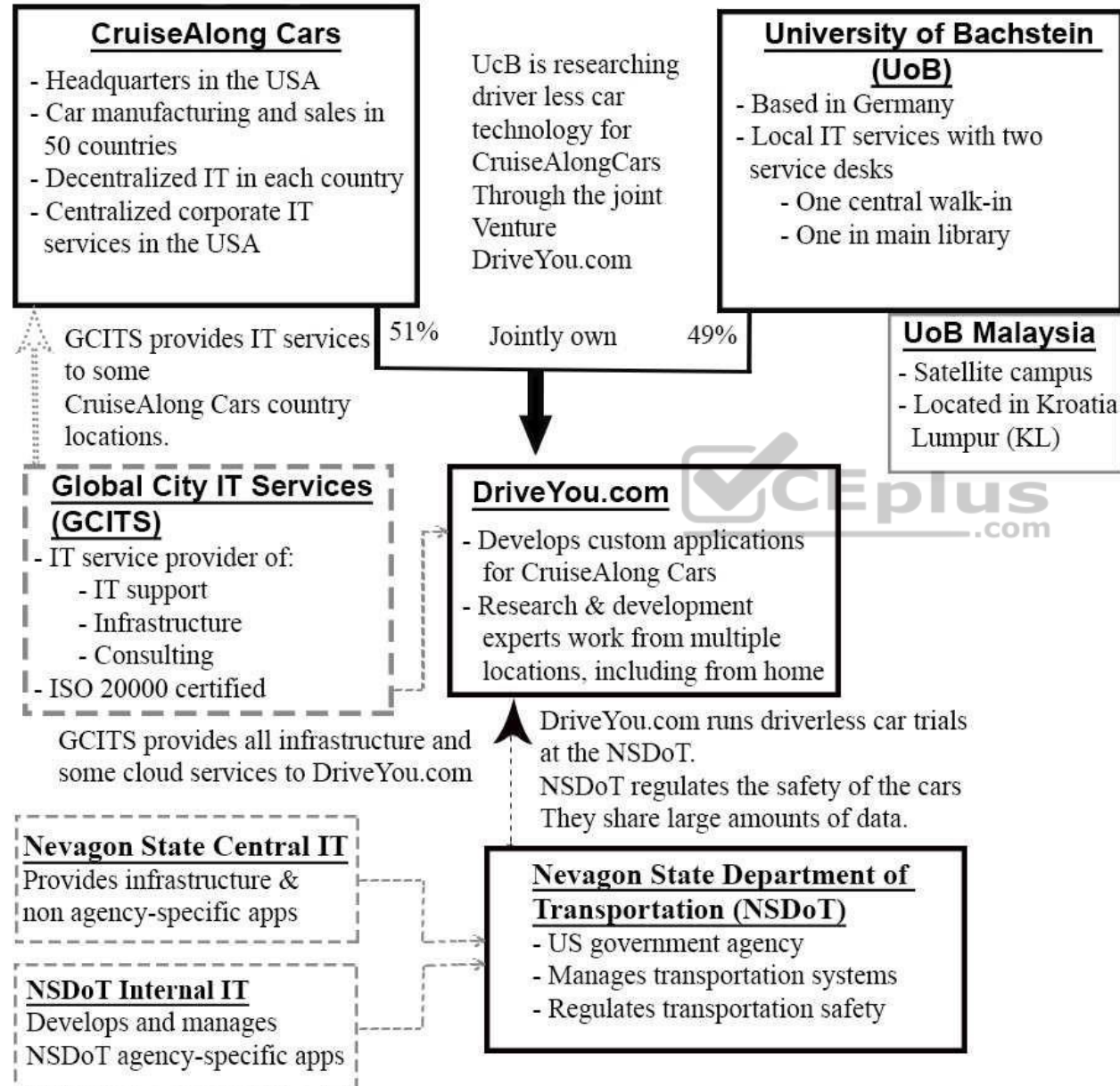
QUESTION 12

See the Scenario for additional information.



