

# ITIL® Sample Papers

## The Official ITIL Accreditor Sample Examination Papers

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## ***The ITIL Practitioner Examination***

### ***Sample Paper 2***

#### ***Question Booklet***

#### **Multiple Choice**

**Exam Duration: 2 hours and 15 minutes**

#### ***Instructions***

1. You should attempt all 40 questions. Each question is worth one mark.
2. Mark all answers on the answer sheet provided. Use a pencil (NOT a pen).
3. You have 2 hours and 15 minutes to complete this paper.
4. This is an open book exam. You can use the *ITIL Practitioner Guidance*.
5. You can only have access to the *ITIL Practitioner Guidance*, *Question Booklet*, the *Scenario Booklet* and the *Answer Booklet*. No other material is allowed.

**See page 5 of the Scenario Booklet for additional information. You may need this information to answer questions 1 to 6.**

1. What are the BEST steps to start developing and improving problem management, as a means to manage and reduce incidents?
  - a) Implement ITIL problem management, document responsibilities, and create a RACI model authority matrix.
  - b) Develop process documentation, train service desk, and implement a knowledge base.
  - c) Hire a problem manager, create a problem management team, and agree targets.
  - d) Identify commonly recurring incidents, develop work-arounds, and investigate root causes.
  
2. Which problem has the highest priority, and why?
  - a) The WiFi connection problem because it will result in significant cost to the university.
  - b) The keycard management problem because it will result in significant risk to the university.
  - c) The WiFi connection problem because it will result in significant risk to the university.
  - d) The keycard management problem because it will result in significant cost to the university.

3. *(The scenario and additional information are not required to answer this question)*

The problem management process is being developed and improved using the CSI approach.

What is the purpose of the '*did we get there?*' step?

- a) To define new CSFs and KPIs for problem management.
- b) To ensure that problem management has been developed effectively.
- c) To build a single list of problems for management prioritization.
- d) To create regular problem management reports.

4. This is an extract from a benefits realization review of the project to implement problem management:

Baseline value	Expected result	Achieved result
Service downtime = 5 hours per month	Service downtime < 1 hour per month	Service downtime = 2.3 hours per month

Is this a valid use of the template?

- a) Yes, because this shows whether a benefit was achieved.
  - b) Yes, because service downtime is better than expected.
  - c) No, because service downtime is not a valid measure of problem management.
  - d) No, because the achieved result is worse than the expected result.
5. Complaints have been made by customers about delays in resolving incidents and lack of communication from IT about their status.

When assessing these complaints, what is the BEST approach to start with?

- a) Review incident management metrics to see if targets are being met.
- b) Talk through the incidents with support staff to identify actions taken.
- c) Sit in the support operation and see how customers' incidents are handled.
- d) Track times taken to resolve incidents by logging some dummy incidents.

6. To improve problem management, the UoB wants to make better use of the information and knowledge held by teams and individuals in different countries.

What is the BEST way to do this, by applying the guiding principles?

- a) By requiring that all documents are written in non-technical language.
- b) By making incidents and problems visible across all IT areas.
- c) By ensuring the service desk raises problem records for recurring incidents.
- d) By building a common service catalogue.

**See page 5 of the Scenario Booklet for additional information. You may need this information to answer questions 7 to 12.**

7. *(The scenario and additional information are not required to answer this question)*

Which of the following BEST describes OCM?

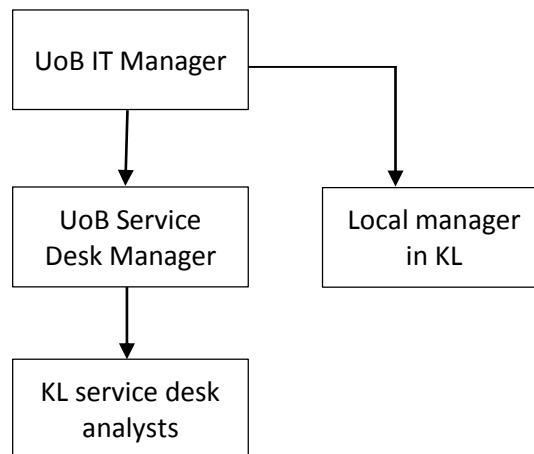
- a) A standard for managing organizational change.
- b) An approach for managing the people aspect of change.
- c) An approach for managing service change.
- d) A standard for managing the process aspect of change.

