



The ITIL® 4 Cloud Examination

Sample Paper

Answers and Rationales

The ITIL® 4 Cloud Examination

For exam paper: EN_ITIL4_Cloud_2021_SamplePaper_QuestionBk_v1.3

Q	A	Syllabus Ref	Rationale
1	B	1.3.c	<p>A. Incorrect. With multi-cloud, "Multiple cloud services are used as part of a single architecture." Multi-cloud "Allows cloud services from different providers to be selected according to the task being performed." Ref 1.3.4, tab 1.3</p> <p>B. Correct. Hybrid cloud involves "A combination of bespoke and standardized services from several service providers", and "Consumers must ensure that dependencies between service components and contracts are coordinated." Ref 1.3.4, tab 1.3</p> <p>C. Incorrect. With public cloud, "Services are delivered using standardized components." Ref 1.3.4, tab 1.3</p> <p>D. Incorrect. A private cloud is "Based on customized consumer requirements." Ref 1.3.4, tab 1.3</p>
2	D	2.2	<p>A. Incorrect. "An executive sponsor, product owner, or account manager should meet with existing customers when necessary to discuss potential changes to their service, to prepare them for the possibility of changes to their SLA, and to get confirmation that they will continue using the service." Ref 3.4.2.2</p> <p>B. Incorrect. "An executive sponsor, product owner, or account manager should meet with existing customers when necessary to discuss potential changes to their service, to prepare them for the possibility of changes to their SLA, and to get confirmation that they will continue using the service." Ref 3.4.2.2</p> <p>C. Incorrect. "An executive sponsor, product owner, or account manager should meet with existing customers when necessary to discuss potential changes to their service, to prepare them for the possibility of changes to their SLA, and to get confirmation that they will continue using the service." Ref 3.4.2.2</p> <p>D. Correct. "An executive sponsor, product owner, or account manager should meet with existing customers when necessary to discuss potential changes to their service, to prepare them for the possibility of changes to their SLA, and to get confirmation that they will continue using the service." Ref 3.4.2.2</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
3	C	5.3.b	<p>A. Incorrect. It would not be appropriate to delegate the creation of the onboarding plan to user because the plan involves more than just the considerations of the users. "The onboarding plan must align the required consumer organization activities with the service provider's onboarding plans." Ref 6.1.1</p> <p>B. Incorrect. The involvement of users in onboarding should not be limited to a particular stage or activity. "Successful onboarding means that users will be prepared and able to use the cloud service to facilitate valuable outcomes effectively and efficiently. User cooperation and collaboration ensures successful onboarding." Ref 6.1.2</p> <p>C. Correct. "User cooperation and collaboration ensures successful onboarding. The level of involvement will depend on the type of service being onboarded, the type of CSP, and the nature of the relationship with the CSP. A close working relationship with users during the onboarding step will have a positive impact on how the service is consumed and whether value is realized." This is particularly important for user-facing services and when the users have been using another system for years. Ref 6.1.2</p> <p>D. Incorrect. The organization's activities should include "practising organizational change management to identify and resolve sources of resistance", but the organization should not limit its involvement activities to only those users who are resistant to the change. "User cooperation and collaboration ensures successful onboarding." Ref 6.1.2</p>
4	D	3.1.a	<p>A. Incorrect. An IaaS provider is a "provider of primarily cloud infrastructure-related services" (e.g. compute services and storage services). Ref 3.2.1 tab 3.1</p> <p>B. Incorrect. A PaaS provider is a "provider of primarily cloud platform-related services" (e.g. security services). Ref 3.2.1 tab 3.1</p> <p>C. Incorrect. A SaaS provider is a "provider of primarily business function cloud software-related services" (e.g. sales). Ref 3.2.1 tab 3.1</p> <p>D. Correct. Aggregate CSPs is a "provider of multiple or all cloud service models", including compute services (virtual machines) and storage services (IaaS), security services (PaaS), and business function solutions (SaaS). Ref 3.2.1 tab 3.1</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
5	A	5.3.d	<p>A. Correct. User training and certification ensures that “Only people with proven knowledge and skills may use certain services.” Ref 6.1.4</p> <p>B. Incorrect. Age control and identity checks ensure that “Only users of proven identity (including age restrictions) may access certain services or service levels.” Ref 6.1.4</p> <p>C. Incorrect. Access and identify management ensures that “Only users of proven identity... may access certain services or service levels.” Ref 6.1.4</p> <p>D. Incorrect. Service catalogue management involves “Effective presentation of the service catalogue, including the service request catalogue to familiarize users with the spectrum of services and their possibilities.” Ref 6.1.4</p>

