

Your Study Guide for the

ITIL® Foundation Certification Exam

PHOENIXTS

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General Exam Tips

- The exam consists of 40 multiple-choice questions and you have 60 minutes to complete the exam. **When answering the questions:**
 - Read each question carefully and read them multiple times
 - Pay a close attention if a question uses bold, italic or uppercase type to highlight a specific word and be cautious when question use the term “NOT” and when answers use the terms “ALWAYS” or “NEVER”.
 - Questions may contain at least one distractor, therefore use an elimination process to remove obviously wrong answers so that you can focus on remaining answers.
- **Practice makes perfect** – More you study the sample questions and Answer Rationales the more you understand how to approach every question successfully.
- **Learn the exact ITIL definitions** - ITIL defines terms in a precise manner and many of the questions are based on these definitions. Memorizing these ITIL definitions will help you to easily answer definition related questions.
- **Think ITIL, not your organization** (Answer by the book) – Remember to give the ITIL –based answer and not the answer that best fits your experience or how your organization operates. In ITIL exam, you are being tested on how well you understand the ITIL processes, functions, tools, roles and general concepts as presented in the five ITIL books.
- **Answer every question** – The pass mark of ITIL foundation level exam is 65% which means the pass score is 26/40, therefore you have to correctly answer 26 questions out of 40 questions. Since there is no negative marking in this exam, make sure to answer every question in the exam.
- **Take time to study the syllabus** – Obviously taking practice tests are useful to prepare for the ITIL foundation certification examination; however, there is no guarantee that the practice questions that comes in sample exams will be same as final exam. Therefore, take time to study the examination syllabus and use practice tests to confirm your knowledge.
- **Do not just learn it from a certification perspective** – ITIL is one of the world best practices for the IT service management (ITSM). ITIL foundation certification is just the foundation level of the entire ITIL certification scheme, which contains five certification levels (foundation level, practitioner level, intermediate level, expert level and master level). Understanding concepts and fundamentals of the syllabus at in-depth level will help you to continue successfully with the other ITIL certification levels as well as it will help your career in ITSM.

Exam Overview

The ITIL Foundation level is the entry level certification of ITIL certification scheme. The purpose of this foundation level certificate is to offer the candidate a general awareness of the key elements, concepts and terminology used in the ITIL service lifecycle, including the links between lifecycle stages, the processes used and their contribution to service management practices.

Exam format

- Question type: **Multiple choice examination questions**
- Number of questions: **40 questions**
- Exam duration: **60 minutes**
- Supervised: **Yes**
- Open book: **No**
- Pass score: **26/40, equivalent to 65%**
- Exam Mode: **Online or paper-based format**

Target Group

ITIL Foundation certificate is targeted at:

- Individuals who require a basic understanding of the ITIL framework
- IT professionals that are working within an organization that has adopted and adapted ITIL

This may include but is not limited to, IT professionals, business managers and business process owners.

Learning Objectives

Upon successful completion of this foundation level certification, candidates can expect to gain knowledge and understanding in the following:

- A comprehension of service management as a practice
- A comprehension of the ITIL service lifecycle
- An awareness of generic concepts and definitions
- A comprehension of key principles and models
- An awareness of selected processes
- An awareness of selected functions
- An awareness of selected roles
- An awareness of technology and architecture
- An awareness of competence and training

ITIL Core Concepts

▶ **Service Management**

As the official ITIL® definition, Service Management is defined as, “A set of specialized organizational capabilities for providing value to customers in the form of services”. These Organizational capabilities include processes, people and technology.

▶ **IT Service Management (ITSM)**

The implementation and management of quality IT services that meet the needs of the business. IT service management is performed by service providers through an appropriate mix of capabilities (people, process, and technology) to deliver and support quality IT Services and to align them with business needs, which is the primary objective of ITSM.

▶ **Service**

Service can be defined as, ‘a means of delivering value to Customers by facilitating outcomes customers want to achieve without the ownership of specific costs or risks’. As a basic concept, service is the means of delivering value.

