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ITIL Practitioner Certification - IT Service Management

ITIL ITIL-Practitioner

Version Demo

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QUESTION NO: 1

See the scenario for additional informational.

CruiseAlong Cars

CruiseAlong Cars is a car manufacturing and sales company with corporate headquarters in the United States of America. It has grown by acquisition over the last 20 years and has operations in over 50 countries.Each country has its own IT organization, with some central corporate IT services provided by the US parent company. In some countries CruiseAlong Cars has outsourced infrastructure and service desks. The largest IT supplier is Global City IT Services (GCITS). In two countries GCITS provides CruiseAlong Cars with full outsourced services. They also provide selected services in other countries.

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.

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(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

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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.

Some of the issues that the UoB needs to address include:

Complete the centralization and consolidation of IT
Manage growth and increasing IT demand
Demonstrate value through competitive, responsive and transparent services

Global City Services (GCITS)

GCITS is a global service provider which has grown through acquisition and which offers a wide range of services, including IT support, infrastructure and consulting. GCITS has mature and efficient IT service management processes, and holds an ISO/IEC 20000 certification.

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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.

GCITS have a major audit coming up to verify continued compliance to the ISO/IEC 20000 standard. In preparation for the audit, they are conducting a series of internal audits.

GCITS has grown through acquisition. The latest acquisition, Optimsolv, does not comply with ISO/IEC 20000.

Optimsolv has a number of process improvements that need to be implemented to attain compliance. GCITS has six months to ensure that Optimsolv is compliant.

When would it be MOST appropriate to use a stakeholder analysis worksheet during the improvement initiative within Optimsolv?

A. During planning, to identify the key people who need to be influenced within Optimsolv.

B. During process design, to prioritize stakeholders within GCITS.

C. During implementation, to understand the primary motivation for change at Optimsolv

D. During testing, to measure the risk to achieving the ISO/IEC 20000 accreditation.

ANSWER: A

Explanation:

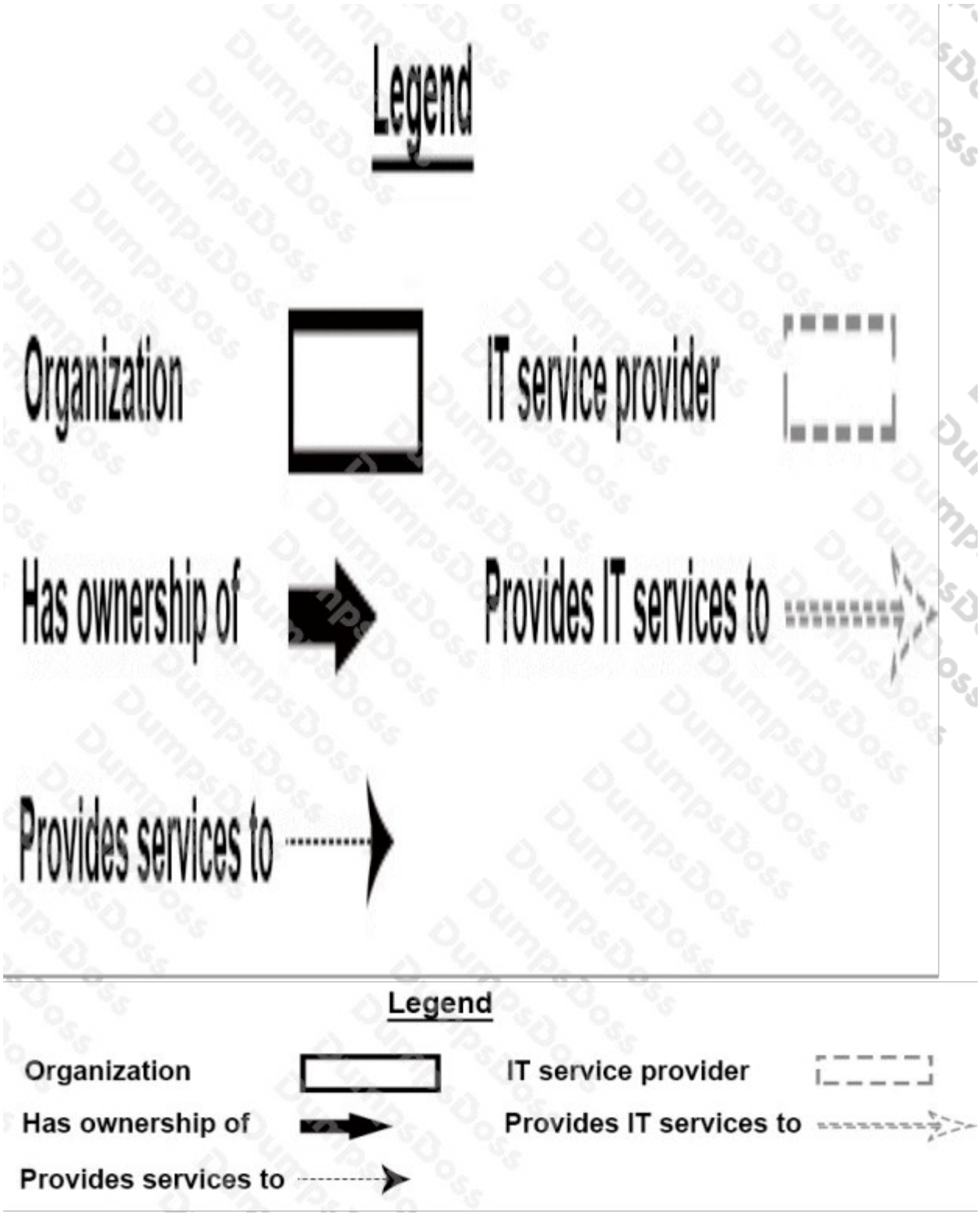
During planning, to identify the key people who need to be influenced within Optimsolv, is the most appropriate use of a stakeholder analysis worksheet. ITIL Practitioner improvement guidance recognizes that successful change depends on understanding the people affected by the initiative and deliberately managing their engagement. Before process improvements are designed and deployed, GCITS needs to identify relevant Optimsolv stakeholders, assess their interest and influence, understand their likely attitude to the ISO/IEC 20000 compliance work, and determine suitable engagement and communication approaches.