8. *(The scenario and additional information are not required to answer this question)*

Which activity should be used to identify areas of weakness for the KL service desk analysts?

- a) Managing stakeholders.
- b) Analyzing training needs.
- c) Managing sponsors.
- d) Creating a sense of urgency.

9. Which roles in this sponsorship diagram are reinforcing sponsors?



- a) UoB IT Manager and KL service desk analysts.
- b) UoB Service Desk Manager and UoB IT manager.
- c) KL service desk analysts and local manager in KL.
- d) UoB Service Desk Manager and local manager in KL.

10. The local manager in KL knows that the service desk analysts are very likely to resist the change.

What is the BEST tactic to overcome this resistance?

- a) Work with the internal communications department to publish FAQs on the company intranet.
- b) Email the service desk analysts explaining the importance of the improvement to the company.
- c) Meet with the service desk analysts and explain how they will benefit from the improvement.
- d) Monitor the situation and review in a month's time to determine if it is still an issue for concern.

11. This is an extract from a RACI model authority matrix.

Which row has the CORRECT entry for this service desk transition?

	ACTIVITY	ROLES			
		Local service desk analyst	Local manager in KL	UoB IT manager	UoB service desk manager
a)	Service Desk Transition	A/R	A	C	C
b)		C	R	I	A/R
c)		R	A	C	R
d)		I	R	R	A

12. For the transition to a corporate tool, the UoB Service Desk Manager is creating a stakeholder matrix.

Which is the CORRECT stakeholder category for the KL service desk?

- a) Minor: The KL service desk is a satellite operation with a few analysts. Their impact on the success of the project is minor.
- b) Significant: The KL service desk should be kept informed of the transition. Their direct influence is minimal so active communication is appropriate.
- c) Major: The local manager and analysts must be actively involved. This will ensure there is no resistance after the transition is complete.
- d) Critical: The service desk must be fully engaged. Their cooperation is central to the success of the transition and impacts the objective directly.

See page 5 of the Scenario Booklet for additional information. You may need this information to answer questions 13 to 20.

13. The project manager is defining CSFs and KPIs to measure the success of the project.

Which hierarchical approach is MOST suitable for this purpose?

- a) ITIL vision-to-measurement.
- b) Balanced scorecard.
- c) Organization cascade.
- d) ITIL component to scorecard.

14. One CSF for the project is to provide a more consistent service for roaming users.

KPIs for the service are measured and reported every month. Reduction and increase in KPIs is based on comparison to the beginning of the year.

Which two KPIs would BEST underpin this CSF?

	KPI
1	40% reduction in incidents being re-opened by roaming users
2	25% increase in user satisfaction ratings at call closure for roaming users
3	15% reduction in cost for the incidents with roaming users
4	10% decrease in number of roaming users' incidents escalated to second line support

- a) 1 and 2.
- b) 2 and 3.
- c) 3 and 4.
- d) 1 and 4.

15. The Project Manager has proposed the following KPIs to measure service quality.

Proposed KPIs
25% increase in customer satisfaction measured by annual survey
10% reduction in time to resolve priority 3 incidents, measured monthly and compared to before the project
10% increase in incidents resolved by knowledge base, measured monthly and compared to before the project

Is this a balanced set of KPIs?

- a) Yes, it is a balanced set of KPIs.
- b) No, because there are no leading KPIs.
- c) No, because there are no process KPIs.
- d) No, because there are no inside-out KPIs.

16. The project manager needs to understand how the service desks are working.

Which is the FIRST action the project manager should take?

- a) Visit a representative sample of service desks and their customers; collect the same data from all of them.
- b) Speak to all of the service desks and their customers on the telephone; collect the same data from all of them.
- c) Send each service desk a questionnaire for staff and customers to complete and return.
- d) Visit all service desks; document their current practices and KPIs and talk to their customers.

