DUMPSBOSS.

ITIL 4 Foundation Exam

ITIL ITIL-4-Foundation

Version Demo

Total Demo Questions: 40

Total Premium Questions: 409

Buy Premium PDF

https://dumpsboss.co

support@dumpsboss.co

support@dumpsboss.co
dumpsboss.co

Topic Break Down

Topic	No. of Questions
Topic 1, Key concepts of service management	72
Topic 2, The guiding principles	54
Topic 3, The four dimensions of service management	19
Topic 4, The ITIL service value system	17
Topic 5, The ITIL service value chain	25
Topic 6, ITIL practices	218
Topic 7, Mix Questions	4
Total	409

QUESTION NO: 1

Which does the ITIL service value system discourage?

A. Coordinated authorities and responsibilities

B. Organizational silos

C. Interfaces among practices

D. Organizational agility

ANSWER: B

Explanation:

The ITIL service value system discourages **Organizational silos**. The service value system is intended to help an organization work as an integrated whole, ensuring that its components and activities are connected to the co-creation of value. Rather than treating teams, practices, suppliers, and organizational units as isolated functions, ITIL promotes collaboration, transparency, and the coordination of work across the organization.

This is particularly supported by the service value chain, whose activities can be combined into value streams suited to different products, services, and circumstances. Value streams commonly cross team and practice boundaries, so effective communication and shared understanding are necessary to transform demand and opportunities into value. The ITIL guiding principle *Collaborate and promote visibility* reinforces this approach by encouraging stakeholders to work together and make relevant information visible. Reducing siloed working helps avoid disconnected decisions and handoffs, enabling a more holistic focus on outcomes, customer value, and continual improvement. See the ITIL guiding principles overview from Axelos and the ITIL 4 Foundation certification overview from PeopleCert.

QUESTION NO: 2

Which statement about value streams is CORRECT?

A. Each value stream must include all six value chain activities

B. Each value stream must be designed for a specific scenario

C. Each value stream must include all 34 ITIL practices

D. Each value stream must include suppliers or partners

ANSWER: B

Explanation:

Each value stream must be designed for a specific scenario because a value stream is the organization's specific combination of activities, practices, people, and resources used to create and deliver value for a particular demand or opportunity. In ITIL 4, a value stream is not a generic, one-size-fits-all process map. It describes how work flows in a defined context—for example, restoring a service after an incident, providing a new employee with required access, or introducing a new service. Designing the stream around that scenario makes it possible to identify the necessary value chain activities, the relevant practices, decision points, handoffs, automation, controls, and measures of success. The service value chain is a flexible operating model whose activities can be combined in different sequences and proportions to form value streams. Consequently, the content and design of a value stream are determined by what is needed to turn the applicable demand or opportunity into value for stakeholders. This scenario-based design helps organizations optimize flow, eliminate unnecessary steps, and maintain focus on desired outcomes rather than applying a fixed sequence of work to every situation. See the ITIL 4 service value chain overview and the AXELOS discussion of ITIL 4 value streams.

QUESTION NO: 3

Which guiding principle says that services and processes should NOT provide a solution for every exception?

A. Keep it simple and practical

B. Think and work holistically

C. Optimize and automate

D. Collaborate and promote visibility

ANSWER: A

Explanation:

Keep it simple and practical is the applicable ITIL guiding principle. It directs organizations to use the minimum number of steps necessary to accomplish an objective and to remove activities, controls, processes, and metrics that do not provide value. In this context, ITIL emphasizes that a service or process should not be designed to accommodate every conceivable exception. Attempting to do so creates unnecessary complexity, makes the process harder to understand and follow, and can reduce its reliability and efficiency.

Instead, organizations should design a straightforward standard approach that addresses normal, valuable demand patterns. Exceptions should be considered only when they are genuinely needed and when the value of accommodating them outweighs the additional complexity introduced. This principle supports practical decision-making: understand the objective, retain only what is useful, and avoid overengineering. A simple process is easier to communicate, operate, measure, maintain, and improve over time. The official ITIL guidance describes the guiding principles as universal recommendations that help organizations make sound decisions in all circumstances; see PeopleCert's ITIL 4 Foundation overview and AXELOS guidance on ITIL guiding principles.

QUESTION NO: 4

How should automation be implemented?

A. By replacing human intervention wherever possible

B. By replacing the existing tools first

C. By initially concentrating on the most complex tasks

D. By optimizing as much as possible first

ANSWER: D

Explanation:

"By optimizing as much as possible first" is correct because it reflects the ITIL 4 guiding principle *Optimize and automate*. ITIL recommends that an organization first understands the current state, desired outcomes, constraints, and value stream, then removes unnecessary steps, waste, duplication, and inefficiency. Automating an activity before it has been optimized can cause an organization to perform ineffective work faster and at greater scale. Optimization ensures that the process, practice, or workflow is suitably designed and sufficiently stable before technology is used to automate appropriate parts of it.

Automation should therefore be introduced purposefully, where it improves value, reliability, speed, consistency, or the ability of people to focus on work requiring judgement and expertise. The extent of optimization and automation should be appropriate to the organization's circumstances; ITIL does not prescribe automation simply for its own sake. This approach supports continual improvement by making decisions based on value and practical outcomes rather than implementing technology before the underlying work is understood and improved. See the ITIL 4 guiding principles overview and the ITIL 4 Foundation certification overview.

QUESTION NO: 5

Which statement about the 'four Ps' of service design is CORRECT?