This early analysis supports an achievable improvement plan by making ownership, sponsorship, resistance, decision-making authority, and communication needs visible. In the Optimsolv situation, the acquisition must implement significant process improvements within six months. Identifying the people whose support is necessary at the outset enables the initiative to build commitment, allocate engagement actions, and address concerns before they create delivery delays. Stakeholder analysis is therefore a planning and change-enablement activity, rather than a testing measurement technique or a substitute for defining process requirements.

This reflects ITIL's emphasis on collaboration, transparency, and engaging the people who create and consume services. See the PeopleCert ITIL overview and the AXELOS overview of ITIL guiding principles.

QUESTION NO: 2

See the Scenario for additional information.



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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.

Some of the issues that the UoB needs to address include:

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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.

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.

ANSWER: C

Explanation:

“2, 4 and 6.” is correct because a business case must give senior management sufficient, decision-focused information to determine whether the proposed data-management platform represents a justified investment. In this scenario, the platform affects research data sharing among DriveYou.com, the University of Bachstein, CruiseAlong Cars facilities in Japan and Australia, and a safety-regulated testing programme. The selected information collectively establishes the expected business value, the investment or resource implications, and the considerations needed to make an informed decision about proceeding.

ITIL’s service strategy guidance treats a business case as a means of evaluating an initiative in business terms, rather than simply describing a technical solution. It should support accountable decisions by connecting the proposed service or change to outcomes, value, costs, risks, and relevant constraints. For DriveYou.com, this is particularly important because rapid collaborative development must be balanced with regulatory compliance, reliable data exchange, and supplier-managed infrastructure. Including the information identified by “2, 4 and 6.” therefore enables management to assess whether the platform can deliver worthwhile outcomes with an acceptable and understood commitment. This aligns with ITIL’s focus on value co-creation and informed governance; see PeopleCert’s ITIL overview and the UK Government Green Book guidance on business cases and appraisal.

QUESTION NO: 3

An improvement team has defined a target to increase the percentage of service requests completed within the agreed service level.

Which is the MOST suitable measure for this target?

A. The percentage of service requests completed within the agreed service level.

B. The number of staff assigned to the service desk.

C. The number of request types in the service catalogue.

D. The number of improvement meetings held each month.

ANSWER: A

Explanation:

The most suitable measure is the percentage of service requests completed within the agreed service level. It directly measures the stated target and can be compared with a baseline and target value over time. The measure should use an agreed definition of completed requests and the relevant service-level time period.

Measures should be selected because they provide useful evidence of progress toward an intended outcome. Measures such as the number of service desk staff or the number of request types may provide contextual information, but they do not directly show whether the service-level target has been achieved.

