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QUESTION NO: 1

What is the MAIN purpose of value stream mapping in an organization?

A. To automate service monitoring

B. To identify and prioritize improvement opportunities

C. To enhance and support management practices

D. To control external stakeholders directly

ANSWER: B

Explanation:

To identify and prioritize improvement opportunities is correct because value stream mapping makes the end-to-end flow of work visible, from demand or opportunity through the activities that create and deliver value. A map captures the actual flow across teams, suppliers, systems, handoffs, decisions, queues, and feedback loops. This shared view enables an organization to identify where work is delayed, duplicated, constrained, or otherwise prevented from flowing effectively. It also helps reveal dependencies and waste that may not be visible when teams examine only their own activities. Once these observations are available, the organization can assess which changes are most likely to improve value, outcomes, speed, quality, cost, or customer experience, and can prioritize improvement work accordingly. In ITIL, value streams are a central part of the service value system: they describe how an organization combines activities and resources to create value for stakeholders. Mapping is therefore an evidence-based improvement technique, supporting continual improvement by showing the current state before designing and evaluating a better future state. See the PeopleCert ITIL Foundation overview and the AXELOS glossary.

QUESTION NO: 2

A telecom provider designs an enterprise package that combines internet, VoIP, network security, and technical support. Which concept does this illustrate?

A. Transfer of goods

B. Service action

C. Access to resources

D. Service offering

ANSWER: D

Explanation:

Service offering is correct because ITIL defines it as a formal description of one or more services intended to meet the needs of a target consumer group. It is the customer-facing package through which a provider presents and delivers value to consumers. A service offering can combine several service components and may include access to resources, service actions, and goods, depending on what the consumer needs.

In this case, the telecom provider has designed a single enterprise-oriented package containing internet connectivity, VoIP, network security, and technical support. These elements work together as a coherent proposition for enterprise customers rather than representing only one isolated interaction. The package is therefore a service offering: it describes the combined set of services and related components available to a defined consumer segment.

This distinction is important in ITIL because consumers select and consume service offerings, while the provider manages the underlying products, resources, service actions, and access arrangements needed to deliver them. Structuring the package as a service offering helps the provider communicate what enterprise customers receive and how the complete package supports their desired outcomes. See the AXELOS overview of ITIL 4 and the PeopleCert ITIL Foundation certification page.

QUESTION NO: 3

Which dimension of product and service management is concerned with relationships with other organizations that are involved in discovery, design and continual improvement of product?

A. Value streams and processes

B. Information and technology

C. Partners and suppliers

D. Organizations and people

ANSWER: C

Explanation:

Partners and suppliers is the dimension concerned with an organization's relationships with external organizations that contribute to the discovery, design, delivery, support, and continual improvement of products and services. ITIL recognizes that few organizations create value entirely on their own. Products and services commonly depend on suppliers, cloud providers, outsourcing partners, specialist consultancies, integrators, and other third parties. This dimension ensures that these relationships are designed and managed appropriately so that all parties can contribute effectively to value co-creation.

Considerations include selecting suitable partners, defining sourcing strategies, agreeing responsibilities and interfaces, managing contracts and performance, sharing information securely, and addressing dependencies and risks across the service ecosystem. These relationships can directly influence how well an organization discovers customer needs, designs products, introduces changes, and improves outcomes over time. The scope is broader than procurement alone: it includes the practical collaboration, governance, and mutual coordination required when multiple organizations participate in a product or service lifecycle. ITIL's four dimensions model identifies partners and suppliers as the perspective for ensuring external capabilities, resources, and relationships are aligned with the organization's objectives. See AXELOS: The four dimensions of service management and PeopleCert ITIL Foundation.

QUESTION NO: 4

An employee contacts a single support channel because they cannot determine whether their issue is a request for access, an incident, or a question about an available service.

Which practice provides the most appropriate entry point for this interaction?

A. Service desk

B. Service request management

C. Incident management

D. Relationship management

ANSWER: A

Explanation:

Service desk is correct because it is the point of entry and single point of contact between the service provider and users. The service desk captures demand for incident resolution and service requests, communicates with users, and helps direct the interaction to the appropriate practice or support group.