A. Processes refers to skill and training

B. Partners refers to suppliers and vendors

C. People refers to technology and tools

D. Products refers to producers and metrics

ANSWER: B

Explanation:

“Partners refers to suppliers and vendors” is correct. The four Ps of service design describe the major areas that must be considered to design a service effectively: people, processes, products (technology), and partners. In this model, partners are external organizations that contribute to service delivery, which commonly includes suppliers, vendors, outsourcing organizations, and other third parties. Their capabilities, contracts, responsibilities, integration arrangements, and relationships can materially affect whether the designed service can deliver its intended outcomes. Service design therefore considers partner involvement alongside internal capabilities and the technology used to support the service. The four Ps are associated with the earlier ITIL service design guidance. ITIL 4 uses the four dimensions of service management—organizations and people, information and technology, partners and suppliers, and value streams and processes—which retains the same important recognition that external suppliers and partners are a core consideration for creating and managing services. See PeopleCert’s ITIL overview and AXELOS guidance on the four dimensions of service management.

QUESTION NO: 6

Which guiding principle helps an organization to understand the impact of an altered element on other elements in a system?

A. Focus on value

B. Start where you are

C. Think and work holistically

D. Keep it simple and practical

ANSWER: C

Explanation:

Think and work holistically is correct because ITIL 4 views services, value streams, practices, processes, technologies, suppliers, and people as interconnected parts of a broader system. Altering one element can create effects elsewhere, including unintended consequences. Applying this guiding principle means considering the end-to-end system rather than optimizing or changing a component in isolation. It encourages an organization to identify dependencies, interactions, constraints, and feedback loops before implementing a change. This broader perspective supports better decision-making and helps ensure that changes contribute to the co-creation of value rather than causing disruption in another part of the service value system. For example, a modification to a technical tool may affect workflows, user experience, support activities, suppliers, governance, or measurement practices. ITIL states that no service, practice, process, department, or supplier operates independently; therefore, organizations should work across boundaries and consider the whole system when planning and managing improvements. See the AXELOS overview of the ITIL guiding principles and the PeopleCert ITIL 4 Foundation certification page.

QUESTION NO: 7

Which describes an unresolved problem which has been already analysed?

A. A workaround

B. An incident

C. A known error

D. A risk

ANSWER: C

Explanation:

A known error is an unresolved problem that has been analysed but has not yet been resolved. In ITIL, problem management seeks to reduce the likelihood and impact of incidents by identifying actual and potential causes and managing workarounds and known errors. Once a problem has been analysed sufficiently—for example, its root cause or contributing cause is understood—it can be recorded as a known error even if a permanent fix has not yet been implemented. The known-error record captures the analysis and any available workaround, enabling service desk and support teams to restore service more quickly and consistently when related incidents occur. A workaround may be associated with a known error, but it is the known error that specifically denotes the analysed, unresolved problem. This distinction supports knowledge sharing, prioritization of permanent remediation, and effective incident resolution. ITIL 4 describes problem management and its handling of known errors in the official practice guidance; see AXELOS ITIL 4 practice guides and the overview of ITIL service-management practices at PeopleCert ITIL 4 Foundation.

QUESTION NO: 8

What is the CORRECT definition of service management?

A. A set of specialized assets for transitioning services into the live operational environment

B. A set of specialized organizational capabilities for delivering value to customers in the form of services

C. The capability of supplier to deliver services to providers in exchange for money

D. The capability of service providers to minimize their costs without reducing the value of the services

ANSWER: B

Explanation:

The correct definition is “A set of specialized organizational capabilities for delivering value to customers in the form of services.” ITIL defines service management in these terms because it encompasses the organization’s combined capabilities—including people, processes, information and technology, partners and suppliers—that are coordinated to enable value co-creation through services. These capabilities allow a service provider to understand customer needs, design and deliver appropriate services, support their ongoing use, and continually improve the outcomes achieved. The emphasis is not merely on operating technology or controlling costs; it is on organizing and applying capabilities to help customers realize value, while the provider manages the related resources and risks. This definition is fundamental to ITIL 4’s service value system, which describes how an organization’s components and activities work together to facilitate value creation. Official Axelos/PeopleCert ITIL material presents service management as the specialized organizational capabilities used to deliver value in the form of services. See the PeopleCert ITIL 4 Foundation certification page and the Axelos overview of ITIL.

QUESTION NO: 9

Which statement about outcome is CORRECT?

A. Outcomes rely on outputs to deliver results for a stakeholder

B. Outcomes use activities to produce tangible or intangible deliverables

C. Outcomes give service consumers assurance of products or services

D. Outcomes help a service consumer to assess the cost of a specific activity

ANSWER: A

Explanation:

Outcomes rely on outputs to deliver results for a stakeholder. In ITIL 4, an outcome is defined as a result for a stakeholder that is enabled by one or more outputs. The emphasis is therefore on the effect, benefit, or change experienced by the stakeholder, rather than simply on the item produced or an activity performed. For example, a service provider may produce a monthly availability report as an output. The relevant outcome is that the service consumer can use the information to make better decisions, meet governance obligations, or improve service reliability. An output can enable an outcome, but the outcome depends on how the stakeholder uses that output and the context in which it is used. This distinction supports ITIL's focus on co-creation of value: services facilitate outcomes that help customers achieve their objectives, while also considering costs and risks. The ITIL 4 glossary describes an outcome as a stakeholder result enabled by outputs, and the ITIL guiding principles reinforce focusing on value rather than merely delivering service components. See the ITIL glossary and ITIL guiding principles overview.

QUESTION NO: 10

Which Guiding principle says that it is not usually necessary to build something new?