▶ **Internal and External Customers**

Internal customers are people or department who work in the same organization as the service provider. External customers are people who are not employed by the organization, or organizations that are separate legal entities that purchase service from the service provider in terms of legally binding contract or agreement.

▶ **Internal and External Services**

Internal services are the services that are delivered between departments or business units in the same organization. External services are services that are delivered to external customers.

▶ **Stakeholder in Service Management**

Stakeholders can be defined as all people who have an interest in an Organization, Project, IT Service, etc. Stakeholders may be interested in the activities, targets, resources, or deliverables. These stakeholders may include customers, partners, employees, shareholders, owners, etc.

▶ **Process**

A Process is a structured set of Activities designed to accomplish a specific Objective.

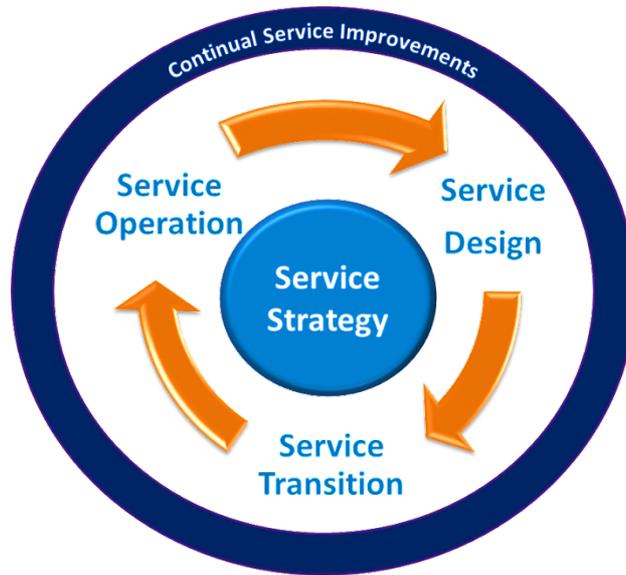
A Process takes one or more defined inputs and turns them into defined outputs. Processes have four basic characteristics: measurability, deliver specific results, delivers its primary results to a customer or stakeholder, and responsiveness to specific triggers.

▶ **Functions**

Function is a team or group of people and the tools they use to carry out one or more Processes or Activities. Functions provide units of organization responsible for specific outcomes.

ITIL® Functions are Service Desk, Technical Management, Application Management and IT Operations Management.

► **ITIL Service Lifecycle**



The ITIL core consists of five lifecycle stages.

- ITIL Service Strategy
- ITIL Service Design
- ITIL Service Transition
- ITIL Service Operation
- ITIL Continual Service Improvement

The service life cycle uses hub-and-spoke design; Service Strategy phase act as the hub, while Service Design, Transition and Operation act as the circling lifecycle stages or 'spokes', anchored by Continual Service Improvement which supports all stages of service lifecycle. Each phase of this lifecycle influence on the other phases relying on the others for inputs and feedback, to ensure that the services adapt and effectively respond to changing business demands.

Key Terms and Definitions

Terms	Definitions
Capabilities	Capability is the ability of an organization, person, process, application, CI or IT service to carry out an activity. Capabilities can be described as the functions and processes utilized to manage services
Resources	It is a generic term that includes IT infrastructure, people, money or anything else that might help to deliver an IT service
Customers	The customer of an IT service provider is the person or group who defines and agrees the service level targets.
Users	Users are those who use the service on a day-to-day basis. Users are distinct from customers, as some customers do not use the IT service directly.
Suppliers	Suppliers are the third parties responsible for supplying goods or services that are required to deliver IT services.
Outcome	Outcome is the result of carrying out an activity, following a process, or delivering and IT service etc. The term is used to refer to intended results, as well as to actual results.
Service Design Package (SDP)	It is a document(s) defining all aspects of an IT service and its requirements through each stage of its lifecycle. A SDP is produced for each new IT service, major change or IT service retirement.
Service Level Requirements (SLR)	SLR is a customer requirement for an aspect of an IT service. Service level requirements are based on business objectives and used to negotiate agreed service level targets
Service Level Targets	A commitment that is documented in a service level agreement. Service level targets are based on service level requirements, and are needed to ensure that the IT service is able to meet business objectives.
Service Portfolio	The complete set of service that is managed by a service provider. The service portfolio is used to manage the entire lifecycle of all services, and includes three categories: Service pipeline (proposed or in development), service catalogue (live or available for deployment), and retired services.
Service Level Agreement (SLA)	SLA is an agreement between an IT service provider and a customer. It describes the IT service, documents service level targets, and specifies the responsibilities of the IT service provider and the customer. A single agreement may cover multiple IT services or multiple customers.
Operational Level Agreement (OLA)	OLA is an agreement between an IT service provider and another part of the same organization. It supports the IT service provider's delivery of IT services to customers and defines the goods or services to be provided and the responsibilities of both parties.
Underpinning contract (UC)	UC is a contract between an IT service provider and a third party. It defines targets and responsibilities that are required to meet agreed service level