QUESTION NO: 4

A programme manager wants to ensure that different stakeholder groups receive information that is relevant to their role in an improvement initiative.

What should be created FIRST?

A. A stakeholder analysis.

B. A benefits realization review.

C. A service level agreement.

D. A change schedule.

ANSWER: A

Explanation:

A stakeholder analysis is correct because it identifies the people and groups affected by, interested in, or able to influence the improvement. The analysis enables the programme manager to understand stakeholder needs, influence, interest, likely concerns, and required level of involvement before selecting messages or communication methods.

Using this information, the organization can develop targeted communication and engagement activities rather than sending the same information to everyone. This supports effective collaboration and promotes visibility throughout the improvement initiative. See the AXELOS ITIL guiding principles overview.

QUESTION NO: 5

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.

ANSWER: A

Explanation:

By completing a benefits realization review is the best way to demonstrate success because it provides a structured, evidence-based assessment of whether the improvement delivered the outcomes and business value originally intended. A year after implementation is an appropriate point to compare actual results with the approved business case, expected benefits, baselines, targets, costs, risks, and measures of stakeholder value. The review should use relevant data, such as

service performance trends, customer outcomes, financial savings or avoided costs, user feedback, and achievement of agreed objectives. It also confirms whether benefits have been sustained, identifies any remaining actions needed to realize them fully, and records lessons that can improve future initiatives. This turns the BRMs' positive view into demonstrable value that can be communicated credibly to sponsors and other stakeholders. ITIL's continual-improvement approach emphasizes measuring outcomes against objectives and using evidence to assess the value of changes and improvements. Benefits realization similarly focuses on ensuring that planned benefits are achieved and are measurable. See Axelos: Benefits management and realization and Axelos: Continual improvement in ITIL 4.

QUESTION NO: 6

An organization has identified a significant difference between the customer experience it wants to provide and the experience currently reported by users.

Which CSI approach question should be answered NEXT?

A. 'What is the vision?'

B. 'Where do we want to be?'

C. 'How do we keep the momentum going?'

D. 'Did we get there?'

ANSWER: B

Explanation:

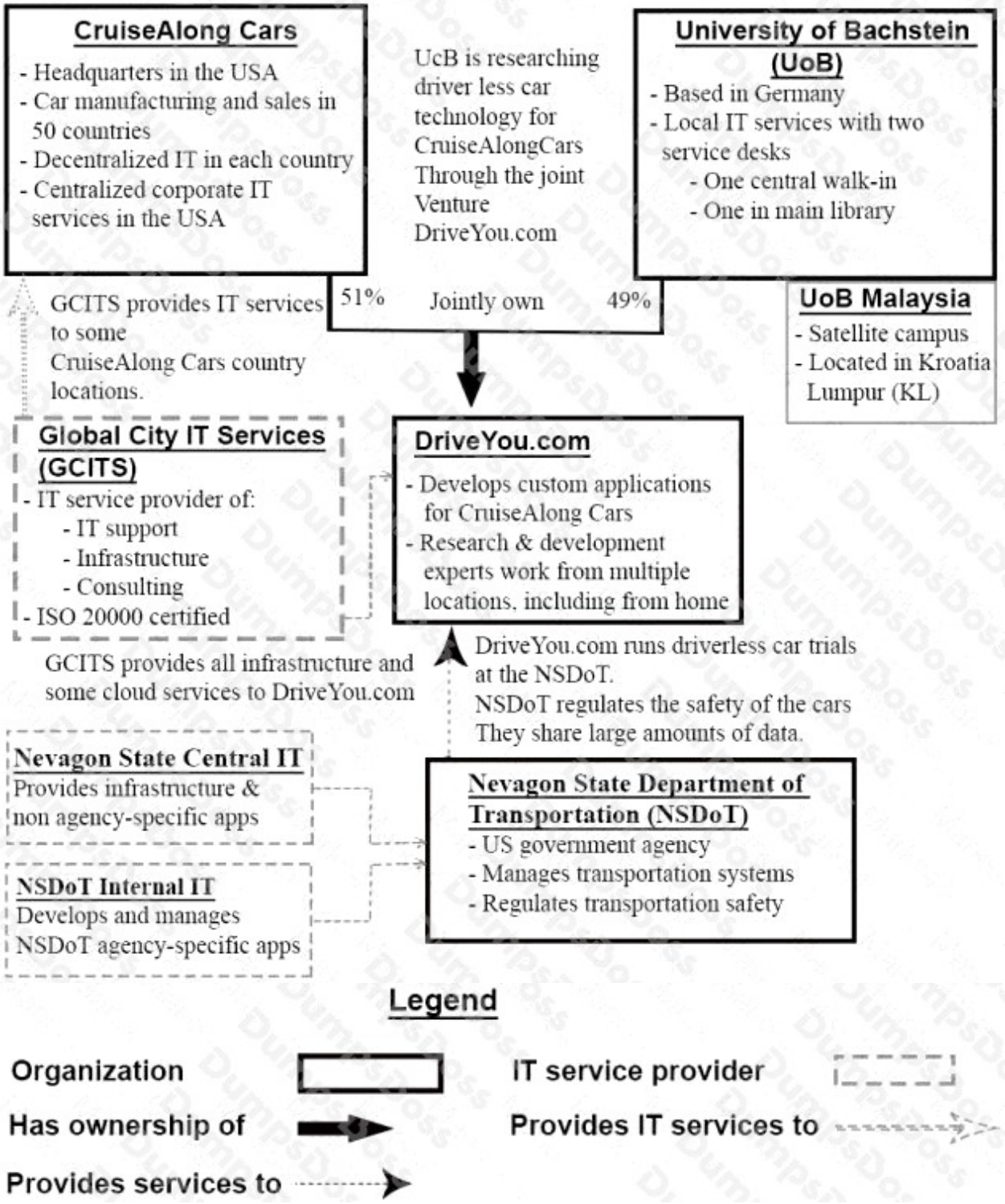
'Where do we want to be?' is correct because the organization has already identified its current position and a gap in customer experience. The next step is to define the desired future state, including the measurable outcomes that the improvement is intended to achieve. This provides direction for planning the improvement and enables later evaluation of whether the desired result has been achieved.