A. Focus on value

B. start where you are

C. Progress iteratively with feedback

D. Think and work holistically

ANSWER: B

Explanation:

Start where you are is correct because this ITIL guiding principle directs organizations to examine and understand what is already available before deciding to create something new. Existing services, processes, tools, data, people's skills, and capabilities may already provide all or part of what is needed. Rather than discarding current arrangements or rebuilding from scratch based only on assumptions, the organization should assess the present state objectively, identify what can be reused, and determine what improvements are genuinely required. This reduces unnecessary cost, effort, risk, and disruption while retaining valuable knowledge and proven capabilities. Starting where the organization is does not mean accepting the current state without question; it means making informed decisions about which existing elements should be kept, adapted, improved, or replaced in order to deliver value. The principle therefore supports practical, evidence-based improvement and explicitly reflects the idea that it is not usually necessary to build something new. ITIL describes the guiding principles as universal recommendations that should guide an organization in all circumstances. See AXELOS: ITIL guiding principles and PeopleCert: ITIL 4 Foundation.

QUESTION NO: 11

Which is the definition of an IT asset?

A. Any financially valuable component that contributes to a service

B. Any request from a user that is a normal part of service delivery

C. Any component that needs to be managed to deliver a service

D. Any change of state that has significance for the management of a service

ANSWER: A

Explanation:

"Any financially valuable component that contributes to a service" is correct because ITIL defines an IT asset as any financially valuable component that can contribute to the delivery of an IT product or service. The definition is deliberately broad: an asset may be tangible, such as a server, laptop, network device, or data-centre equipment, or intangible, such as software licences, cloud-service subscriptions, and certain contractual rights. Its key distinguishing feature is financial value combined with its potential contribution to service delivery. This definition supports IT asset management by establishing the

scope of the items an organization needs to plan, acquire, deploy, operate, maintain, and retire in a controlled and cost-effective way. Accurate asset information helps organizations make sound investment decisions, manage lifecycle costs, meet licence and contractual obligations, and understand the resources supporting their services. ITIL's IT asset management practice is intended to ensure that valuable assets are deployed and used effectively throughout their lifecycles. See the AXELOS IT asset management practice overview and the ITIL glossary for ITIL terminology and practice context.

QUESTION NO: 12

Which is NOT a structure of service desk that is described in the ITIL service operation guidance?

A. Local

B. Centralized

C. Outsourced

D. Virtual

ANSWER: C

Explanation:

Outsourced is correct because it is not one of the named service desk structural models in ITIL Service Operation guidance. That guidance describes how a service desk can be organized and distributed to provide a consistent single point of contact for users, including local, centralized, virtual, and follow-the-sun arrangements. These models focus on the service desk's geographic and operational organization, such as whether agents are co-located, distributed, or available across time zones.

Outsourcing is instead a sourcing decision: an organization may use an external supplier to deliver some or all service desk activities. This can be applied alongside a service desk structure, rather than constituting a distinct structural model itself. For example, a centrally organized service desk could be operated by an external provider. The distinction matters because ITIL separates decisions about the operating model and location of support from decisions about who performs the work. ITIL's service management guidance emphasizes choosing arrangements that support value co-creation, agreed service levels, clear accountability, and effective communication with users. See AXELOS: ITIL best practice and PeopleCert: ITIL certifications.

QUESTION NO: 13

What is the PRIMARY use of a change schedule?

A. To support the 'incident management' practice and improvement planning

B. To manage emergency changes

C. To plan changes and help avoid conflicts

D. To manage standard changes

ANSWER: C

Explanation:

The primary use of a change schedule is **to plan changes and help avoid conflicts**. In ITIL 4, change enablement seeks to maximize the number of successful service and product changes by ensuring that risks are properly assessed, changes are authorized, and the change schedule is managed. The schedule provides visibility of changes that are planned, including their timing and potential effect on services, users, infrastructure, and other changes. This visibility enables relevant stakeholders to coordinate work, identify dependencies, and prevent clashes such as overlapping maintenance windows or simultaneous changes to related components.

A change schedule is therefore an important communication and coordination tool. It supports informed decision-making by allowing teams to consider the cumulative impact of planned changes and to sequence them appropriately. It may include

different types of changes where appropriate, but its central purpose remains planning and conflict avoidance across the service environment. This contributes directly to change enablement's objective of ensuring changes deliver value with an acceptable level of risk and disruption. See the AXELOS overview of the ITIL 4 change enablement practice and the PeopleCert ITIL 4 Foundation certification page.

QUESTION NO: 14

Which statement about the purpose of the monitoring and event management practice is TRUE?

A. Minimize the negative impact of incidents by restoring normal service operation as quickly as possible

B. Support the agreed quality of a service by handling all pre-defined, user-initiated service requests in an effective and user-friendly manner

C. Systematically observe services and service components, and record and report selected changes of state identified as events

D. Maximize the number of successful service and product changes by ensuring that risks have been properly assessed, authorized and managed within a schedule

ANSWER: C

Explanation:

The correct statement is *"Systematically observe services and service components, and record and report selected changes of state identified as events."* ITIL 4 defines the purpose of the monitoring and event management practice as systematically observing services and service components, and recording and reporting selected changes of state identified as events. Monitoring gathers information about the condition or behaviour of services, infrastructure, applications, and other components. An event is a change of state that has significance for the management of a service or configuration item. The practice ensures that meaningful events are detected, logged, communicated, and acted upon when appropriate. This supports service management by providing timely operational visibility, enabling teams to recognize conditions requiring attention, and allowing automated actions or escalation rules to be used where these are designed. Effective monitoring and event management therefore helps organizations maintain awareness of service health and performance, detect emerging conditions early, and make informed operational decisions. The wording in the correct statement closely reflects the official ITIL 4 purpose statement, including both the systematic observation activity and the treatment of selected state changes as reportable events. See the ITIL monitoring and event management practice overview from PeopleCert/AXELOS and the ITIL professional community resources.

QUESTION NO: 15

Which describes a standard change?