The ITIL® 4 Cloud Examination

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6	B	2.1	<p>A. Incorrect.</p> <p>(1) The guidelines for creating a business case are not normally included in the business case. "A business case should be aimed at the appropriate level of senior management. If there is a business case approval process, it should be agreed via that process. The process should include guidelines on how to prepare the business case, and how to present and communicate it to the appropriate stakeholders." Ref 4.7.3</p> <p>B. Correct.</p> <p>(2) "Although the structure of a business case may vary by organization, the following sections are usually required: ...Timescales... How long it will take to move to the cloud service, and especially how long before outcomes will be realized." Ref 4.7.2</p> <p>(3) "Although the structure of a business case may vary by organization, the following sections are usually required: ...Analysis... Indicates the nature of the problem and provides any information that indicates its root cause. It also outlines the actions that have already been taken in an attempt to resolve the problem, and the potential impact of not resolving it." Ref 4.7.2</p> <p>C. Incorrect.</p> <p>(4) Detailed analysis of the preferred provider is not normally included in the business case. "Although the structure of a business case may vary by organization, the following sections are usually required: Executive summary... Introduction... Statement of the problem... Analysis... An overview of the proposed cloud or cloud-related service... Recommendations... Conclusion." Ref 4.7.2</p> <p>D. Incorrect.</p> <p>(1) The guidelines for creating a business case are not normally included in the business case. "A business case should be aimed at the appropriate level of senior management. If there is a business case approval process, it should be agreed via that process. The process should include guidelines on how to prepare the business case, and how to present and communicate it to the appropriate stakeholders." Ref 4.7.3</p> <p>(4) Detailed analysis of the preferred provider is not normally included in the business case. "Although the structure of a business case may vary by organization, the following sections are usually required: Executive summary... Introduction... Statement of the problem... Analysis... An overview of the proposed cloud or cloud-related service... Recommendations... Conclusion." Ref 4.7.2</p>

The ITIL® 4 Cloud Examination

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7	B	7.2	<p>A. Incorrect. The current target operating model is based on the cloud readiness assessment that was carried out internally. This original position should not have changed. The 'Where do we want to be?' step should be used to reassess the target operating model. "A new target operating model may be required to fulfil these opportunities. For example, if an organization has sub-optimal outcomes in several operational areas, it may need to define a more holistic approach in a target operating model." Ref 8.4.3</p> <p>B. Correct. The question implies that the vision is sound, but some aspects of the target operating model are unsuccessful. Therefore, the best approach is to use the 'Where do we want to be?' step to reassess the target operating model. "A new target operating model may be required to fulfil these opportunities. For example, if an organization has sub-optimal outcomes in several operational areas, it may need to define a more holistic approach in a target operating model." Ref 8.4.3</p> <p>C. Incorrect. There is no evidence in the question that the vision is wrong. The organization is slowly moving towards its vision. The obstructions are more likely due to a faulty operating model. "When an organization compares its current operating model against its cloud strategy and vision, gaps and alignment issues should become clear. These gaps and misalignments represent opportunities for improvement. A new target operating model may be required to fulfil these opportunities." Ref 8.4.3</p> <p>D. Incorrect. There is no evidence that the organization would work any better with a new service provider than they do with the existing one. A new target operating model may possibly identify a need for this. "When an organization compares its current operating model against its cloud strategy and vision, gaps and alignment issues should become clear. These gaps and misalignments represent opportunities for improvement. A new target operating model may be required to fulfil these opportunities." Ref 8.4.3</p>

The ITIL® 4 Cloud Examination

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8	B	5.2	<p>A. Incorrect. The organization should create a comprehensive plan for future migrations, but it would not be appropriate to move a successfully-migrated workload back to the in-house environment. "This gradual migration process should be planned as early as possible. However, it may start with the migration of one application as an experiment or proof of concept without organization-wide planning. When this proves successful, though, the organization must develop and execute a migration plan for the continued iterative transition to the cloud." Ref 6.2.1</p> <p>B. Correct. A migration "may start with the migration of one application as an experiment or proof of concept without organization-wide planning. When this proves successful, though, the organization must develop and execute a migration plan for the continued iterative transition to the cloud." Ref 6.2.1</p> <p>C. Incorrect. It would be inappropriate both to move the migrated workload back to the in-house environment and to allow business units to create their own migration plans. "An organization that does not have a comprehensive and holistic migration plan will, either explicitly or implicitly, allow each team or department to conduct its own cloud migration. The likely result... is a decentralized infrastructure that is ineffective, inefficient, and difficult to manage, which creates technical debt that will impede future transformation and organizational velocity. Ref 6.2.1</p> <p>D. Incorrect. It might be necessary to make some revisions to the cloud strategy after the first migration but, as the migration was successful, a full re-write would not be appropriate. "This gradual migration process should be planned as early as possible. However, it may start with the migration of one application as an experiment or proof of concept without organization-wide planning. When this proves successful, though, the organization must develop and execute a migration plan for the continued iterative transition to the cloud." Ref 6.2.1</p>
9	B	5.1.c	<p>A. Incorrect. An exit strategy should be considered before agreeing contracts. "An organization migrating to the cloud should always have an exit strategy, even if it is unlikely to exit soon." Ref 6.2.3</p> <p>B. Correct. "An organization migrating to the cloud should always have an exit strategy, even if it is unlikely to exit soon." Ref 6.2.3</p> <p>C. Incorrect. An exit strategy should be considered before service provision starts. "An organization migrating to the cloud should always have an exit strategy, even if it is unlikely to exit soon." Ref 6.2.3</p> <p>D. Incorrect. An exit strategy should be considered before service provision starts. "An organization migrating to the cloud should always have an exit strategy, even if it is unlikely to exit soon." Ref 6.2.3</p>