The ITIL continual improvement model uses a structured sequence to move from understanding the current state to defining objectives, planning action, implementing improvements, measuring results, and sustaining progress. Further information is available in the AXELOS continual improvement overview.

QUESTION NO: 7

See the scenario for additional informational.

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



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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.

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D. 3, 4 and 5.

ANSWER: A

Explanation:

1, 2 and 5 is correct because a business case must give decision-makers the information needed to determine whether continued investment in the improvement initiative is justified. For CruiseAlong Cars, the case should connect the proposed mobile-service, incident-management, and request-fulfilment improvements to clear business outcomes for travelling executives and to the organization's need for consistent services across countries. It must also identify the expected benefits and the costs or resource commitments needed to realize them, so that value can be assessed rather than merely describing planned activities.

Because the initiative is iterative and its first release has already been deployed, the business case should support an informed decision about proceeding with subsequent iterations. This means it must make the value hypothesis measurable, enabling the project manager and sponsors to compare expected outcomes with actual results and revise plans as learning is gained. ITIL's focus on value, stakeholder needs, and continual improvement supports using a business case as a living basis for prioritization and investment decisions, not as a one-time project document. See the ITIL best-practice overview from AXELOS and the ITIL Practitioner certification overview.

QUESTION NO: 8

See the Scenario for additional information.