A. A change that needs to be scheduled, assessed and authorized following a defined process

B. A change that is typically implemented as a service request

C. A high-risk change that needs very thorough assessment

D. A change that must be implemented as soon as possible

ANSWER: B

Explanation:

A change that is typically implemented as a service request is correct. ITIL defines a standard change as a pre-authorized change that is low risk, relatively common, and follows a documented, proven procedure or work instruction. Because the implementation approach, authorization model, and expected outcomes are already understood, these changes can be handled efficiently and consistently without requiring a separate full assessment and authorization cycle every time they occur.

In practice, many standard changes are initiated and fulfilled through the service request process. For example, a user may request access to an approved application or a pre-defined equipment configuration, and the request is fulfilled using an established workflow. The fact that a standard change is pre-authorized does not mean it is unmanaged: the organization still defines the conditions, procedures, controls, and review arrangements that make it suitable for repeatable execution. ITIL's change enablement practice aims to maximize successful changes by ensuring risks are properly assessed, changes are authorized, and schedules are managed, while allowing standard changes to proceed through their agreed model efficiently. See the ITIL practices overview and the ITIL 4 Foundation overview.

QUESTION NO: 16

Which facilitates outcomes that customers want to achieve?

A. Service

B. Warranty

C. Organization

D. IT asset

ANSWER: A

Explanation:

Service is correct because ITIL 4 defines a service as a means of enabling value co-creation by facilitating outcomes that customers want to achieve. A service allows customers to obtain desired results without having to manage all of the specific costs and risks themselves. This definition focuses on the customer's intended outcomes, rather than merely on the technology, activities, or resources used to deliver them.

For example, a managed email service facilitates the customer's outcome of reliable business communication. The customer can use the service to communicate effectively while the service provider handles much of the underlying infrastructure, maintenance, security, capacity, and operational risk. The service therefore combines resources and activities in a way that supports value co-creation and enables the outcome the customer seeks.

ITIL distinguishes outcomes from outputs: an output is a deliverable produced by an activity, whereas an outcome is a result for a stakeholder enabled by one or more outputs. The wording in the question directly reflects the ITIL definition of a service. See the ITIL 4 overview from PeopleCert/AXELOS and the ITIL 4 Foundation certification page.

QUESTION NO: 17

Which of the four dimensions focuses or managing data in compliance with industry regulations?

A. Partners and suppliers

B. Organizations and people

C. Value streams and processes

D. Information and technology

ANSWER: D

Explanation:

Information and technology is the correct dimension because it addresses the information and knowledge needed to manage services, as well as the technologies that create, store, process, protect, exchange, and use that information. Managing data in accordance with industry regulations is principally an information-management concern: organizations must consider data classification, confidentiality, integrity, availability, retention, access controls, privacy obligations, and appropriate handling throughout the service lifecycle. This dimension also ensures that the technologies supporting services are suitable for these requirements, including applications, databases, infrastructure, security tools, and integration mechanisms. ITIL emphasizes that information must be managed appropriately in support of value co-creation, and that

legal, regulatory, contractual, and organizational requirements affect how information is governed and protected. For example, an organization handling personal, financial, or health-related data needs controls that ensure the data is collected, processed, retained, and secured in line with applicable obligations. These considerations belong directly within the information and technology dimension of ITIL's four dimensions of service management. See the ITIL 4 Foundation certification overview and AXELOS guidance on the four dimensions of service management.

QUESTION NO: 18

Which role authorizes budget for service consumption?

A. Customer

B. User

C. Sponsor

D. Supplier

ANSWER: C

Explanation:

Sponsor is correct because a sponsor authorizes budget for service consumption. The sponsor provides the financial support needed for a service consumer to obtain and use a service, and may also authorize spending for new or changed services.

The customer defines service requirements and takes responsibility for service-consumption outcomes, while users use services. These roles can be performed by different people or by the same person, depending on the organization. See the ITIL glossary and the ITIL 4 Foundation overview.

QUESTION NO: 19

When working on an improvement iteration, which concept helps to ensure that the iteration activities remain appropriate in changing circumstances?

A. Analysis paralysis

B. Direct observation

C. Minimum viable product

D. Feedback loop

ANSWER: D

Explanation:

Feedback loop is correct because ITIL 4 emphasizes the guiding principle "progress iteratively with feedback." Improvement should be divided into manageable iterations rather than planned in excessive detail from the outset. At the end of, and where needed during, each iteration, teams gather feedback and evaluate relevant information, such as stakeholder needs, results achieved, changing constraints, risks, and new opportunities. This enables them to confirm that the work is still valuable and appropriate, then adapt the next activities or priorities before committing further effort.

In continual improvement, feedback is essential for maintaining alignment with the organization's current objectives and with the actual conditions in which services operate. Circumstances can change while an improvement initiative is underway: customer expectations may evolve, measurement data may reveal a different issue, or a dependency may affect the feasible approach. A feedback loop provides the mechanism for learning from these changes and making timely adjustments. It therefore supports practical, incremental progress while ensuring that iterations remain relevant and fit for purpose. ITIL describes this approach in its overview of the guiding principles and the continual improvement model. See AXELOS: Progress iteratively with feedback and PeopleCert: ITIL 4 Foundation.

QUESTION NO: 20

Which practice is responsible for handling complaints and positive feedback from customers?

A. Relationship management

B. Service request management

C. Deployment management

D. Problem management

ANSWER: A

Explanation:

Relationship management is correct. Relationship management establishes and nurtures links between the organization and its stakeholders at strategic and tactical levels. This includes receiving, understanding, coordinating, and responding to feedback from customers, including complaints and positive feedback.

Effective handling of feedback helps the organization understand stakeholder perceptions, maintain trust, identify improvement opportunities, and manage expectations. Although the service desk may receive feedback from users during day-to-day interactions, relationship management has the broader responsibility for maintaining stakeholder relationships.

