



ITIL Foundation Examination

Sample Paper C

Question Booklet

Multiple Choice

Exam Duration: 60 minutes

Instructions

- 1. You should attempt all 40 questions. Each question is worth one mark.**
- 2. Mark your answers on the answer sheet provided. Use a pencil (NOT ink pen).**
- 3. There is only one correct answer per question.**
- 4. You have 60 minutes to complete this paper.**
- 5. You must achieve 26 or more out of a possible 40 marks (65%) to pass this examination.**

1. Which is NOT a source of best practice?
 - a) Standards
 - b) Technology
 - c) Academic research
 - d) Internal experience

2. Why are public frameworks, such as ITIL, attractive when compared to proprietary knowledge?
 - a) Proprietary knowledge may be difficult to adopt, replicate or transfer
 - b) Public frameworks are always cheaper to adopt
 - c) Public frameworks are prescriptive and tell you exactly what to do
 - d) Proprietary knowledge has been tested in a wide range of environments

3. What is the term for customers of an IT service provider who purchase services as agreed in a legal contract?
 - a) Strategic customers
 - b) External customers
 - c) Valued customers
 - d) Internal customers

4. Which is NOT defined as part of every process?
- a) Roles
 - b) Inputs and outputs
 - c) Functions
 - d) Metrics
5. In which areas would ITIL complementary guidance provide assistance?
- 1. Adapting best practice for specific industry sectors
 - 2. Creating service application interfaces
 - 3. Specialized practices for IT recruitment
 - 4. Integrating ITIL with other operating models
- a) 1 and 2
 - b) 2 and 3
 - c) 3 and 4
 - d) 1 and 4
6. Which is an objective of service transition?
- a) To negotiate service levels for new services
 - b) To ensure that service changes create the expected business value
 - c) To reduce the impact of business critical service outages on key services
 - d) To plan and manage entries in the service catalogue

7. Which lifecycle stage ensures that the impact of service outages is minimized on a day-to-day basis?
- a) Service design
 - b) Service operation
 - c) Continual service improvement
 - d) Service transition
8. Which is the BEST description of a service catalogue?
- a) A document used by IT staff to identify activities that must be performed
 - b) A list of all service level agreements (SLAs)
 - c) A list of all business requirements that have not yet become services
 - d) The part of the service portfolio that is visible to customers
9. Which of the following is concerned with policy and direction?
- a) Capacity management
 - b) Governance
 - c) Service design
 - d) Service level management

10. Which is an example of an operational level agreement (OLA)?
- a) A document that includes objectives which underpin targets in a service level agreement (SLA)
 - b) A document that outlines the responsibilities of both the IT service provider and the customer
 - c) A document that describes to a customer how services will be operated on a day-to-day basis
 - d) A document that describes business services and their service level targets to operational staff

11. A known error record has been created after completing diagnosis of a problem but before finding a workaround.

Is this a valid approach?

- a) Yes: a known error record can be created at any time it is prudent to do so
 - b) No: a known error record should be created before the problem is logged
 - c) No: a known error record is created when the original incident is raised
 - d) No: a known error record should be created with the next release of the service
12. Which is used to communicate a high level description of a major change that involved significant cost and risk to the organization?
- a) Change proposal
 - b) Change policy
 - c) Service request
 - d) Risk register

13. Which person or group is responsible for agreeing service targets with the service provider?

- a) The user
- b) The customer
- c) The supplier
- d) The service desk staff

14. Which of the following is TRUE regarding value?

- a) Value is defined by the customer
- b) Value is defined by the cost of the service
- c) Value is determined by the features offered to the customer
- d) Value is determined in financial terms only

15. Software and technology are examples of which of the 4 P's?

- a) Processes
- b) Performance
- c) Products
- d) Partners

16. What is the MAIN reason for a service provider to understand the five aspects of service design?

- a) To prevent security breaches in mission critical services
- b) To ensure a holistic, results-driven approach
- c) To allow service design to cut costs
- d) To prevent breaches of service level agreements (SLAs)