Scenario:
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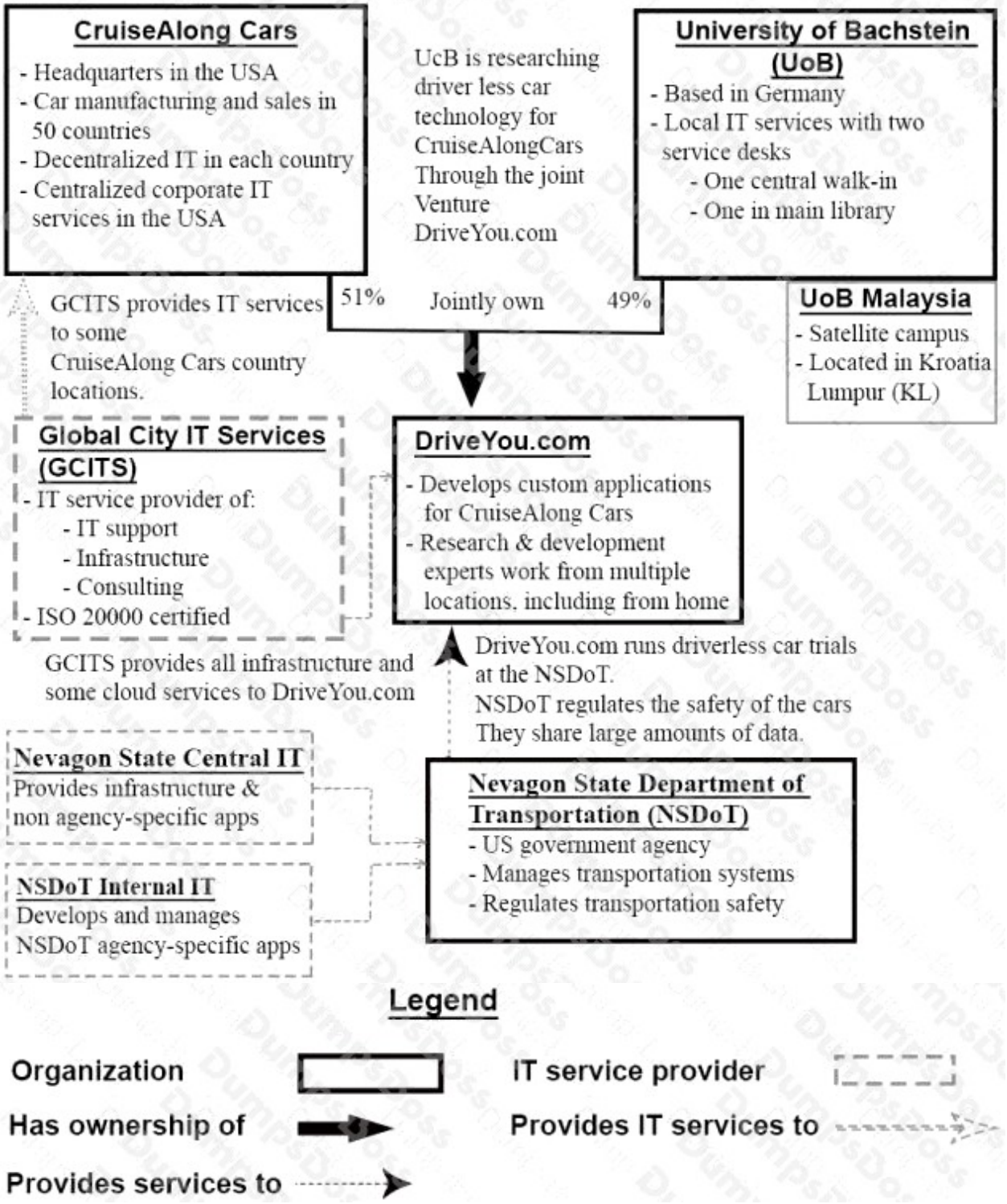

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They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

One CSF for the project is to provide an improved service to senior executives.

Which two KPIs are BEST to underpin this CSF?

	KPIs
1	Increased end-to-end availability of the new mobile technology
2	Improved senior executive satisfaction at incident closure
3	Reduction in costs for the provision of mobile services
4	Improved availability of servers within the data centre

A. 1 and 2.

B. 2 and 3.

C. 3 and 4.

D. 1 and 4.

ANSWER: A

Explanation:

1 and 2. are the best KPIs because they directly measure whether the improvement initiative is delivering a better service experience to the identified business users: senior executives who travel. In ITIL, a critical success factor is a necessary condition for achieving an intended outcome, while KPIs provide measurable evidence of progress toward that outcome. For this CSF, the most useful measures must focus on the effectiveness of the improved mobile service and the quality and responsiveness of the associated support experience for those executives. This gives the project manager objective information that can be reviewed after each iterative release, compared with agreed targets, and used to prioritize further improvements. The measures should be collected consistently across the standardized service desks so that performance is comparable regardless of where an executive is travelling. This also supports the continual-improvement approach: assess the current result, identify gaps against the desired service outcome, implement a targeted improvement, and measure again. ITIL emphasizes aligning service-management measurement with the outcomes and value expected by customers and users, rather than merely measuring activity. See AXELOS ITIL best-practice information and PeopleCert's ITIL certification overview.