Service request management handles predefined, user-initiated requests, but the employee has not yet established that the interaction is a service request. Incident management focuses on restoring normal service operation after an interruption or degradation, while relationship management addresses relationships with stakeholders more broadly.

QUESTION NO: 5

Why does ITIL consider outcomes, costs, and risks together when explaining value cocreation?

A. Because value is created when desired outcomes are achieved while costs and risks are optimized

B. Because outcomes eliminate the need to manage costs and risks

C. Because costs are more important than outcomes

D. Because risks are more important than outcomes

ANSWER: A

Explanation:

Because value is created when desired outcomes are achieved while costs and risks are optimized. In ITIL, value is not an inherent feature of a product or service; it is perceived by stakeholders in the context of their needs and circumstances. Value cocreation therefore depends on whether a service enables the consumer to achieve the outcomes they need, while keeping the financial, time, effort, resource, and opportunity costs acceptable. It also requires risks to be understood and managed to an acceptable level by the parties in the service relationship. A service that produces a desirable outcome but demands disproportionate cost or exposes the consumer to unacceptable uncertainty may provide little practical value. Conversely, controlling costs and risks is meaningful when it supports the achievement of desired outcomes. This integrated perspective helps providers and consumers make balanced decisions about service offerings, service consumption, and continual improvement. It also reflects ITIL's service value system, in which organizations and stakeholders collaborate to create value rather than treating service delivery as a one-sided transfer. See the official ITIL overview from PeopleCert and the ITIL guidance overview from PeopleCert ITIL.

QUESTION NO: 6

Employees receive different answers from the service desk and the intranet about which collaboration services are available, who can request them, and what level of support is included.

Which practice should provide a consistent source of this information?

A. Service catalogue management

B. Service level management

C. Business analysis

D. Service desk

ANSWER: A

Explanation:

Service catalogue management is correct because its purpose is to provide a single source of consistent information on all services and service offerings, including their intended audiences and relevant details. A catalogue helps employees understand available services and how they can be consumed. The service desk may communicate this information, but it is not the practice responsible for maintaining the service catalogue.

QUESTION NO: 7

A team is developing a new digital service. Instead of delivering all features at once, they release a small set of features, gather user feedback, and adjust the next release based on what they learn. Which ITIL Guiding Principle is the team applying in this situation?

A. Keep it simple and practical

B. Focus on value

C. Progress iteratively with feedback

D. Collaborate and promote visibility

ANSWER: C

Explanation:

Progress iteratively with feedback is the guiding principle demonstrated here. ITIL recommends organizing work into smaller, manageable iterations rather than attempting a single large-scale delivery. Each iteration should produce an observable outcome that can be assessed, allowing the team to validate assumptions early and adapt its plans based on evidence. Releasing an initial set of features gives users an opportunity to experience the service in practice, while their feedback provides information about whether the delivered functionality is useful, usable, and aligned with real needs.

This approach supports continual learning and improvement. The team can use what it learns from the current release to refine priorities, make appropriate adjustments, and determine the most valuable scope for the next increment. Iterative delivery also helps reduce uncertainty and limits the impact of incorrect assumptions because decisions are reviewed frequently instead of being deferred until all features are complete. ITIL describes this principle as conducting work in smaller, manageable sections and using feedback before, throughout, and after each iteration. See the AXELOS overview of the ITIL guiding principles and the PeopleCert ITIL Foundation certification page.

QUESTION NO: 8

What BEST describes an event?

A. A request from a user for a normal service action

B. A sudden unplanned event causing great damage

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

D. The addition or removal of anything that could have a direct or indirect effect on services

ANSWER: C

Explanation:

Any change of state that has significance for the management of a service is the correct description of an event. ITIL defines an event as a detectable occurrence that has significance for managing an IT service or other configuration item. In practical terms, an event may be generated when a monitored component changes state, such as a server reaching a capacity threshold, a backup completing, a security control detecting an authentication attempt, or an application becoming unavailable. The key consideration is not whether the occurrence is inherently good or bad, but whether it is meaningful to service management and may require observation, logging, correlation, automation, or action. Events support organizations in monitoring service health and performance, identifying notable conditions early, and responding appropriately before a condition develops into service disruption. This broad definition also supports automated event-management capabilities, which collect signals from services and infrastructure and turn meaningful information into operational awareness. ITIL's glossary definition is available from AXELOS: Event. For further context on monitoring and event management as a service-management practice, see PeopleCert ITIL Foundation.