17. Which is the CORRECT set of steps in the Continual Service Improvement (CSI) approach?

- a) Devise a strategy; Design the solution; Transition into production; Operate the solution; Continually improve
- b) 'Where do we want to be?'; 'How do we get there?'; 'Who plans the improvement?'; 'How do we know we arrived?'; 'How do we keep the momentum going?'
- c) Identify the required business outcomes; Plan how to achieve the outcomes; Implement the plan; Check the plan has been properly implemented; Improve the solution
- d) 'What is the vision?'; 'Where are we now?'; 'Where do we want to be?'; 'How do we get there?'; 'Did we get there?'; 'How do we keep the momentum going?'

18. Which three types of metric support Continual Service Improvement (CSI) activities?

- a) Technology metrics, service desk metrics and Key Performance Indicator (KPI) metrics
- b) Process metrics, software metrics and financial metrics
- c) Technology metrics, process metrics and service metrics
- d) Service metrics, technology metrics and Key Performance Indicator (KPI) metrics

19. Which part of Financial Management for IT services deals with predicting and controlling income and expenditure within the organization?

- a) Accounting
- b) Budgeting
- c) Cost models
- d) Charging

20. What is the PRIMARY process for strategic communication with the service provider's customers?

- a) Service catalogue management
- b) Service portfolio management
- c) Service desk
- d) Business relationship management

21. Which of these recommendations are best practice for service level agreements?

- 1. Include legal terminology in service level agreements (SLAs)
- 2. Ensure all the targets in an SLA are measurable.
- 3. Ensure the agreement is signed as both sides have responsibilities
- 4. Include the service hours and cost of delivering the service

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

22. Which is the BEST description of a service-based service level agreement (SLA)?
- a) An agreement with an individual customer group, covering all the services that they use
 - b) An agreement that covers one service for a single customer
 - c) An agreement that covers service-specific issues in a multi-level SLA structure
 - d) An agreement that covers one service for all customers of that service
23. Which is NOT a responsibility of service catalogue management?
- a) Ensuring that information about live IT services is accurate
 - b) Ensuring that service level agreements are maintained
 - c) Ensuring that information in the service catalogue is consistent with the service portfolio
 - d) Ensuring that all operational services are recorded in the service catalogue
24. Which is NOT an objective of supplier management?
- a) Implementing a supplier policy
 - b) Supplier categorization and risk assessment
 - c) Maintaining the service knowledge management system
 - d) Identifying opportunities for the continual service improvement register

25. Which process has the objective: "To ensure all service models conform to strategic, architectural, governance, and other corporate requirements"?

- a) Service transition planning and support
- b) Design coordination
- c) Service level management
- d) Change management

26. Which statement about the emergency change advisory board (ECAB) is CORRECT?

- a) The ECAB considers every high priority request for change
- b) The review of completed emergency changes is one of the duties of the ECAB
- c) The ECAB will be used for emergency changes where there may not be time to call a full CAB
- d) The ECAB will be chaired by the IT director

27. Who is responsible for chairing a change advisory board (CAB)?

- a) Change manager
- b) Service owner
- c) Change initiator
- d) Business relationship manager

28. What is the second phase in release and deployment management?
- a) Review and close
 - b) Authorize changes
 - c) Release build and test
 - d) Release and deployment planning
29. Which process has the objective: "to improve the quality of management decision making by ensuring that reliable and secure information is available throughout the lifecycle"?
- a) Knowledge management
 - b) Availability management
 - c) Service asset and configuration management
 - d) Change management
30. Which process would establish new or changed services into supported environments within the predicted cost, quality and time estimates?
- a) Financial management for IT Services
 - b) Capacity management
 - c) Transition planning and support
 - d) Change management