Scenario:

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



Legend



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

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

CruiseAlong Cars is working with a European university (the University of Bachstein) to research and develop driverless car technology. The venture operates as an independent company called DriveYou.com, and CruiseAlong Cars owns a 51% share.

DriveYou.com

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Infrastructure and cloud services are purchased from Global City IT Services and other providers, and these relationships are managed by a DriveYou.com supplier manager.

Some of the issues that DriveYou.com needs to address include:

- Better structure and accountability around their work practices ▪
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DriveYou.com decided to move the storage and management of their testing data to a new platform so that they can share it more effectively with the UoB. They also need to facilitate data transfer from new CruiseAlong Cars research facilities in Japan and Australia.

DriveYou.com senior management has decided they want a business case produced for the proposed new platform for managing test data.

What three pieces of information are MOST important to include in the business case?

| | Information |
|---|---|
| 1 | Risks to existing data accessibility |
| 2 | Expected cost of implementation |
| 3 | Volume of data to be migrated |
| 4 | Global security regulations and legislation |
| 5 | Value to organization and strategy |
| 6 | Options and approaches to be considered |

- A. 1, 2 and 5.
- B. 1, 3 and 6.
- C. 2, 4 and 6.
- D. 3, 4 and 5.

Correct Answer: C

Section: (none)

Explanation

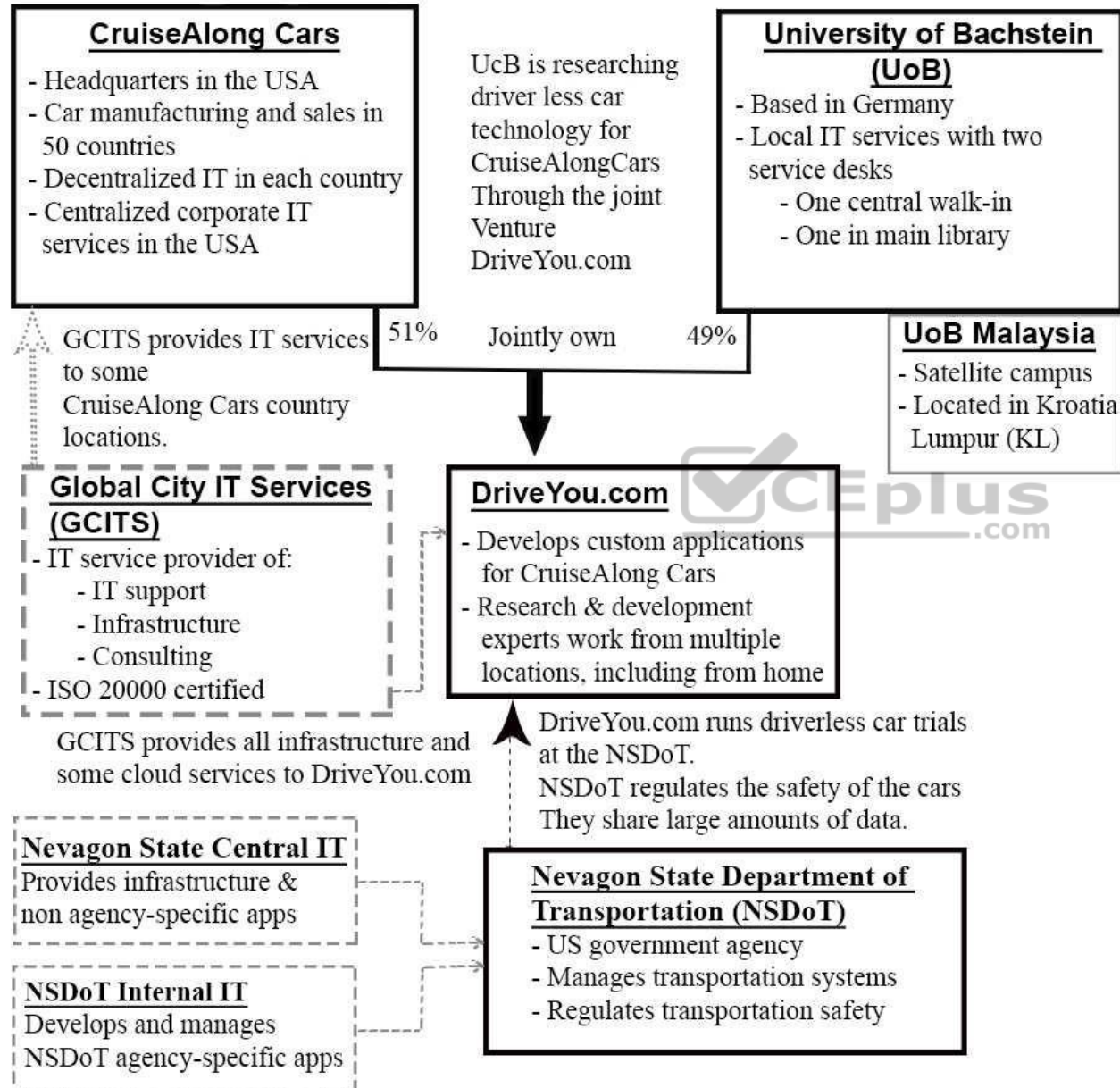
Explanation/Reference:

QUESTION 13

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Scenario:

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DriveYou.com decided to move the storage and management of their testing data to a new platform so that they can share it more effectively with the UoB. They also need to facilitate data transfer from new CruiseAlong Cars research facilities in Japan and Australia.

After the business case is approved and a project is initiated, the project manager needs to create a stakeholder communication plan to implement the change.

Here is an extract from the plan:

| Stakeholder Name | Communications Approach | Key Interests and Issues | Current Status | Desired Support |
|-------------------------------------|-------------------------|--|----------------|-----------------|
| Australian and Japanese researchers | Monitor | Making their data readily available for use by UoB | Neutral | Neutral |
| DriveYou.com CIO | Critical | Project sponsor / | Advocate | Advocate |
| DriveYou.com technical team members | | support the new solution | Neutral | Supporter |

What communications approach is the BEST option to enter into the missing field, and why?

- A. Communications Approach: Critical
Why: They are accountable for the project budget to build and support the new solution
- B. Communications Approach: Significant
Why: The data being shared on the new platform is critical to the technical team role
- C. Communications Approach: Critical
Why: Technical teams are the only people with the necessary skills to manage the new platform
- D. Communications Approach: Significant
Why: Continued support is required for the planning process and then support of the solution.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 14

See the Scenario for additional information.

Legend



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DriveYou.com decided to move the storage and management of their testing data to a new platform so that they can share it more effectively with the UoB. They also need to facilitate data transfer from new CruiseAlong Cars research facilities in Japan and Australia.

The DriveYou.com project manager needs to establish an effective channel of communication with CruiseAlong Cars' new research facilities. There is already a plan for communicating with other stakeholders.

Which is the BEST approach?

- A. Create a new comprehensive communications plan for all stakeholders before engaging with the research teams.
- B. Use the existing communications plan and send all previous communications to the research teams.
- C. Make contact with the research teams and build a specific communications approach to address their needs.
- D. Include the named contacts immediately on the project email distribution list and ask them for feedback.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