The ITIL® 4 Cloud Examination

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10	A	7.2	<p>A. Correct. The organization must first determine 'what is the vision?'. "The organization should first define its cloud strategy in the explore and engage stages of the cloud customer journey." Ref 8.4.1</p> <p>B. Incorrect. This step would enable the organization to determine 'where do we want to be?'. "When an organization compares its current operating model against its cloud strategy and vision, gaps and alignment issues should become clear. These gaps and misalignments represent opportunities for improvement. A new target operating model may be required to fulfil these opportunities." Ref 8.4.3</p> <p>C. Incorrect. This step would enable the organization to determine 'how do we get there?'. "If the organization has not defined a new target operating model, the cloud improvement opportunities registered in the improvement backlog should be prioritized." Ref 8.4.4</p> <p>D. Incorrect. This step would enable the organization to determine 'where are we now?'. "In the engage step, the organization should perform a cloud readiness assessment to determine its operating model's ability to create, deliver, support, and govern cloud services in collaboration with CSPs or partners." Ref 8.4.2</p>
11	A	7.2	<p>A. Correct. In any improvement an organization should start by reviewing alignment with the strategy and in some cases by reviewing the strategy itself. This is the first step of the CI model. "Because cloud service offerings continually evolve, a consumer organization's cloud vision should be revised regularly (along with the cloud strategy and service requirements) to maximize value realization." Ref 8.4.1</p> <p>B. Incorrect. This activity should take place after the cloud strategy and vision have been reviewed. When the cloud strategy and vision are reviewed and optimized, the next step is to determine how the organization is currently delivering against them." Ref 8.4.2</p> <p>C. Incorrect. The organization has not yet created a roadmap. This activity takes place much later in the CI model, after the future state has been defined. "if the organization has defined one, the new target operating model should be carefully compared with the existing operating model to determine the gaps between the two. From this comparison, the organization can define a transitioning roadmap." Ref 8.4.4</p> <p>D. Incorrect. This activity takes place at a later step in the CI model, when the organization is defining its future state. "An organization should define objectives and key results (OKRs) for each improvement initiative and iteration to determine how success will be measured." Ref 8.4.6</p>

The ITIL® 4 Cloud Examination

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12	A	5.3.f	<p>A. Correct. "Offboarding can include the following actions by cloud consumers:</p> <ul style="list-style-type: none"> communicating the planned offboarding and associated responsibilities to the CSP performing relationship management actions, such as closing calls or meetings and composing letters of appreciation... meeting with customers of the organization who might be impacted by the offboarding activities to ensure that their expectations are appropriately managed regarding performance and availability while the cloud services are offboarded." Ref 6.1.6 <p>B. Incorrect. These activities are usually undertaken as part of onboarding and also do not help to allay the fears of impact to users and customers. "Offboarding can include the following actions by cloud consumers: ...performing relationship management actions, such as closing calls or meetings and composing letters of appreciation." Ref 6.1.6</p> <p>C. Incorrect. Not only are users/customers not covered by the answer, it is usually part of the onboarding plan, where "the level of collaboration between the CSP and consumer organization" increases. Ref 6.1.2</p> <p>D. Incorrect. These activities are undertaken as part of onboarding. "User cooperation and collaboration ensures successful onboarding... Examples of activities that promote user collaboration include: ...involving cloud users in service testing..." Ref 6.1.2</p>
13	B	4.2	<p>A. Incorrect. The opposite is true. "Benefits... Greater ability to innovate." Ref 1.4.1 tab 1.4</p> <p>B. Correct. "Feature... On-demand, scalable, and elastic nature of cloud services... Supports an agile approach to strategic planning, making it easier for an organization to respond more effectively to VUCA contexts." Ref 1.4.1 tab 1.4</p> <p>C. Incorrect. The opposite is true. "Feature... Access to advanced skills and knowledge without having to hire expensive dedicated resources." Ref 1.4.1 tab 1.4</p> <p>D. Incorrect. This is not a benefit, but a potential risk or constraint of using cloud services. "Organizations that are unable to extend the way IT services are managed into the cloud may experience cloud sprawl, which is the uncontrolled and unmanaged use of cloud services with little or no access control. This increases risk and costs." Ref 1.4.1 tab 1.4</p>

The ITIL® 4 Cloud Examination

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14	B	3.4	<p>A. Incorrect. An IaaS is a “Provider of primarily cloud infrastructure-related services.” And a “PaaS provider [is a] Provider of primarily cloud platform-related services.” Examples include “Development teamwork... Application designing and testing.” Ref 3.2.1 tab 3.1</p> <p>B. Correct. A PaaS provider is more appropriate than an aggregate CSP for this organization. A “PaaS provider [is a] Provider of primarily cloud platform-related services.” Examples include “Development teamwork... Application designing and testing.” An aggregate CSP “Provides a comprehensive, integrated mix of all service models to address multiple current and future requirements.” Ref 3.2.1 tab 3.1, tab 3.2</p> <p>C. Incorrect. “SaaS provider... Technical... Provider of primarily... cloud software-related services” and a “PaaS provider [is a] Provider of primarily cloud platform-related services.” Examples include “Development teamwork... Application designing and testing.” Ref 3.2.1 tab 3.1</p> <p>D. Incorrect. An Aggregate CSP is a “Provider of multiple or all cloud service models.” An aggregate CSP “Provides a comprehensive, integrated mix of all service models to address multiple current and future requirements.” A PaaS provider would be more appropriate for this organization. Ref 3.2.1 tab 3.1</p>