31. Which should be done when closing an incident?
1. Check the incident categorization and correct it if necessary
 2. Check that the user is satisfied with the outcome
 3. Record a known error record with the resolution
 4. Perform an incident review for lessons learned
- a) 1 & 2
b) 2 & 3
c) 3 & 4
d) 1 & 4
32. Which BEST describes hierarchical escalation?
- a) Notifying more senior levels of management about an incident
 - b) Passing an incident to people with a greater level of technical skill
 - c) Using more senior specialists than necessary to resolve an incident to maintain customer satisfaction
 - d) Failing to meet the incident resolution times specified in a service level agreement
33. A significant, unresolved problem is likely to cause major business disruption. Where is this MOST LIKELY to be escalated to?
- a) IT service continuity management
 - b) Availability management
 - c) Incident management
 - d) Change management

34. Which process will regularly analyze incident data to identify discernable trends?

- a) Service level management
- b) Problem management
- c) Change management
- d) Event management

35. Which is the BEST description of a service request?

- a) A request from a user for information, advice or for a standard change
- b) Anything that the customer wants and is prepared to pay for
- c) Any request or demand that is entered by a user via a self-help web-based interface
- d) Any request for change (RFC) that is low-risk and which can be approved by the change manager without a change advisory board (CAB) meeting

36. Which service desk organizational structure is NOT described in service operation?

- a) Local service desk
- b) IT help desk
- c) Virtual service desk
- d) Follow the sun

37. Which function or process would provide staff to monitor events in an operations bridge?
- a) Technical management
 - b) IT operations management
 - c) Request fulfilment
 - d) Applications management
38. What is a process owner NOT responsible for?
- a) Defining the process strategy
 - b) Communication of process information or changes to ensure awareness
 - c) Developing IT plans that meet and continue to meet the IT requirements of the business
 - d) Identifying improvement opportunities for inclusion in the CSI register
39. What is a person responsible for if they are categorized as "I" in a RACI matrix?
- a) They are accountable for the outcome of the activity
 - b) They must perform an activity
 - c) They must be kept up to date on the progress of an activity
 - d) They manage an activity

40. Which of these can be introduced to provide; improved detection and monitoring, pattern recognition analysis and service optimization?

- a) Service automation
- b) The DIKW structure
- c) Event management
- d) Standard changes

END OF EXAMINATION



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Answers and rationale

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For Exam Paper: ITIL_FND_EN_SamplePaperC

Q	A	Syllabus Ref	Book Ref	Rationale
1	B	FND01-1	SS 2.1.7 Best practices in the public domain	Technology (answer B) is an enabler of best practice, <u>not a source</u> of best practice. Standards (answer A), academic research (answer C) and internal experience (answer D) are all <u>sources</u> of best practice.
2	A	FND01-2	SS 1.4 Why is ITIL so successful?	Proprietary knowledge is often limited to a few individuals who execute tasks a certain way that works for them. It is often not documented so it is difficult for others to follow unless observed closely. Answer B is incorrect as there is no guarantee that adoption of a public framework is any cheaper. Answer C is incorrect as ITIL is a framework that is not prescriptive. Answer D is incorrect as proprietary knowledge is usually only ever tested in the environment it was conceived in.
3	B	FND01-4	SS 3.2.1.2 Internal & external customers	If there is a contract, the customer must be external as contracts are not needed when the customer is internal. For this reason, internal customers (answer D) is incorrect. Strategic customers (answer A) and valued customers (answer C) may be internal or external and so may, or may not, require a contract.
4	C	FND01-10	SS 2.2.2 Processes	Functions are <u>not part</u> of a process, they <u>carry out</u> processes. The roles (answer A) involved in a process are always defined, even if these are only those of the process owner and process manager. No process could operate without inputs (answer B). Every process needs to be measured by metrics (answer D) to allow it to be managed effectively.
5	D	FND02-2	SS 1 Introduction	Only options 1 and 4 are true. The ITIL complementary guidance includes many books, blogs and white papers which describe its interface with other operating models e.g. SIAM, COBIT, etc. It also includes books and papers pertaining to specific industry sectors e.g. government, finance, etc. Developing application interfaces and IT recruitment would be more specific to software development and HR practices and methodologies than being complimentary to ITIL.
6	B	FND02-7	ST 1.1.1 Purpose and objectives of service transition	A number of service transition processes e.g. change management, help to ensure that service changes create the expected business value. The other answers are incorrect because they are objectives of processes in other lifecycle stages. Answer A is an objective of service level management. Answer C is more an objective of service operation and answer D belongs to service catalogue management.
7	B	FND02-9	SO 1.1.1 Purpose and objectives of service operation	As part of service operation, incident and problem management can help to minimize outages. The other answers are incorrect because they are not involved in the day-to-day running of the service: service design (answer A) creates the blueprint for the service, service transition (answer D) ensures the service moves into the live environment, and continual service improvement (answer C) helps the organization to identify areas for improvement in terms of the service's overall effectiveness and efficiency.
8	D	FND03-4	SS 4.2.4.5 Service	The service portfolio comprises the service catalogue (visible