17. The project manager has assessed the service desks and has written a report that says:

- Outsourced service desks are 10% lower cost than in-house provision.
- Customer satisfaction is higher for small local service desks than for centralized service desks.
- Some countries have a mandatory requirement for local language support.
- Roaming users could only get support from their home service desk.
- There is a large variance in the quality of support offered by different service desks.
- There are no consistent KPIs to enable adequate comparison of service desks.

Does this report enable a decision to be made on the next action to take?

- a) Yes, because outsourced service desks are significantly cheaper.
- b) Yes, because it has identified the need for consistent metrics to support a decision.
- c) No, because there is no information on first level fix rate.
- d) No, because there is a variance in quality of support from different service desks.

18. KPIs were defined in the '*where do we want to be?*' step. One way that these will be used is to establish '*did we get there?*' after improvements have been made. Two of these KPIs are:

KPIs
25% increase in customer satisfaction in the annual survey
10% reduction in time to resolve priority 3 incidents

Are these KPIs SMART?

- a) No, because one of them is not relevant to the project goals.
- b) No, because one of them is not time-bound.
- c) Yes, these are SMART KPIs.
- d) No, because one of them is not measurable.

19. Some people at CruiseAlong Cars do not understand the need for CSFs and believe that just KPIs are sufficient. The project manager suggests that the focus in customer reviews should be on "the CSFs that the KPIs support, rather than the KPIs in isolation".

Is the project manager correct?

- a) Yes, if KPIs are used in isolation then people may ensure the figures look good, even if this is worse for customers.
- b) Yes, CSFs may not be measurable and KPIs provide the proof needed to be certain that CSFs have been met.
- c) No, KPIs are SMART targets and therefore we understand how they will affect behaviour and impact customers.
- d) No, KPIs are based on the maturity and effectiveness of processes and services, not on their contribution to a CSF.

20. Which is the MOST relevant quality metric for this service desk consolidation?

- a) Average number of incidents each day.
- b) Incident resolution time.
- c) Cost per incident.
- d) Percentage of incidents escalated to second line support.

See page 6 of the Scenario Booklet for additional information. You may need this information to answer questions 21 to 28.

21. *(The scenario and additional information are not required to answer this question)*

An ongoing communications plan includes emails, telephone calls, face-to-face meetings and briefings with various different stakeholders.

Which communication principle does this BEST demonstrate?

- a) *'Communication is a two-way process'.*
- b) *'We're all communicating, all of the time'.*
- c) *'There is no single method of communication'.*
- d) *'Timing and frequency matter'.*

22. *(The scenario and additional information are not required to answer this question)*

Which is the BEST example of the communication principle: *'the message is in the medium'*?

- a) Business case documents that include detailed risk analysis.
- b) An email requesting confirmation that information has been understood.
- c) A meeting agenda sent to all attendees before every meeting.
- d) A selection of presentations and webinars to communicate new policies.

23. *(The scenario and additional information are not required to answer this question)*

What is the MOST important reason for using a workshop and meeting action plan?

- a) To make sure the equipment needed is available and working.
- b) To ensure the workshop covers its objectives.
- c) To demonstrate professionalism when planning the workshop.
- d) To provide the exact agenda to the workshop delegates in advance.

24. (The scenario and additional information are not required to answer this question)

Initial discovery information has been gathered to help identify the scope of the GCITS consolidation project. A project manager is responsible for creating a business case to justify the required investment.

Which will MOST help the project manager to ensure the business case is fit for purpose?

- a) Presenting the information exactly as each team has given it.
- b) Providing an analysis of the technical options and challenges involved.
- c) Writing the information in a style that is familiar to senior management.
- d) Including a detailed project plan so that management can assess it fully.

25. Senior management has signed off the business case. The project manager needs to create a stakeholder communication plan to start the consolidation process.

What are the BEST three steps to ensure this plan is fit for purpose?