The ITIL® 4 Cloud Examination

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15	B	5.1.b	<p>A. Incorrect. The new service provider will always need to carry out migration activities as part of onboarding, but this will not reduce technical incompatibilities between the two services. "When migrating from one CSP to another, the service components and workloads will be shifted through a highly coordinated combination of offboarding and onboarding, divided into two interconnected phases:</p> <ol style="list-style-type: none"> 1. Offboarding the solution, services, and data from the existing provider 2. Onboarding the solution, services, and data to the new provider." Ref 6.2.2 <p>B. Correct. "The necessity of interoperability and portability is now highly recognized by various vendor-neutral cloud computing alliances and CSPs. Cloud-specific standards such as OASIS CAMP for platform-as-a-service (PaaS)." Ref 6.2.2.1</p> <p>C. Incorrect. The old service provider will always need to carry out migration activities as part of offboarding, but this will not reduce technical incompatibilities between the two services. "When migrating from one CSP to another, the service components and workloads will be shifted through a highly coordinated combination of offboarding and onboarding, divided into two interconnected phases:</p> <ol style="list-style-type: none"> 1. Offboarding the solution, services, and data from the existing provider 2. Onboarding the solution, services, and data to the new provider." Ref 6.2.2 <p>D. Incorrect. Training staff to understand the new service provider's services is important, but this will not reduce technical incompatibilities between the two services. "Activities that should be considered include: ...training staff who will use and support the services." Ref 6.1.1</p>
16	B	1.1	<p>A. Incorrect. Cloud computing is multi-tenanted, that is many organizations using a single provider environment. "Key characteristics of cloud computing... include: Multi-tenant." Ref 1.1</p> <p>B. Correct. Cloud computing is available on demand. "Key characteristics of cloud computing... include: on demand." Ref 1.1</p> <p>C. Incorrect. Cloud computing is scalable. It is not designed for a single volume of usage. "Key characteristics of cloud computing... include: scalable, with high elasticity." Ref 1.1</p> <p>D. Incorrect. Cloud computing does not have unmeasured usage. "Key characteristics of cloud computing... include: Metered." Ref 1.1</p>

The ITIL® 4 Cloud Examination

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17	A	5.4	<p>A. Correct. "Synergism... The new operating model enhances or strengthens existing strategies." In this example the existing operating model has been enhanced by the introduction of new tools. Ref 7.2.2</p> <p>B. Incorrect. "Concurrence... The new operating model neither helps nor harms the existing strategies." In this example the existing operating model has been helped by the introduction of new tools. Ref 7.2.2</p> <p>C. Incorrect. "Erosion... A form of cannibalism where the organization uses the revenues of an existing (profitable) strategy to fund a new strategy." There is no change in business model, and no intent to stop one operating model in favour of the other. Ref 7.2.2</p> <p>D. Incorrect. "Cannibalism... The organization focuses on the rapid deconstruction of a strategy." There is no change in business model, and no intent to stop one operating model in favour of the other. Ref 7.2.2</p>
18	D	2.3	<p>A. Incorrect. "Funding... It is important to determine whether funding will be available for the move to cloud services, even if the exact figures are unknown." There is no certainty about how long the finance personnel will take to complete their analysis. Ref 3.6.1.2</p> <p>B. Incorrect. "A full readiness assessment should consider: Funding... It is important to determine whether funding will be available for the move to cloud services, even if the exact figures are unknown." There is no evidence that any funding is available and this needs to be established by a cloud readiness assessment. Ref 3.6.1.2</p> <p>C. Incorrect. "A full readiness assessment should consider: Funding... It is important to determine whether funding will be available for the move to cloud services, even if the exact figures are unknown." Ref 3.6.1.2</p> <p>D. Correct. "Funding... It is important to determine whether funding will be available for the move to cloud services, even if the exact figures are unknown." There is no certainty about how long the finance personnel will take to complete their analysis. Ref 3.6.1.2</p>

The ITIL® 4 Cloud Examination

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19	D	7.1	<p>A. Incorrect. Volatility concerns unexpected change, not the contradictory nature of requirements. "Volatility... The speed of a change in an industry, market, or overall environment." Ref 8.3 tab 8.1</p> <p>B. Incorrect. Uncertainty is concerned with a lack of understanding of how needs can change, not the contradictory nature of requirements. "The lack of predictability in an environment." Ref 8.3 tab 8.1</p> <p>C. Incorrect. Complexity concerns the inability to correlate cause and effect, not the contradictory nature of requirements. "Complexity... the number of issues and amount of confusion that surround the organization." Ref 8.3 tab 8.1</p> <p>D. Correct. Ambiguity refers to "The lack of clarity and potential for misreading situations." Ref 8.3 tab 8.1</p>
20	C	2.3	<p>A. Incorrect. This is not a risk, this is a benefit. "This assessment may also highlight additional cloud requirements that will need to be addressed." Ref 3.6</p> <p>B. Incorrect. This would be normal for a third-party cloud readiness assessment. "Many proprietary assessment models are available from CSPs and their partners. Independent consulting firms also provide cloud readiness assessment." Ref 3.6</p> <p>C. Correct. "When using a third party's proprietary assessment, an organization should be aware of the risk of assessment lock-ins. Assessment lock-ins occur when the assessment results only cover options from a single CSP, or require that the organization purchases more consulting work or other solutions from the assessment provider." Ref 3.6</p> <p>D. Incorrect. It is very unlikely that a CSP would offer a service like this that does not deliver an assessment report, as this is the key purpose of conducting a cloud readiness assessment. "The assessment report should provide information on the scope of the assessment, and on the readiness of the organization to move to the cloud within that scope." Ref 3.6.1.5</p>