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			catalogue structure	<p>to customers) and the the service pipeline and retired services (not visible to customers).</p> <p>Answer A is incorrect as the service catalogue sets out the description of a service not the activities that need to be carried out. Answer B is incorrect as the service catalogue is used as a basis for creating SLAs, however they are not listed within the catalogue. Answer C is incorrect as the service catalogue contains the services provided, and not the services required.</p>
9	B	FND03-5	SS 2.3.1 Governance	<p>Answer B is correct as Governance is solely concerned with policy and direction for the organization.</p> <p>Though it could be argued that the other options do have policies and set direction, but these are NOT their primary focus and they will all be driven by organizational governance standards.</p>
10	A	FND03-12	SD 4.3.4 Policies, principles and basic concepts	<p>An OLA is a document which includes objectives that underpin the service targets agreed in a service level agreement.</p> <p>Answer B describes a contract. Answer C describes information that would be found in an SLA. The description of business services in answer D is likely to be found in the service catalogue.</p>
11	A	FND03-31	SO 4.4.5.7 Raising a known error record	<p>(NB. This question is concerning is a 'known error record', not a 'known error'.)</p> <p>A known error record is intended as a warning that a problem exists. This can be created at any time, even without knowing the root cause and even if a workaround has not yet been found.</p> <p>Answer B is incorrect because although known error records can be created from external sources before a problem is logged, this is not always the case. Answer C is incorrect as a known error record would not be created from an incident record. Answer D is incorrect as the next release of the service may introduce a fix for the known error, making it redundant.</p>
12	A	FND03-37	ST 4.2.4.6 Change proposals	<p>A change proposal would be used where a major cost and/or risk is involved, often requiring approval from senior customer and service provider representatives.</p> <p>A change policy (answer B) defines when change proposals or requests should be raised. A service request (answer C) is raised for more minor levels of change, with known risks and costs. A risk register (answer D) records the nature and level of risk of events that may affect the service. (that, if they occur, may necessitate changes).</p>
13	B	FND03-41	SS 2.1.5 Stakeholders in service management	<p>The customer agrees the service targets with the service provider through the SLA.</p> <p>Supplier (answer C) agreements are laid down in contracts. The user (answer A) of a service may not necessarily be the customer. In this case the customer would agree the targets for the service that the user will receive. The administrator (answer D) might be involved in reporting on targets but not in agreeing them.</p>