	Steps
1	Create a personalized communication for each affected employee
2	Choose the same communication channel for all targets
3	Identify the most effective communication channels for each target
4	Establish an initial schedule for delivering messages
5	Ensure key stakeholders from each team are included as targets
6	Ensure communications are signed off by the project team

- a) 1, 2 and 5.
- b) 1, 3 and 6.
- c) 2, 4 and 6.
- d) 3, 4 and 5.

26. GCITS wants to gather current state information, from various individuals and teams, about existing systems and services provided.

Which is the CORRECT communication principle to apply, and why?

- a) '*There is no single method of communication*', because the information GCITS gathers will be from different sources and these individuals and teams will have different preferred means of contact.
- b) '*Timing and frequency matter*', because the tone and positioning of the communication will affect whether GCITS can gather the information in a timely manner.
- c) '*We're all communicating, all of the time*', because GCITS needs to avoid sending the communication during key business periods to ensure the majority of teams and individuals will reply.
- d) '*The message is in the medium*', because GCITS needs to check whether the message has been understood by individuals and teams to allow them, to respond accurately.

27. There is currently a lack of team cooperation at GCITS and this may affect the success of the consolidation project.

What is the BEST way for GCITS leaders to develop a more collaborative culture?

- a) By defining a clear set of behavioural principles that must be followed.
- b) By allowing staff to define their own criteria for acceptable behaviour.
- c) By reinforcing the new behavioural strategy through consistent leadership.
- d) By mandating staff to be open and transparent with colleagues.

28. The consolidation project involves bringing together a number of complex systems, processes and ways of working. The project manager needs to communicate progress clearly to the whole organization.

Which is the BEST approach?

- a) A monthly newsletter, summarizing the current status and next steps.
- b) A monthly newsletter, showing all project activities, CSFs and KPIs.
- c) Ad-hoc email communication, summarizing the current status and next steps.
- d) Ad-hoc email communication, showing all project activities, CSFs and KPIs.

See page 6 of the Scenario Booklet for additional information. You may need this information to answer questions 29 to 34.

29. Which is the BEST example of using the ITIL concept '*adopt and adapt*' when delivering improvements?
- a) Use the organization's ITIL compliant toolset to enhance GCITS processes based on improvement priorities.
  - b) Combine both GCITS and DriveYou.com service management processes to produce a best practice solution that reduces the cost of support.
  - c) Modify GCITS cloud services to align with ITIL guidance and other best practice frameworks.
  - d) Enhance GCITS processes based on a gap analysis between current delivery and required benefits, taking ideas from best practices.
30. In the first set of improvements, which elements of the cloud services at GCITS are the MOST important to focus on?
- a) Value and outcome.
  - b) Cost and outcome.
  - c) Value and risk.
  - d) Cost and risk.

31. (The scenario and additional information are not required to answer this question)

Which rows BEST match the outputs with the associated step in the CSI approach?

	Output	Step in the CSI Approach
1	A completed stakeholder map	<i>'What is the vision?'</i>
2	Planned release and deployment process KPIs	<i>'Where do we want to be?'</i>
3	Agreement on priorities for improvement	<i>'How do we get there?'</i>
4	A detailed plan of action for improvement	<i>'Where do we want to be?'</i>

- a) 1 and 2.
- b) 2 and 3.
- c) 3 and 4.
- d) 1 and 4.

32. Here are four possible entries in the CSI register for this improvement.

Which is the MOST APPROPRIATE entry?

	Description	Priority (P1-P4)	KPI metric
a)	Automate software release and deployment	P3	25% reduction in release errors
b)	Automate software release and deployment	P3	Volume of known errors
c)	Automate software release and deployment	P3	10% reduction in downtime
d)	Automate software release and deployment	P3	Accurate cost projections

33. What is the BEST way to choose a design for release and deployment management that will address the issues in the scenario?

- a) Identify the constraints, specify required outcomes, and plan a solution.
- b) Compare current process to ITIL guidance, identify gaps, and plan improvements.
- c) Identify improvement opportunities, prioritize, and select the best option.
- d) Try different designs, monitor the outcomes, and select the best.