See the ITIL 4 practices resource hub and the PeopleCert ITIL 4 Foundation overview.

QUESTION NO: 21

Which dimension considers how knowledge assets should be protected?

A. Organizations and people

B. Partners and suppliers

C. Information and technology

D. Value streams and processes

ANSWER: C

Explanation:

Information and technology is correct because this ITIL 4 dimension addresses the information and knowledge required for services to be delivered and managed, as well as the technologies used to create, store, process, transmit, access, and protect them. Knowledge assets are valuable organizational resources, so considerations within this dimension include information security, confidentiality, integrity, availability, access controls, retention, backup, recovery, and compliance obligations. Protecting knowledge is not limited to technical controls; it also requires appropriate policies and practices governing who can access information, how it is shared, and how it is maintained throughout its lifecycle. ITIL emphasizes that organizations need to understand how information is exchanged between activities and stakeholders, and ensure it is managed securely and effectively to support value co-creation. This makes the information and technology dimension the relevant perspective when evaluating the protection of knowledge assets. The official ITIL guidance on the four dimensions identifies information and technology as covering the information and knowledge necessary to manage services. See ITIL 4 Foundation from PeopleCert and ITIL four dimensions overview.

QUESTION NO: 22

What takes place in the “Did we get there?” step of the continual service improvement (CSI) approach?

A. An initial baseline assessment

B. The production of a detailed CSI plan

C. Verifying that improvement targets have been achieved

D. Understanding priorities for improvement

ANSWER: C

Explanation:

“Verifying that improvement targets have been achieved” is correct because the “Did we get there?” step evaluates the actual results of an improvement initiative against the measurable targets established earlier in the continual improvement approach. This requires collecting and assessing relevant measurements, such as performance metrics, service-level results, customer feedback, cost data, or other agreed success criteria. The organization uses this evaluation to determine objectively whether the desired outcome has been reached and whether the change delivered the expected value. This step depends on the earlier establishment of a baseline and measurable objectives, enabling a meaningful comparison between the state before improvement and the current state. The result should be communicated to relevant stakeholders, providing evidence of progress and informing decisions about whether further action is needed. In ITIL 4, continual improvement is an ongoing organizational practice that aligns improvements with stakeholder needs and organizational objectives; measurement and evaluation are essential to confirming that improvements produce the intended value. See AXELOS ITIL 4 Foundation and PeopleCert ITIL 4 Foundation.

QUESTION NO: 23

Which step of the ' continual improvement model ' defines measurable targets?

A. how we get there?

B. Where are we now?

C. What is the vision?

D. Where do we want to be?

ANSWER: D

Explanation:

The correct step is **“Where do we want to be?”** In the ITIL continual improvement model, this step translates the organization’s vision and the current-state assessment into a specific, desired future state. It is where improvement objectives are defined in measurable terms, typically using key performance indicators, metrics, target values, timeframes, and success criteria. For example, an organization might establish a target to improve incident-resolution performance to a defined percentage within a specified period. Targets should be meaningful to the business, aligned with the overall vision, and realistic given the organization’s capabilities and constraints. Defining this destination makes it possible to plan improvement work effectively and later determine objectively whether the improvement has delivered the intended outcome. The subsequent planning and execution activities depend on these measurable objectives, because they provide the basis for selecting actions, allocating resources, monitoring progress, and evaluating results. ITIL presents continual improvement as a structured, iterative model that starts with the vision and uses measurement to guide and validate progress toward business value. See the ITIL 4 Foundation overview from PeopleCert and the continual improvement model guidance from AXELOS.

QUESTION NO: 24

Which statement about ‘continual improvement’ is CORRECT?

A. All improvement ideas should be logged in a single ‘continual improvement register’

B. A single team should carry out ‘continual improvement’ across the organization

C. ‘Continual improvement’ should have minimal interaction with other practices

D. Everyone in the organization is responsible for some aspects of ‘continual improvement’

ANSWER: D

Explanation:

Everyone in the organization is responsible for some aspects of 'continual improvement' is correct because ITIL 4 treats continual improvement as an organization-wide practice and mindset, rather than work owned solely by a dedicated improvement team. People at every level can identify improvement opportunities in services, products, practices, value streams, and ways of working. Leadership creates the vision, priorities, culture, and support for improvement, while teams and individuals contribute observations, ideas, measurements, and improvement actions within their areas of responsibility.

The continual improvement practice supports organizations in aligning practices and services with changing business needs through ongoing identification, prioritization, planning, measurement, and evaluation of improvements. A central continual improvement register may be useful for recording and managing ideas, but it does not replace broad participation and accountability. Improvement also depends on coordination with other service management practices and the service value system. This shared responsibility helps ensure that improvements are practical, informed by real operational experience, and connected to stakeholder value. See the ITIL 4 continual improvement model overview and PeopleCert's ITIL 4 Foundation overview.

QUESTION NO: 25

What is a recommendation of the 'focus on value' guiding principle?

A. Make 'focus on value' a responsibility of the management

B. Focus on the value of new and significant projects first

C. Focus on value for the service provider first

D. Focus on value at every step of the improvement

ANSWER: D

Explanation:

"Focus on value at every step of the improvement" is correct because the ITIL guiding principle "focus on value" directs an organization to ensure that all activities, decisions, practices, and improvements contribute to value for stakeholders. Value is not something considered only when an initiative is approved or when a major project is being planned. Instead, it must remain a practical consideration throughout the work, including defining outcomes, prioritizing effort, designing changes, measuring results, and making ongoing adjustments.