The ITIL® 4 Cloud Examination

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21	A	2.4	<p>A. Correct. "It is important to validate that the contents of the business case are complete and correct. Although it may have been drawn up by experts, experts who were not involved should read it and ensure that all assumptions are correct, and nothing has been omitted." Ref 4.7.3</p> <p>B. Incorrect. This decision should be made by the decision-makers. "Decision-makers: Those with the authority and budget control to decide whether to proceed with the recommendations. The business case will be given to them, and they should have enough time to understand it and make a decision. Factors to be considered include: What would happen if the organization continued in the current situation?" Ref 4.7.3</p> <p>C. Incorrect. This will not be performed by a technical expert. "Before a business case is presented to decision-makers, those who draft it need to understand the potential impact on different groups of stakeholders." Ref 4.7.3</p> <p>D. Incorrect. This decision should be made by the decision makers. "Decision-makers... Those with the authority and budget control to decide whether to proceed with the recommendations. The business case will be given to them, and they should have enough time to understand it and make a decision. Factors to be considered include: ...If options were evaluated, what were the advantages and disadvantages of each?" Ref 4.7.3</p>
22	A	3.3	<p>A. Correct. "A move to cloud should, at minimum, support the existing levels of services in SLAs with existing customers", and "the ability to meet or exceed existing, agreed service levels must be a priority." Ref 3.4.2.2</p> <p>B. Incorrect. "The introduction of new methods of engaging with customers, such as online access to catalogues and order tracking" is an example of strategic impact, not operational. Ref 3.4.2.1, 3.4.2.2</p> <p>C. Incorrect. The opportunity to access new markets and customers is an example of strategic impact, not operational. Ref 3.4.2.1, 3.4.2.2</p> <p>D. Incorrect. "Opportunities to provide much-improved levels of service may not always be perceived by customers as positive. Sudden, unexpected improvements may threaten a positive, consistent customer experience." And "the ability to meet or exceed existing, agreed service levels must be a priority." Ref 3.4.2.2</p>

The ITIL® 4 Cloud Examination

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23	A	6.1	<p>A. Correct. "The shared responsibility model defines which... tasks are handled by the cloud provider and which by the cloud consumer." Ref 5.5</p> <p>B. Incorrect. "The shared responsibility model defines which... tasks are handled by the cloud provider and which by the cloud consumer." It does not list all of the services that the cloud service provider offers. Ref 5.5</p> <p>C. Incorrect. "The shared responsibility model defines which... tasks are handled by the cloud provider and which by the cloud consumer." It does not provide detailed process steps. Ref 5.5</p> <p>D. Incorrect. The statement of the problem section within the cloud business case would contain "a description of the problem that needs to be solved and its impact on the organization." Ref 4.7.2</p>
24	A	2.2	<p>A. Correct. Requiring the service to "provide a platform for 10 developers to write, compile and test application code" is a utility requirement. It describes functionality and is something that the system must do. "Utility can be summarized as 'what the service does' and can be used to determine whether a service is 'fit for purpose'. To have utility, a service must either support the performance of the consumer or remove constraints from the consumer." Ref 3.4.1.1</p> <p>B. Incorrect. This is an availability requirement, hence a warranty requirement, not a utility requirement. "Warranty typically addresses such areas as the availability of a service, its capacity, levels of security, and continuity." Ref 3.4.1.2</p> <p>C. Incorrect. This is an experience requirement, not a utility requirement. Customer experience is "the sum of functional and emotional interactions with a service and service provider as perceived by a customer." Ref 3.4.1.3</p> <p>D. Incorrect. This is a security requirement, therefore a warranty requirement, not a utility requirement. "Warranty typically addresses such areas as the availability of a service, its capacity, levels of security, and continuity." Ref 3.4.1.2</p>
25	A	6.3	<p>A. Correct. "Use CSP or partner controls or features to control consumption at the source. Examples of typical controls are: ...provide an alert when a spend threshold is met." Ref 7.5.2</p> <p>B. Incorrect. This is an example of a method to increase consumption. "Understand current blockers to consumption... security and compliance concerns." Ref 7.5.2</p> <p>C. Incorrect. This is an example of a method to increase consumption. "Understand current blockers to consumption... lack of budget or approval." Ref 7.5.2</p> <p>D. Incorrect. This is an example of a method to increase consumption. "Common blockers include: lack of interest or awareness of cloud services and how they can provide value." Ref 7.5.2</p>