QUESTION NO: 9

A design team is creating a new workflow and tries to account for every possible exception. What is the consequence of designing the workflow in this way?

A. Achieving stronger overall risk control

B. Creating unnecessary complexity

C. Delivering outcomes more quickly and consistently

D. Ensuring employees always follow processes without question

ANSWER: B

Explanation:

Creating unnecessary complexity is the likely consequence. ITIL's guiding principle *Keep it simple and practical* emphasizes using the minimum number of steps needed to achieve an objective and eliminating work that does not contribute value. A workflow designed around every conceivable exception tends to become overly detailed, difficult to understand, and burdensome to operate and maintain. Rather than making delivery more reliable, excessive branching and controls can slow decisions, increase training needs, and make the workflow harder to adapt when circumstances change. A practical workflow should address normal, recurring work clearly, while using appropriate escalation, risk management, judgment, and continual improvement mechanisms for uncommon or emerging situations. This supports effective governance without attempting to predict and prescribe a path for every theoretical scenario. ITIL also recognizes that value co-creation takes place in changing environments, so workflows need sufficient flexibility to remain useful and efficient over time. Designing only the controls and process detail that are genuinely needed helps teams focus effort on outcomes and value. See the ITIL guiding-principle overview from PeopleCert/Axelos and the IT Service Management Forum's ITIL guiding-principles summary.

QUESTION NO: 10

Which ITIL Guiding Principle emphasizes understanding how all parts of an organization function together as an integrated system?

A. Think and work holistically

B. Focus on value

C. Keep it simple and practical

D. Progress iteratively with feedback

ANSWER: A

Explanation:

Think and work holistically is correct because ITIL's holistic approach treats service management as a system of interrelated components rather than as separate teams, processes, technologies, suppliers, and activities. To create value reliably, an organization needs to understand dependencies and interactions across its service value system. A change in one area can affect customer outcomes, workforce capability, information flows, partner performance, governance, and technology elsewhere. Applying this principle therefore means considering the end-to-end service and the combined effects of decisions, rather than optimizing an individual activity in isolation. It also aligns with ITIL's four dimensions of service management: organizations and people; information and technology; partners and suppliers; and value streams and processes. These dimensions must be considered together to support effective and sustainable value co-creation. The principle is especially useful when designing, improving, operating, or changing services, because it encourages decisions based on the overall outcome for stakeholders. ITIL identifies the guiding principles as universal recommendations that can guide organizations in all circumstances; the holistic principle specifically provides the integrated-system perspective described in the question. See the AXELOS overview of ITIL guiding principles and the PeopleCert ITIL Foundation certification page.

QUESTION NO: 11

Which is an approach to software development in which software can be released to production at any time after a decision is made by the team?

A. Continuous deployment

B. Continuous integration

C. Continuous delivery

D. DevOps

ANSWER: C

Explanation:

Continuous delivery is the software-development approach in which changes are built, tested, and kept in a deployable state so that the team can release them to production whenever it makes the decision to do so. Its central objective is to make production releases routine, repeatable, low-risk activities rather than exceptional events requiring extensive manual effort. This requires a reliable automated delivery pipeline, including automated builds, testing, and deployment preparation, plus practices such as version control and feedback loops. The important distinction in the question is that a team decision still controls whether and when a prepared change is deployed. Therefore, releases can occur at any time, but they are not necessarily triggered automatically for every successful change. ITIL describes continuous delivery as enabling software updates to be deployed to production at any time, while noting that deployment decisions may be made case by case. This directly matches the stated condition. Further ITIL guidance on continual improvement and value streams supports using automation and integrated practices to improve flow, quality, and release reliability. See the AXELOS discussion of continuous delivery and ITIL and the Atlassian overview of continuous delivery.