ITIL recognizes that value is co-created through the relationship between service providers, consumers, and other stakeholders. Consequently, improvement work should continually confirm that it supports desired outcomes, manages relevant costs and risks, and enables benefits that stakeholders can recognize. Applying this recommendation at every step helps teams avoid producing outputs that are technically complete but do not meaningfully improve outcomes or experience. It also supports transparent prioritization and iterative decision-making as circumstances change. The principle is intended for everyone involved in service management and improvement, not solely for a particular organizational role or stage of work. See the PeopleCert ITIL 4 Foundation overview and the ITIL best-practice overview for ITIL guidance and certification context.

QUESTION NO: 26

What is the definition of "service management"?

A. A result for a stakeholder enabled by one or more outputs

B. A formal description of one or more services, designed to address the needs of a target consumer group

C. Join activities performed by a service provider and a service consumer to ensure continual value co-creation

D. A set of specialized organizational capabilities for enabling value for customers in the form of services.

ANSWER: D

Explanation:

“A set of specialized organizational capabilities for enabling value for customers in the form of services.” is the ITIL 4 definition of service management. It emphasizes that service management is not simply a collection of operational tasks or a description of a service. Rather, it is an organization’s integrated capabilities—such as people, processes, information, technology, partners, and governance—applied to enable customers to realize value through services. In ITIL, value is co-created through the service relationship, with the provider facilitating outcomes that customers want to achieve while helping them avoid managing particular costs and risks themselves. This definition establishes the broad purpose of service management and underpins the ITIL service value system, which connects an organization’s components and activities to support continual value co-creation. The wording is stated in the official ITIL glossary, which is the authoritative source for ITIL terminology. See the AXELOS ITIL glossary definition of service management and the PeopleCert ITIL 4 Foundation overview.

QUESTION NO: 27

Which is an activity of the 'incident management" practice?

A. Assessing and prioritizing improvement opportunities

B. Performing service reviews with customers

C. Providing good-quality updates when expected

D. Automating service requests to the greatest degree possible

ANSWER: C

Explanation:

Providing good-quality updates when expected is an activity of incident management because the practice aims to minimize the negative impact of incidents by restoring normal service operation as quickly as possible. Effective communication is integral to that outcome. Users and other stakeholders need timely, accurate, and meaningful status information while an incident is being diagnosed, escalated, resolved, and recovered. Updates should be provided at agreed or expected intervals, particularly for incidents with substantial business impact, so that affected users can understand the situation, make appropriate operational decisions, and retain confidence that restoration is being actively managed. Incident-management communication is not merely a courtesy: it supports coordination across support teams and ensures that expectations are managed throughout the incident lifecycle. The ITIL 4 incident management practice also emphasizes recording and communicating relevant incident information, including progress and resolution details, as part of restoring service effectively. This directly supports the practice purpose and its focus on prompt restoration of normal service. See the ITIL 4 Incident Management Practice Guide overview and the ITIL 4 Foundation certification overview.

QUESTION NO: 28

How does a service consumer contribute to the reduction of disk?

A. By paying for the service

B. By managing server hardware

C. By communicating constraints

D. By managing staff availability

ANSWER: C

Explanation:

“By communicating constraints” is correct because service consumers participate in value co-creation by making their requirements, limitations, priorities, and acceptable risk levels known to the service provider. Clear constraints may include regulatory obligations, budget limits, required availability periods, security needs, technical dependencies, and deadlines. This information enables the provider to design, transition, and operate the service in a way that controls relevant risks and supports the outcomes the consumer wants to achieve. In ITIL, risk is the possible event that could cause harm or loss, or make it more difficult to achieve objectives. Communication from the consumer improves shared understanding and allows risks to be assessed and treated collaboratively as part of the service relationship. It also helps establish realistic service expectations and appropriate warranty conditions. The wording “reduction of disk” appears to be a typographical error; the ITIL concept being tested is the reduction of *risk*. ITIL 4 emphasizes that services facilitate outcomes while customers manage specific costs and risks, with provider and consumer working together in value co-creation. See the official PeopleCert ITIL 4 Foundation overview and the AXELOS overview of the ITIL service value system.

QUESTION NO: 29

Which activity is part of the 'continual improvement' practice?

A. Identifying and logging opportunities

B. Delivering tactical and operational engagement with customers

C. Populating and maintaining the asset register

D. Providing a clear path for users to report issues, queries, and requests

ANSWER: A

Explanation:

Identifying and logging opportunities is an activity of the continual improvement practice. In ITIL 4, continual improvement is intended to align services, practices, products, and value streams with changing business needs through ongoing improvement. This includes encouraging and capturing improvement opportunities from throughout the organization, assessing and prioritizing them, and recording them in a continual improvement register (CIR). The register provides visibility of potential improvements and supports informed decisions about which opportunities should be progressed based on their expected value, urgency, cost, risks, and available resources.

This activity is not limited to large transformation initiatives. Opportunities can be identified from service reviews, customer feedback, incident trends, measurements, staff observations, audits, and day-to-day operational work. Logging them ensures useful ideas are retained, can be evaluated consistently, and can be tracked through implementation where approved. ITIL’s continual improvement model supports this structured approach by prompting organizations to identify the vision, assess the current state, define measurable targets, plan action, execute improvements, evaluate results, and sustain momentum. See Axelos: What is continual improvement? and PeopleCert ITIL 4 Foundation.

QUESTION NO: 30

Which action is performed by a service provider?

A. Requesting required service actions

B. Authorizing budget for service consumption

C. Ensuring access to agreed resources

D. Receiving of the agreed goods

ANSWER: C

Explanation:

“Ensuring access to agreed resources” is an action performed by a service provider. In ITIL 4, a service provider is an organization that provides services to service consumers by managing and making available the resources needed to

support the agreed service. This includes arranging access to the service components, information, technology, facilities, and other resources that have been agreed as part of the service relationship. The provider is accountable for delivering the service in accordance with agreed requirements and service levels, so enabling appropriate access to those agreed resources is a direct expression of its delivery responsibility.