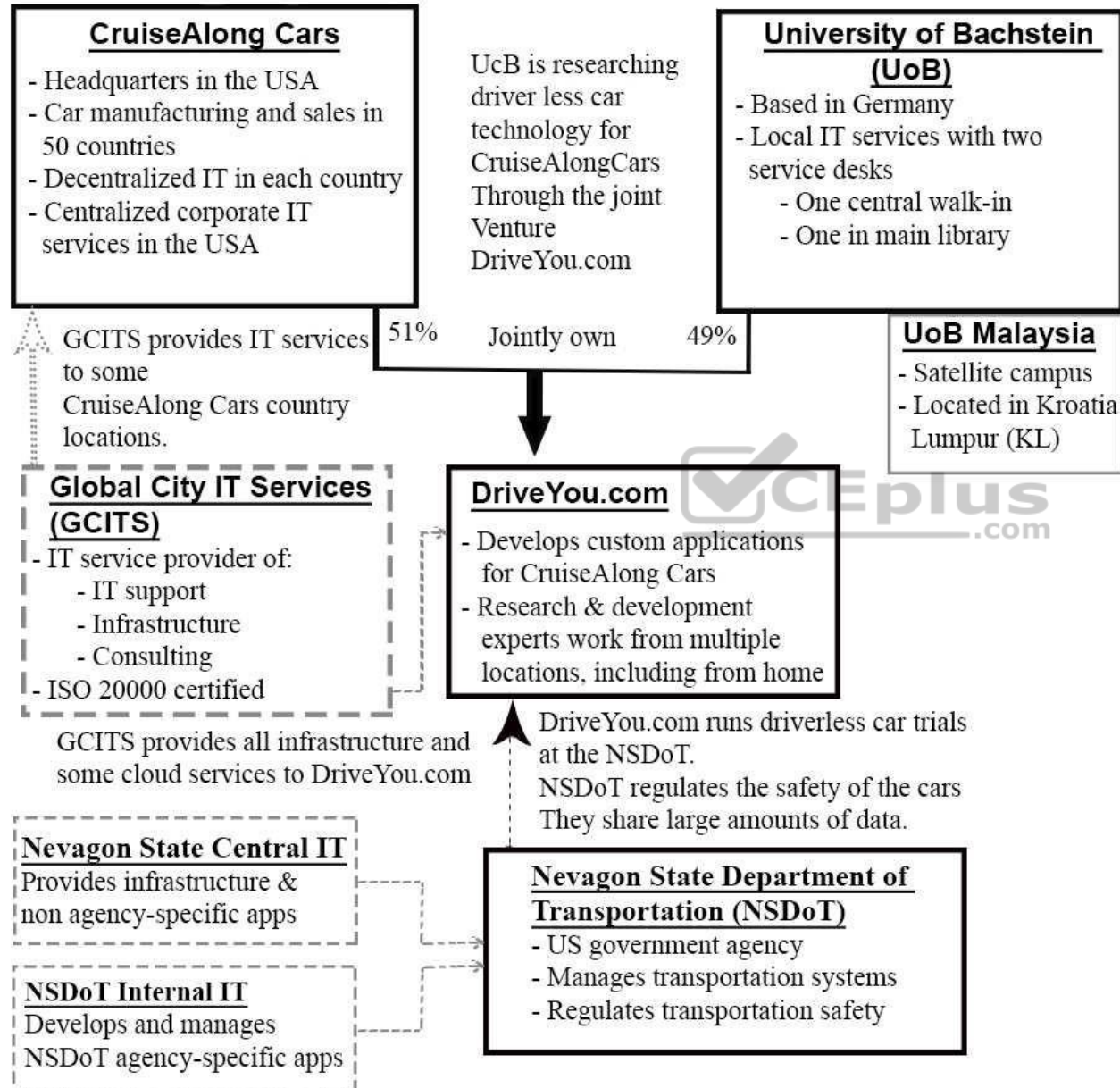
QUESTION 15

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Scenario:

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A. 'Timing and frequency matter' because '*where are we now?*' requires that messages to all stakeholders are kept simple.

- B. 'There is no single correct method of communication because *'how do we get there?'* requires co-ordination from a diverse range of stakeholders.
- C. 'Timing and frequency matter' because *'what is the vision?'* will need regular reinforcement to ensure the execution of the project is a success.
- D. 'There is no single correct method of communication' because *'where do we want to be?'* is different for every stakeholder.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