QUESTION NO: 9

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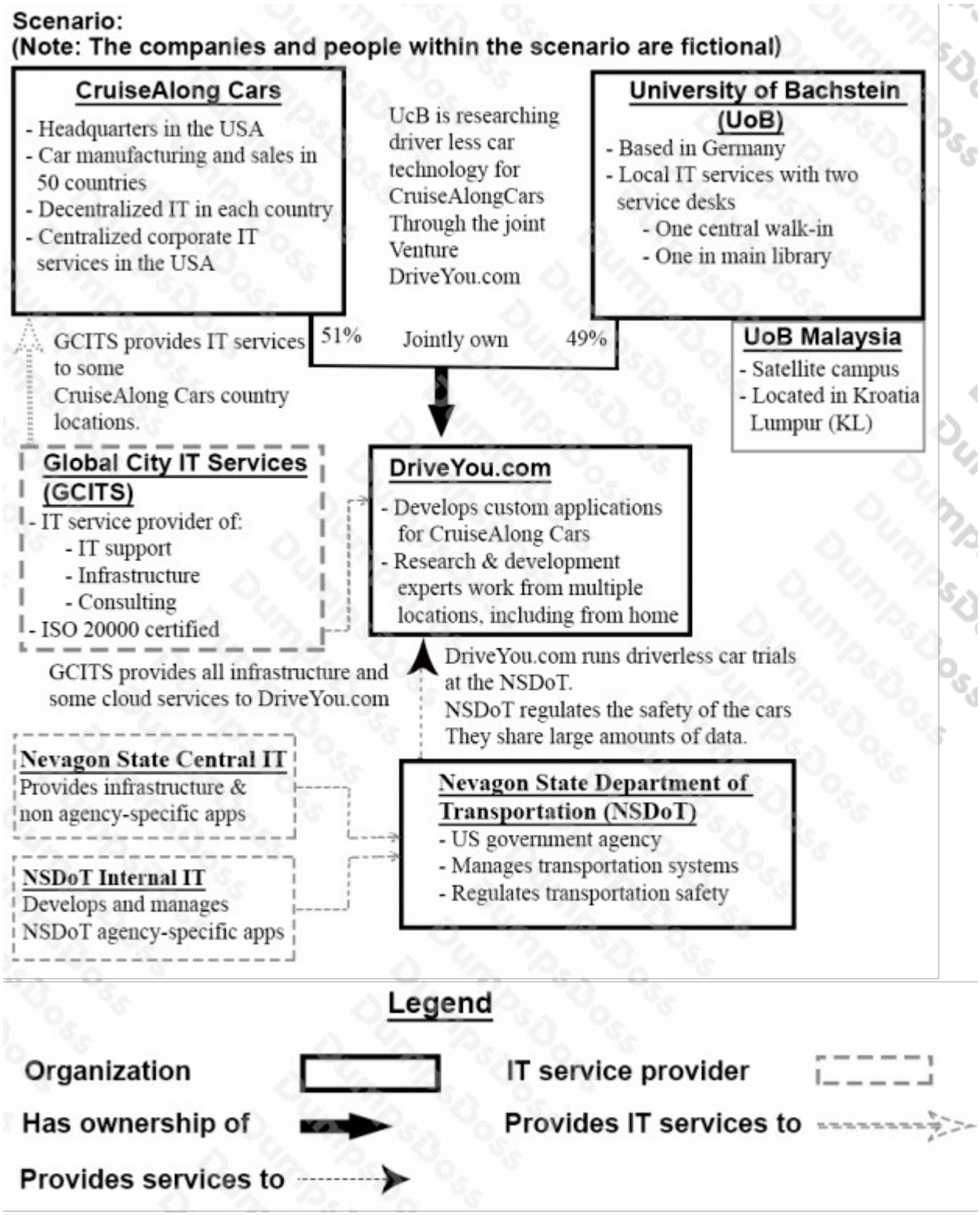

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They are taking an iterative approach and have released the first iteration of improvements. A project manager has been appointed for this improvement initiative.

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

ANSWER: D

Explanation:

“Stakeholder who receives the report: Senior executives
Report content: Achievement of service desk response targets, Achievement of service availability targets

” is the best combination because it gives the people receiving the executive travel service a concise, outcome-oriented view of whether the improved service is delivering the agreed level of support. Service desk response performance shows how promptly executive incidents and requests are being handled, directly reflecting the stated improvement to incident management and request fulfilment. Service availability performance shows whether the mobile and related services are reliably available when executives need them, including while travelling.

ITIL Practitioner emphasizes measuring what matters to stakeholders and using reports to support continual improvement. For senior executives, target achievement provides a clear, decision-useful picture of service performance against agreed commitments, rather than requiring detailed operational analysis. These measures can be trended across iterative releases, enabling the project manager and service owners to demonstrate whether the initiative is producing measurable improvement in the executive user experience and service reliability. This aligns with ITIL’s focus on value, transparency, and measurement-driven improvement. See AXELOS ITIL Practitioner and PeopleCert ITIL measurement and reporting practice information.