ITIL describes services as a means of enabling value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks. Making agreed resources available and accessible is therefore central to the provider's role in enabling those outcomes. This aligns with the ITIL view of a service relationship, in which provider and consumer cooperate, while the provider supplies and manages the service offering. See AXELOS: What is ITIL? and PeopleCert ITIL certifications.

QUESTION NO: 31

Which describes the utility of a service?

A. A service that is fit for use

B. A service that meets its service level targets

C. A service that increases constraints on the consumer

D. A service that supports the performance of the consumer

ANSWER: D

Explanation:

"A service that supports the performance of the consumer" correctly describes utility. In ITIL 4, utility is the functionality offered by a product or service to meet a particular need. It is commonly summarized as "fit for purpose": the service enables the consumer to perform desired activities, achieve outcomes, or remove constraints that would otherwise hinder those outcomes. Supporting consumer performance therefore directly expresses the value-enabling role of service utility.

Utility is one of the two dimensions used to assess whether a service is fit for use, alongside warranty. While utility concerns what the service does and whether it supports the consumer's needs, warranty concerns assurance that the service will perform as agreed, including availability, capacity, continuity, and security. ITIL's service value concept recognizes that value is co-created through service relationships, and utility contributes by enabling the outcomes the consumer seeks. See the ITIL 4 overview from PeopleCert/AXELOS and the ITIL 4 Foundation certification page for ITIL 4 terminology and context.

QUESTION NO: 32

Identify the missing word in the following sentence.

A change is defined as the addition, modification, or removal of anything that could have a direct or indirect effect on [?].

A. assets

B. values

C. elements

D. services

ANSWER: D

Explanation:

The missing word is **services**. ITIL 4 defines a change as "the addition, modification, or removal of anything that could have a direct or indirect effect on services." This intentionally broad definition ensures that organizations assess and control changes not only to technology components, but also to practices, processes, suppliers, documentation, configurations, and other service-management resources whenever they may affect service delivery or service outcomes.

This definition underpins the purpose of the change enablement practice: maximizing the number of successful service and product changes by ensuring that risks have been properly assessed, changes are authorized as appropriate, and the change schedule is managed. The focus remains on the effect a change may have on a service, including effects that may be indirect or emerge through dependencies. Recognizing services as the target of potential impact enables organizations to make change decisions in the context of customer value, service continuity, risk, and agreed service levels. See the official ITIL glossary entry for change and the ITIL 4 Foundation overview from PeopleCert.

QUESTION NO: 33

An organization asks a stakeholder to review a planned change. Which guiding principle does this demonstrate?

A. Collaborate and promote visibility

B. Start where you are

C. Focus on value

D. Keep it simple and practical

ANSWER: A

Explanation:

Collaborate and promote visibility is demonstrated when an organization asks a stakeholder to review a planned change. This guiding principle emphasizes working together across organizational boundaries and ensuring that relevant people have sufficient information and involvement to make informed contributions. A stakeholder review brings an appropriate perspective into the change decision, helps create shared understanding of the planned work, and makes the change more transparent to those who may be affected by it.

In ITIL 4, collaboration means involving the right people at the right time, rather than making decisions in isolation. Promoting visibility ensures that information about work, priorities, progress, and decisions is available at an appropriate level to relevant stakeholders. Requesting a review before implementation is therefore a practical application of both elements: the stakeholder can provide feedback, identify impacts, and understand what is being planned. This supports better decisions and strengthens trust and engagement throughout service management. See the ITIL guiding principles overview from AXELOS and the PeopleCert ITIL 4 Foundation certification page.

QUESTION NO: 34

Which of the following practices suggests that organizations should develop competencies in methodologies and techniques, like SWOT (strength, weakness, opportunity, and threat) analysis and balanced scorecard review, in order to meet their needs?

A. Incident management

B. Continual improvement

C. Service request management

D. Change enablement

ANSWER: B

Explanation:

Continual improvement is correct because its purpose is to align services, service components, practices, and other organizational elements with changing business needs through the ongoing identification and improvement of performance, effectiveness, and efficiency. ITIL 4 recognizes that improvement work requires an organization to select and develop the analysis, assessment, prioritization, measurement, and reporting capabilities that suit its own context. SWOT analysis can help identify internal strengths and weaknesses as well as external opportunities and threats, which provides useful input when deciding where improvement effort will create the most value. A balanced scorecard review can support a broader

view of performance by considering measures relevant to organizational objectives, rather than relying on a single operational metric. These techniques support the continual improvement practice's emphasis on understanding the current state, defining a desired future state, planning improvements, measuring outcomes, and learning from results. ITIL does not prescribe one mandatory tool or methodology; instead, it advises organizations to develop appropriate competencies and use methods that meet their particular needs. See the ITIL 4 Foundation certification overview and the ITIL 4 continual improvement overview.

QUESTION NO: 35

Which is part of service provision?

A. The management of resources configured to deliver the service

B. The management of resources needed to consume the service

C. The grouping of one or more services based on one or more products

D. The joint activities performed to ensure continual value co-creation

ANSWER: A

Explanation:

The management of resources configured to deliver the service is part of service provision. In ITIL 4, service provision refers to the activities an organization performs to provide services to consumers. This includes managing the provider's resources that are configured and used to deliver the service, ensuring those resources can support the agreed service outcomes and value creation. Provider resources may include people, information, technology, partners and suppliers, financial resources, and processes. Effective management of these resources enables the provider to make the service available, perform agreed service actions, and maintain the capability required for delivery.