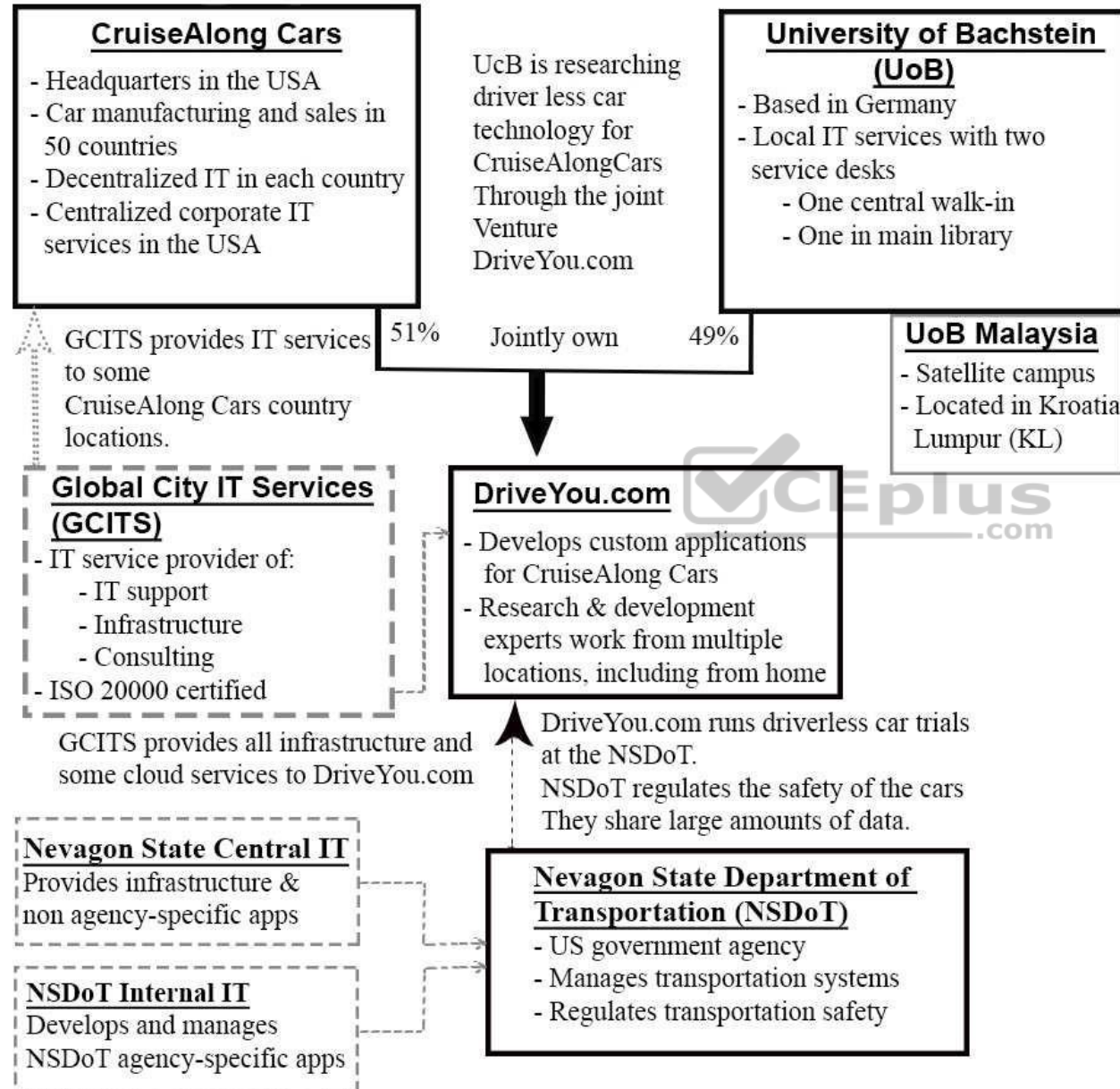
QUESTION 16

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

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

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 17

The improvement initiative has been running for a year and the BRMs believe it has been successful.

What is the BEST way to demonstrate its success?

- A. By completing a benefits realization review.
- B. By facilitating a customer service review workshop.
- C. By conducting a service catalogue gap analysis.
- D. By undertaking a stakeholder review analysis.



Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 18

See the Scenario for additional information.

Legend



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- Succeed in establishing a strategic partnership with CruiseAlong Cars

Nevagon State Department of Transportation (NSDoT)

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

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

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

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

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Which is the BEST way for a new BRM at the UoB to understand their customers' needs?

- A. Run a workshop to define the structure and value of IT services.
- B. Visit each customer in their normal place of work to see what they do.
- C. Issue a detailed questionnaire to all customers to discover their expectations.
- D. Establish current performance levels and match the new service to them.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



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