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14	A	FND04-2	SS 3.2.3.1 Creating value	<p>The correct answer is A, value is always determined by the customer. This is because the customer's perception influences how value is measured.</p> <p>It is not always related to the cost of a service, or the advertised features offered.</p> <p>Value does change over time and circumstance. What is valueable today to a customer may not be in the future.</p>
15	C	FND04-3	SD 3.1.5 Comprehensive and integrated service design Fig 3.3	<p>The correct answer is C, services and technology are examples of PRODUCTS, not partners or processes.</p> <p>Performance is not one of the 4 P's.</p>
16	B	FND04-4	SD 3.1.1 Holistic service design	<p>The key to the answer is the holistic nature of service design and the desire to achieve the results and create the value defined in service strategy.</p> <p>The other three answers are all areas that service design is concerned with, but they are not the MAIN reason.</p>
17	D	FND04-9	CSI 3.1.1 Business questions for CSI	<p>Answer D describes the FULL service improvement approach.</p> <p>Answer B misses two of the steps of the approach and terms are incorrect. Answer A describes the service lifecycle, not steps in CSI. Answer C is closer to describing the Deming Cycle of 'plan, do, check, act', and again are not recognized steps in the CSI approach.</p>
18	C	FND04-10	CSI 5.5 Metric	<p>Technology, process and service are the three types of metrics that support CSI activities, as stated in the CSI publication.</p>
19	B	FND05-22	SS 4.3.2 Scope	<p>Budgeting involves looking into the future to predict expenditure and income.</p> <p>Accounting (answer A) is the process of recording and accounting for spending. Cost models (answer C) are used to calculate the cost of providing services. Charging (answer D) is the process through which costs can be recovered from customers.</p>
20	D	FND05-23	SS 4.5.1 Purpose & objectives	<p>Business relationship management covers communication at a strategic level.</p> <p>Service desk (answer C) is not a process, even though service level management is performed tactically by the service desk operations. Although the outputs of service portfolio management (answer B) and service catalogue management (answer A) are used in communication with the customer, they are not the process responsible for it.</p>
21	B	FND05-31	SD 4.3.5.1 Designing SLA frameworks	<p>B is the CORRECT answer. Option 1 Legal terminology is only included in a contract not the SLA so is INCORRECT. Option 2 All SLA targets must be measurable to prevent disagreements over whether they have been met so is CORRECT. Option 3 There are responsibilities on both customer and provider in an SLA which they sign to agree to so this is CORRECT. Option 4 The price of the service may be included but the cost of delivering the service will not be included so this is INCORRECT.</p>

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22	D	FND05-31	SD 4.3.5.1 Designing SLA frameworks	<p>A service-based SLA describes the agreed level of service for a particular service, which may be provided to a number of customers.</p> <p>Answer A describes a customer-based SLA where a single customer has an SLA for multiple services. Answer B is half right because it covers a single service but still incorrect as it fails to identify multiple customers. Answer C describes the levels (the service level) of a multi-level SLA.</p>
23	B	FND05-41	SD 4.2.1 Purpose & objectives	<p>Answer B is correct as it identifies a responsibility of service level management NOT service catalogue management.</p> <p>The accuracy of the catalogue (answer A), consistency with the other elements of the service portfolio (answer C) and completeness of the service catalogue (answer D) are all incorrect because they are elements of service catalogue management.</p>
24	C	FND05-44	SD 4.8.1 Purpose & objectives	<p>The correct answer is C. Supplier management maintains the SCMS, not the SKMS. The other options are valid objectives of the supplier management process.</p>
25	B	FND05-47	SD 4.1.1 Purpose & objectives	<p>The service design package (SDP) is a major output from service design and producing it is part of design coordination.</p> <p>This immediately makes service transition planning and support (answer A) and change management (answer D) incorrect as they are in the service transition stage of the lifecycle. Service level management's (answer C) major role is in agreeing and managing SLAs.</p>
26	C	FND05-51	ST 4.2.5.11 Emergency changes	<p>ITIL guidance states that the full CAB is the best body to consider a change. The ECAB will substitute if this proves logistically impossible.</p> <p>Answer A is incorrect as the CAB will consider some of the high priority changes where time allows to bring it together. Answer B is incorrect as the review of changes is the role of the full CAB. Answer D is incorrect as the change manager chairs both CAB and ECAB.</p>
27	A	FND05-51	ST 4.2.10 Change advisory board	<p>The change manager chairs the CAB.</p> <p>It is likely that the other three may <u>attend</u> the CAB to either contribute or take away information.</p>
28	C	FND05-61	ST 4.4.5 Process activities, methods and techniques	<p>'Release build and test' follows release and deployment planning (answer D) as the second phase.</p> <p>'Review and close' (answer A) is the fourth and final stage.</p> <p>'Change authorization' (answer B) is a change management activity and outside of the scope of release and deployment management.</p>
29	A	FND05-62	ST 4.7.1 Purpose & objectives	<p>Even though knowledge management is a process within service transition, it is described as a whole lifecycle process ensuring that knowledge is available and current throughout the five stages.</p>