The ITIL® 4 Cloud Examination

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26	C	4.3.c	<p>A. Incorrect. This is a risk associated with shifts in roles and responsibilities. "Service disruptions caused when IT staff do not understand the role of each asset, or when they rely on technical staff to source and fix faulty assets." Ref 2.5.3.1 tab 2.1</p> <p>B. Incorrect. Costs are not a security risk, but unauthorized procurement of cloud services is a risk. "Uncontrolled purchasing introduces several risks, including: ...the organization may no longer qualify for discounts on consolidated purchasing." Ref 2.5.3.2 tab 2.2</p> <p>C. Correct. This is a security risk. "Risk... Physical access to data centres." Ref 2.5.3.3 tab 2.3</p> <p>D. Incorrect. This is a risk associated with vendor lock-in. "Highly customized or unique services are difficult to move from one CSP to another." Ref 2.5.3.6 tab 2.6</p>
27	D	2.4	<p>A. Incorrect. The users of the software applications will be part of "The business units that require the new functionality" and have already been included. "The business case should be communicated to the following stakeholders: ...Those impacted by the business case." Ref 4.7.3</p> <p>B. Incorrect. The cloud solution technical experts will be part of "The architects and designers that understand the outsourced solution" and have already been included. "The business case should be communicated to the following stakeholders: ...Experts on areas covered in the business case." Ref 4.7.3</p> <p>C. Incorrect. The organization is using a Software-as-a-Service solution. This implies the use of applications provided by the cloud service provider, thus the consumer organization has no need to involve its own developers. "The business case should be communicated to the following stakeholders: Experts on areas covered in the business case... Decision-makers... Those impacted by the business case." Ref 4.7.3</p> <p>D. Correct. "A business case should be aimed at the appropriate level of senior management." And "Decision-makers... Those with the authority and budget control to decide whether to proceed with the recommendations." Ref 4.7.3</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
28	B	6.4	<p>A. Incorrect.</p> <p>(1) This organization is using a pay-as-you-go (pay per use) model, as opposed to a licensing model, and so option 1 will not help to control costs. “Unless they are licensed, most cloud services are pay-per-use and charged in real time... Most cloud resources are charged according to usage.” Ref 7.5.1</p> <p>B. Correct.</p> <p>(2) This will help to control the use of resources in an unobtrusive way. “Automatic start, shutdown, and deallocation of virtual machines... If compute resources are running constantly when being used only during working hours, this contributes significantly to consumption costs.” Ref 7.5.2</p> <p>(3) This will help to control the use of resources in an unobtrusive way. “Poorly designed cloud architecture standards, resulting in cloud solutions that do not optimize cloud resource usage, leading to growing debt because of over-positioned, under-utilized cloud resources.” Ref 7.5.1</p> <p>C. Incorrect.</p> <p>(4) This would discourage experimentation and innovation as it halts consumption, as opposed to simply providing an alert, when a threshold is met. “Use of budgets... Some CSPs provide soft- or hard-capped budgets that either provide an alert when a spend threshold is met or halt consumption beyond a given cost threshold.” Ref 7.5.2</p> <p>D. Incorrect.</p> <p>(1) This organization is using a pay-as-you-go (pay per use) model, as opposed to a licensing model, and so option 1 will not help to control costs. “Unless they are licensed, most cloud services are pay-per-use and charged in real time... Most cloud resources are charged according to usage.” Ref 7.5.1</p> <p>(4) This would discourage experimentation and innovation as it halts consumption, as opposed to simply providing an alert, when a threshold is met. “Use of budgets... Some CSPs provide soft- or hard-capped budgets that either provide an alert when a spend threshold is met or halt consumption beyond a given cost threshold.” Ref 7.5.2</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
29	C	6.4	<p>A. Incorrect. This approach would reduce the spending, but would not necessarily be aligned to the organization's need for cloud services. "Use of budgets... Some CSPs provide soft- or hard-capped budgets that either provide an alert when a spend threshold is met or halt consumption beyond a given cost threshold." Ref 7.5.2</p> <p>B. Incorrect. Increasing the budget without aligning it to accountability for resource consumption might only delay the issue rather than resolve it. "Identify accountable people and owners for cloud service consumption spend... Implement chargeback models so that cloud consumers within the organization account for and pay for their usage." Ref 7.5.2</p> <p>C. Correct. The business units understand the benefits of using cloud services and will be able to balance the benefits against the costs. "Identify accountable people and owners for cloud service consumption spend... Implement chargeback models so that cloud consumers within the organization account for and pay for their usage." Ref 7.5.2</p> <p>D. Incorrect. Aside from the costs and risks incurred in changing the service provider, the consumption costs will still not be under control. "Identify accountable people and owners for cloud service consumption spend... Implement chargeback models so that cloud consumers within the organization account for and pay for their usage." Ref 7.5.2</p>
30	D	7.1	<p>A. Incorrect. At the planning stage, the organization should involve people to help define the plan, rather than invest in developing processes. "The organization should invest in people (stakeholders, CSPs, CSP partner networks, and so on) and involve them in the cloud strategy planning." Ref 8.3.1</p> <p>B. Incorrect. At the planning stage, the organization should involve people to help define the plan, rather than invest in technology. "The organization should invest in people (stakeholders, CSPs, CSP partner networks, and so on) and involve them in the cloud strategy planning." Ref 8.3.1</p> <p>C. Incorrect. At the planning stage, the organization should involve people to help define the plan, rather than invest in developing value streams. "The organization should invest in people (stakeholders, CSPs, CSP partner networks, and so on) and involve them in the cloud strategy planning." Ref 8.3.1</p> <p>D. Correct. "A consumer organization needs to enable individual teams, CSPs, and partners to help define the cloud strategy, accounting for the many challenges of a VUCA environment. The organization should invest in people (stakeholders, CSPs, CSP partner networks, and so on) and involve them in the cloud strategy planning." Ref 8.3.1</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