This wording aligns directly with the ITIL 4 definition of service provision, which specifically identifies the management of the provider's resources as a constituent activity. The focus is on resources under the service provider's responsibility that have been arranged to deliver the service, rather than on consumer-side resource management. See the ITIL glossary entry for service provision and the official ITIL 4 Foundation certification overview.

QUESTION NO: 36

Which is a description of service provision?

A. A formal description of one or more services, designed to address the needs of a service consumer

B. Activities that an organization performs to deliver services

C. A way to help create value by facilitating outcomes that service consumers need

D. Cooperation between two organizations to ensure that a service delivers value

ANSWER: B

Explanation:

"Activities that an organization performs to deliver services" is the ITIL 4 description of service provision. In ITIL terminology, service provision covers the provider-side activities required to make services available and deliver them to consumers. These activities may include managing the resources needed for the service, operating and supporting the service, ensuring agreed service levels can be met, and continually improving the service. The term is intentionally broad: it describes the work undertaken by a service provider, rather than a document, an abstract definition of a service, or the relationship between parties. Service provision is a key part of service management because it enables the provider to facilitate the outcomes that consumers seek, while the consumer and provider jointly co-create value. The precise activities involved will depend on the service, its consumers, applicable agreements, and the organization's operating model. This wording aligns directly with the

ITIL 4 glossary definition of service provision and with ITIL's service-management concepts. See the AXELOS service provision glossary entry and the ITIL 4 Foundation overview from PeopleCert.

QUESTION NO: 37

Which service value chain activity deals with the purchase of new products?

A. Engage

B. Obtain/build

C. Plan

D. Improve

ANSWER: B

Explanation:

Obtain/build is the service value chain activity that deals with purchasing new products because its purpose is to ensure that service components are available when and where they are needed and meet agreed specifications. Service components can include software, hardware, infrastructure, information, tools, and externally sourced products or services. The activity therefore covers obtaining components through procurement as well as building or configuring them internally.

In practical terms, when an organization needs a new product to support a service, Obtain/build coordinates the work needed to acquire it, verify that it meets required specifications, and make it available for use in the service value chain. This activity also considers whether components should be bought, built, reused, or sourced from a supplier, helping ensure that the organization has the resources required to create, deliver, and support services. ITIL 4 defines Obtain/build around making service components available in accordance with specifications, which directly includes the purchase or acquisition of products. See the ITIL service value system overview from AXELOS and the ITIL 4 Foundation certification page from PeopleCert.

QUESTION NO: 38

Which is included in the purpose of the ' improve ' value chain activity?

A. Ensuring the continual improvement of practices across all value chain activities

B. Ensuring that services continually meet expectations for quality, costs, and lime to market

C. Ensuring a shared understanding of the improvement direction for services across the organization

D. Ensuring continual engagement and good relationships with all stakeholders

ANSWER: A

Explanation:

Ensuring the continual improvement of practices across all value chain activities is included in the purpose of the improve value chain activity. In ITIL 4, improve is designed to ensure continual improvement of products, services, and practices across every value chain activity and across the four dimensions of service management. This makes improvement an organization-wide activity rather than something limited to a single team, lifecycle stage, or service. The activity uses performance information, feedback, assessments, and improvement opportunities to help the organization identify what should be enhanced and to coordinate improvement work. Its purpose therefore explicitly includes continually improving practices used throughout the value chain. This supports the ITIL guiding principle of progressing iteratively with feedback: improvements should be based on learning and evidence, then embedded into how work is performed. Continual improvement also helps maintain value co-creation by adapting services and management practices as stakeholder needs, organizational priorities, and operating conditions change. See the ITIL service value system overview from AXELOS and the ITIL 4 overview from PeopleCert.

QUESTION NO: 39

Which ‘service level management’ activity helps staff to deliver a more business-focused service?

A. Creating targets based on the percentage of uptime of a service

B. Understanding the ongoing requirements of customers

C. Using complex technical terminology in service level agreements (SLAs)

D. Measuring low-level operational activities

ANSWER: B

Explanation:

Understanding the ongoing requirements of customers helps staff deliver a more business-focused service because service level management is intended to set clear, business-based targets for service utility, warranty, and experience. This requires continual engagement with customers to understand how their needs, priorities, desired outcomes, and constraints may change over time. With that understanding, service providers can agree, monitor, and improve service levels that are meaningful to the business rather than concentrating solely on internal technical measures.

ITIL 4 describes service level management as the practice of setting clear business-based targets for service levels and ensuring that delivery is assessed, monitored, and managed against those targets. Ongoing communication and relationship-building with customers are therefore essential: they ensure that service expectations remain current and that staff can make informed decisions focused on value co-creation. This customer-centred approach enables services to support business outcomes effectively as circumstances evolve. See the AXELOS service level management practice overview and the ITIL 4 Foundation certification overview.

QUESTION NO: 40

Which statement about the steps to fulfill a service request is CORRECT?

A. They should be complex and detailed

B. They should be well-known and proven

C. They should include incident handling

D. They should be brief and simple

ANSWER: B

Explanation:

“They should be well-known and proven” is correct because service requests are typically predefined, user-initiated requests for something that has already been agreed as part of normal service delivery. ITIL describes service request management as handling these requests effectively and in a user-friendly manner. To achieve consistent outcomes, the fulfilment workflow needs to be established in advance, understood by the people performing it, and tested through prior use. Well-known, proven steps enable the service provider to set clear expectations for users, route requests efficiently, apply appropriate authorization where needed, and deliver the requested service reliably. This also supports automation and self-service, because predictable request models can be documented in a service catalogue and executed consistently. The approach helps ensure that request fulfilment is repeatable and aligned with agreed service levels and organizational controls. ITIL 4 Foundation introduces the concepts and practices supporting this approach; see the official ITIL 4 Foundation certification overview and the ITIL best-practice overview.