34. Which two metrics are the BEST ones to use to identify '*where are we now?*' for this improvement?

	Metric
1	Time spent on capacity planning
2	Downtime caused by software releases
3	Unplanned spending on infrastructure expansion
4	Number of incidents due to software releases

- a) 1 and 2.
- b) 2 and 3.
- c) 3 and 4.
- d) 1 and 4.

**See page 6 of the Scenario Booklet for additional information. You may need this information to answer questions 35 to 40.**

35. *(The scenario and additional information are not required to answer this question)*

Which option gives the correct definitions of OCM and ITIL change management?

	<b>OCM</b>	<b>ITIL change management</b>
a)	How to manage the effect on people of new business processes, changes in organizational structure or cultural changes	The process by which changes are made to IT service assets and configuration items which is triggered by a request for change (RFC)
b)	A holistic approach to managing changes to business processes, organizational structure or culture	The process by which changes are made to business technology services which is triggered by an RFC or project mandate
c)	A process for managing business processes, changes in operational teams or cultural changes within an enterprise	A process for managing business critical IT processes and IT service assets. It may be triggered by an RFC or business service request
d)	The process by which changes are made to an IT service management process that will directly impact people in the organization	An approach for managing the effect on people of new business processes, changes in the organization or cultural changes

36. *(The scenario and additional information are not required to answer this question)*

Which statement BEST describes the purpose of sponsorship within an improvement initiative?

- a) To organize and coordinate people's efforts and the allocation of resources to maximize efficiency in achieving identified goals.
- b) To ensure support from managers or business leaders to promote the initiative and authorize the change.
- c) To analyze key stakeholders in order to assess their power, influence and interest in the improvement initiative.
- d) To clarify the role played by managers or business leaders in prioritizing changes during the lifecycle of the initiative.

37. This is an extract from a stakeholder worksheet for the project:

Which row has been CORRECTLY entered into the worksheet?

	<b>Stakeholders</b>	<b>Interest/Involvement (How does the initiative impact the stakeholder?) (H/M/L)</b>	<b>Power / Influence / Impact (on the initiative) (H/M/L)</b>	<b>Observations / comments</b>
a)	NoImpact.com researchers	H	L	Not used to working on projects
b)	DriveYou.com researchers	M	H	May need to work with NoImpact researchers on common projects
c)	The owners of the CruiseAlong Cars company	L	H	Needs oversight of the merger
d)	DriveYou.com project managers	L	H	Will have to work with researchers who are not used to working on managed projects

38. A DriveYou.com manager is leading the initiative to merge the two companies.

What are the steps the manager should take to identify WHICH employees or teams are resistant to change?

	Steps
1	Provide both companies with web-based feedback forms to submit questions or comments anonymously
2	Travel to the different locations, talk to staff at both companies about the merger and get feedback to establish where resistance is coming from
3	Attend team meetings at both companies to hear what people are saying and provide feedback
4	Organize a meeting with management of both companies and provide them with positive messages for their staff regarding the merger

- a) 1 and 2.
- b) 2 and 3.
- c) 3 and 4.
- d) 1 and 4.

39. DriveYou.com has introduced new methods to conduct research in a more structured and controlled way. However, some NolImpact.com researchers do not want to use these new methods.

Which is the BEST way to encourage them to change their way of working?

- a) Travel to the NolImpact.com location to meet with the research teams.
- b) Send emails to the individual researchers to request that they follow procedures.
- c) Arrange a meeting between the researchers and the CEO of CruiseAlong Cars.
- d) Publish a blog from the CEO stating that researchers must follow procedures.

40. Six months after the merger, a few NoImpact.com researchers have reverted to the old way of working.

Which is the BEST approach to reinforce the need to adopt the new working practices?

- a) Reward and recognize the researchers that follow process.
- b) Discipline researchers that do not follow process.
- c) Ask project managers which researchers are not delivering on expectations.
- d) Review again in six months to establish whether the new practices have been fully adopted.

**END OF EXAMINATION**