31	A	1.3.f	<p>A. Correct. "Infrastructure-as-a-Service (IaaS)... provides technology components." In this cloud service model, the consumer retains control over operating systems, data, applications and other architecture elements working upon the cloud infrastructure. Ref 1.3.2 tab 1.2</p> <p>B. Incorrect. "Platform-as-a-Service (PaaS)... provides an environment within which systems and solutions can be built." In this cloud service model, the operating system (as well as middleware and runtime architecture layers) is provided as a service, and the consumer has limited control over them. Ref 1.3.2 tab 1.2</p> <p>C. Incorrect. "Software-as-a-Service (SaaS)... provides applications that can be used as they are, or with limited customization to suit a particular consumer." In this cloud service model, operating system and applications (as well as other upper architecture layers) are provided as a service, and the consumer has limited control over them. Ref 1.3.2 tab 1.2</p> <p>D. Incorrect. Code-as-a-Service is one of the services which can be provided following the PaaS model. In this cloud service model, the operating system (as well as middleware and runtime architecture layers) is provided as a service, and the consumer has limited control over them. "Examples of the type of service typically offered through each service model are: ...code-as-a-service." Ref 1.3.2 tab 1.2</p>
32	B	6.2	<p>A. Incorrect. "Service health dashboards and communication APIs... Provide insights into the current health of cloud services and notify the consumer organization about potential outages." Ref 7.7 tab 7.20</p> <p>B. Correct. "Service roadmaps... Provide information about upcoming features and releases, which may indicate new available functionalities." Ref 7.7 tab 7.20</p> <p>C. Incorrect. "Reference architecture, design patterns, and best practices... Advisory dashboards... CSPs and partners typically provide document libraries on how to best architect and deploy their cloud services." Ref 7.7 tab 7.20</p> <p>D. Incorrect. "Cost management tools... Help to manage cloud service costs, such as APIs that report on consumption costs in close-to-real time." Ref 7.7 tab 7.20</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
33	C	3.4	<p>A. Incorrect. The new services do not fit the organization's cloud strategy. Another cloud readiness assessment will not change this. "When an organization has defined its requirements for cloud, it should consider undertaking a cloud readiness assessment. This will help the organization to determine its current operating model's readiness for cloud services, and to define a target operating model." Ref 3.6</p> <p>B. Incorrect. The organization has already determined that these new services do not fit the cloud strategy, so this evaluation has been done. "Do any aspects of the cloud strategy or requirements need to be updated?" Ref 3.7.5</p> <p>C. Correct. "Understanding what services CSPs provide requires a detailed investigation that evaluates available services within the organization's context. Important questions include: ...Do any aspects of the cloud strategy or requirements need to be updated?" Ref 3.7.5</p> <p>D. Incorrect. Creation of a business case would happen later as part of the 'offer' step, but the organization is currently researching what services are available which is part of the 'engage' step. These services do not fit with the cloud strategy, so the strategy should be reviewed to see if it is still valid. "Do any aspects of the cloud strategy or requirements need to be updated?" Ref 3.7.5</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
34	D	1.2.c	<p>A. Incorrect. "Evolutionary migrations" would be most suitable for "migrating components of the operating model to the cloud over time (using the guiding principle 'progress iteratively with feedback'). In this approach, the organization develops a vision of what it would look like if it used cloud services extensively. The organization knows which systems, services, processes, and functionalities would be best delivered using the cloud and which should be kept in-house." Ref 2.3.2.2</p> <p>B. Incorrect. Big-bang would not be suitable for a Greenfield organization, which is "a start-up organization, or one that is establishing a new line of business." The main reason for this is that Greenfield organizations are unlikely to have much (if anything at all) in place to migrate from. Therefore, they are likely to be developing services directly in the cloud from scratch. Ref 2.3.1</p> <p>C. Incorrect. Big-bang is not appropriate for new services as "individual systems, services, business processes, or functionalities are migrated into the cloud. There is no cohesive strategy for cloud migration, and each project is planned, costed, and executed independently by the team responsible for the item being migrated." Ultimately, this approach involves one-off (piecemeal) migrations in a decentralized way by individual teams. Big-bang assumes that usually ALL services move in one go. Ref 2.3.2.1</p> <p>D. Correct. Big-bang would be a suitable approach when "an organization (is) facing a situation of disruption", such as competitors launching new services, or facing mergers and acquisitions. Ref 2.3.2.3</p>