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30	C	FND05-64	ST 4.1.2 Scope	Transition planning and support acts like the glue binding together the service transition stage. It would therefore be responsible for the planning and coordinating the resources required for service transitions.
31	A	FND05-71	SO 4.2.5.9 Process activities, methods and techniques	Options 1 and 2 are correct. The closing category of an incident should be checked as it is the raw data that can be used for many purposes, e.g. to help problem management identify trends of recurring incidents. The user must also be satisfied with the outcome as they are the people affected. This is very often done by a service desk contacting them to confirm closure.
32	A	FND05-71	SO 4.2.5.6 Incident escalation	Hierarchic escalation takes place if a higher level authority needs to be informed and/or make a decision, often to focus attention on an incident resolution. Answers B and C describe functional escalation but not escalation up the hierarchy of the organization. Answer D is a reason that hierarchic escalation may be carried out, but it is not a description of it.
33	A	FND05-72	SO 4.4.6.4 Interfaces	If business disruption is likely, then continuity management must assess the situation and decide how to act. Availability management (answer B) is more focused on design activity. Incident management (answer C) will likely have dealt with the original incident(s) that lead to the problem being raised. Change management (answer D) will only be involved when a proposed fix needs authorizing.
34	B	FND05-72	SO 4.4.2 Scope	Proactive problem management involves analysing data, looking for trends and raising problems as a result. Service level management (answer A) may contribute but will not analyse low level incident data. Change management (answer C) does not analyse incident data for trends. Event management (answer D) will look for trends but in <u>event</u> data.
35	A	FND05-82	SO 4.3.2 Scope	'How to' questions and standard changes are good examples of service requests. Answer B is too broad as it covers major changes and projects as well. Answer C has some truth because self-help, web-based tools are often used for service requests, however this is not the only way to submit a request and so is not the BEST description. Answer D describes a change not service request.

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36	B	FND06-1	SO 6.3.3 Service desk organizational structure	A local service desk (answer A) serves users in the same location. A virtual service desk (answer C) may be in multiple locations but appears as if it were one desk to the customer. Follow the sun (answer D) is a service desk model where control switches depending on the time of the day. The IT help desk (answer B) is not described in ITIL publications as an organizational structure.
37	B	FND06-2	SO 6.5.1 Operations management role	IT operations control, as part of IT operations management, will provide the staff for the operations bridge (this is a front line monitoring role in a data centre or network operations centre). Request fulfilment (answer C) is a process as so cannot provide staff, Technical and applications management (answers A and D) will work outside of the operation bridge area.
38	C	FND07-1	SD 6.3.2 Generic process owner role	The process owner will define the process strategy (answer A), make sure those who are involved know about it (answer B) and help to identify improvement (answer D). What they are NOT responsible for are IT plans to meet business need.
39	C	FND07-2	SD 3.7.4.1 Designing roles – the RACI model	'I' stands for 'informed' in the RACI matrix, i.e. kept up to date. 'A' in RACI is 'accountable' (answer A). 'R' is 'responsible', which is performing and managing the activity (Answers B and D)
40	A	FND08-2	SS 7.1 Service Automation	Service automation benefits the following areas of service management: Design and modelling Service catalogue Pattern recognition analysis Classification, prioritization and routing Detection and monitoring and optimization The DIKW structure (answer B) relates to knowledge management, event management (answer C) manages events through their life cycle and standard changes (answer D) are designed to improve the efficiency and effectiveness of low impact, routine changes.