35	A	4.1	<p>A. Correct. "For many organizations, cloud is not only about replacing existing systems with a faster, cheaper alternative. Rather, it is about being innovative and agile in order to stay relevant in a fast-changing market. For these organizations, the cost of exploring a cloud strategy is part of the costs of larger changes." Ref 2.5.2.1</p> <p>B. Incorrect. "Onboarding costs are the costs of preparing for and implementing new services, or migrating existing services from one environment (in-house) to another (cloud)." Ref 2.5.2.2</p> <p>C. Incorrect. Co-creation costs "are the costs of the ongoing use of cloud services." They relate primarily to the costs of using and maintaining the service. Ref 2.5.2.3</p> <p>D. Incorrect. Operational expenditure (Opex) costs relate to co-creation costs. Co-creation costs "are the costs of the ongoing use of cloud services." They relate primarily to the costs of using and maintaining the service. Ref 2.5.2.3</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
36	C	4.5	<p>A. Incorrect. "An ROI of 100% represents a break-even situation, so most organizations require a significantly higher ROI before proceeding with the initiative." Ref 4.6.1.4</p> <p>B. Incorrect. "An ROI of 100% represents a break-even situation, so most organizations require a significantly higher ROI before proceeding with the initiative." Ref 4.6.1.4</p> <p>C. Correct. "An ROI of 100% represents a break-even situation, so most organizations require a significantly higher ROI before proceeding with the initiative." Ref 4.6.1.4</p> <p>D. Incorrect. "ROI (%) = Net benefit of taking the action... / Cost of taking the action... x100." Ref 4.6.1.4</p>
37	B	2.2	<p>A. Incorrect. Service requirements cannot be redefined or eliminated by the service provider, they are defined and managed by the consumer. "If a requirement cannot be met, or if the price of the service is too high, the consumer may decide to redefine or eliminate the requirement before entering the agree step. The service provider may suggest changes to requirements during the offer stage, such as architectural refinements or alternative solutions at different price points." Ref 4.3</p> <p>B. Correct. "If a requirement cannot be met, or if the price of the service is too high, the consumer may decide to redefine or eliminate the requirement before entering the agree step. The service provider may suggest changes to requirements during the offer stage, such as architectural refinements or alternative solutions at different price points." Ref 4.3</p> <p>C. Incorrect. "If a requirement cannot be met, or if the price of the service is too high, the consumer may decide to redefine or eliminate the requirement before entering the agree step. The service provider may suggest changes to requirements during the offer stage, such as architectural refinements or alternative solutions at different price points." However, public services are "delivered using standardized components" and architectural changes to meet requirements of a single consumer are unlikely. Ref 4.3, 1.3.4 tab 1.3</p> <p>D. Incorrect. "If a requirement cannot be met, or if the price of the service is too high, the consumer may decide to redefine or eliminate the requirement before entering the agree step. The service provider may suggest changes to requirements during the offer stage, such as architectural refinements or alternative solutions at different price points." Public services are "more affordable, due to shared costs", and private cloud services are "expensive due to high direct costs." Ref 4.3, 1.3.4 tab 1.3</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
38	C	5.2	<p>A. Incorrect. This applies to a software-as-a-service solution, not platform-as-a-service. "Software-as-a-service (SaaS)... This service model provides applications that can be used as they are, or with limited customization to suit a particular consumer." Ref 1.3.2</p> <p>B. Incorrect. The question states that this is the onboarding step. Therefore, the agreement should be complete already. "The onboard step begins when the consumer organization has completed the purchase of standard cloud services or signed a cloud service agreement with a cloud service provider (CSP)." Ref 6.1</p> <p>C. Correct. Onboarding includes identification of the functionality that is required by specific users. "Usually, an organization starts incrementally with a new use case or a need for a new application." Ref 6.2.1</p> <p>D. Incorrect. This is relevant to switching between cloud service providers, not from in-house to cloud. Proprietary models are used by providers to create vendor lock-in. "Moving between cloud environments involves unique challenges, including the differences in processes and procedures needed by the consumer organization (which can be resolved through appropriate change management and planning) and the possibility of vendor lock-in." Ref 6.2.2</p>
39	C	3.2	<p>A. Incorrect. Scope of a cloud strategy "is the set of areas that the strategy applies to." It does not refer to cloud models. Ref 2.6.2 tab 2.10</p> <p>B. Incorrect. Cloud vision, objectives, and key results "articulate the vision for the use of cloud within the organization. It should... define the objectives and key results for cloud usage, to ensure that the cloud strategy is actionable and measurable." It does not refer to cloud models. Ref 2.6.2 tab 2.10</p> <p>C. Correct. Cloud deployment and service models "clarify which cloud deployment or service models will be favoured." The strategy needs to be clear on how each deployment and service model will be used to enable the cloud strategies objectives. Ref 2.6.2 tab 2.10</p> <p>D. Incorrect. Future state and roadmap of key initiatives "outline and articulate the future state of cloud usage within the organization, and define the roadmap and key initiatives that will get the organization to its desired future state." It does not refer to cloud models. Ref 2.6.2 tab 2.10</p>

The ITIL® 4 Cloud Examination

Q	A	Syllabus Ref	Rationale
40	A	4.4	<p>A. Correct. "The cloud consumer organization is responsible for achieving and maintaining compliance for what it creates within the cloud environment." Ref 6.3.2</p> <p>B. Incorrect. "The cloud consumer organization is responsible for achieving and maintaining compliance for what it creates within the cloud environment." Ref 6.3.2</p> <p>C. Incorrect. "The cloud consumer organization is responsible for achieving and maintaining compliance for what it creates within the cloud environment." Ref 6.3.2</p> <p>D. Incorrect. "The cloud consumer organization is responsible for achieving and maintaining compliance for what it creates within the cloud environment." Ref 6.3.2</p>