	targets in one or more service level agreements.
Metric	Something that is measured and reported to help manage a process, IT service or activity.
Critical Success Factors (CSF)	Something that must happen if an IT service, process, plan, project or other activity is to succeed. Key performance indicators are used to measure the achievement of each critical success factor.
Key Performance Indicator (KPI)	A metric that is used to help manage an IT service, process, plan, project or other activity. Key performance indicators are used to measure the achievement of critical success factors and these should be selected to ensure that efficiency, effectiveness and cost effectiveness are all managed
Configuration Item (CI)	Any component or other service asset that needs to be managed in order to deliver an IT service. Information about each configuration item is recorded in a configuration record within the configuration management system (CMS) and is maintained throughout its lifecycle by service asset and configuration management.
Role	A set of responsibilities, activities and authorities assigned to a person or team. A role is defined in a process or function.
Service Provider	An organization supplying services to one or more internal customers or external customers. Service provider is often used as an abbreviation for IT service provider.
Governance	Governance ensures that policies and strategy are actually implemented, and that required processes are correctly followed. Governance includes defining roles and responsibilities, measuring and reporting, and taking actions to resolve any issues identified.
Change	The addition, modification or removal of anything that could have an effect on IT services
Event	A change of state that has significance for the management of an IT service or other configuration item.
Alert	A notification that a threshold has been reached, something has changed, or a failure has occurred.
Incident	An unplanned interruption to an IT service or reduction in the quality of an IT service. Failure of a configuration item that has not yet affected service is also an incident
Service request	A formal request from a user for something to be provided – for example, a request for information or advice; to reset a password; or to install a workstation for a new user.
Problem	A cause of one or more incidents. The cause is not usually known at the time a problem record is created, and the problem management process is responsible for further investigation.

ITIL Service Lifecycle Stages and Processes

► Service Strategy

- **Purpose of Service Strategy**

The purpose of the service strategy stage of the service lifecycle is to define the perspective, position, plans and patterns that a service provider needs to be able to execute to meet an organization's business outcomes.

- **The value delivered by Service Strategy to the business:**

- Support the ability to link activities performed by the service provider to outcomes
- Have a clear understanding of types and levels of service will make customers satisfied
- Respond quickly and effectively to changes in the business environment
- Support the creation and maintenance of a portfolio of quantified services
- Facilitate functional and transparent communication between customer and provider
- Provide means to organize to provide services in an efficient and effective manner

- **Service Strategy Processes**



- There are four main processes under Service Strategy stage of ITIL lifecycle: Service Portfolio Management, Financial Management, Business Relationship Management and Demand Management.
- **Business Relationship Management** process helps to establish and maintain a business relationship between the service provider and the customer and also helps to identify customer needs.

- **Service Portfolio Management** process helps to ensure that the service provider has the right mix of services to balance the investment in IT with the ability to meet business outcomes.
- **Financial Management** process helps to manage service provider's budgeting, accounting and charging requirements.
- **Demand Management** process helps to understand, anticipate and influence customer demand for services.

► **Service Design**

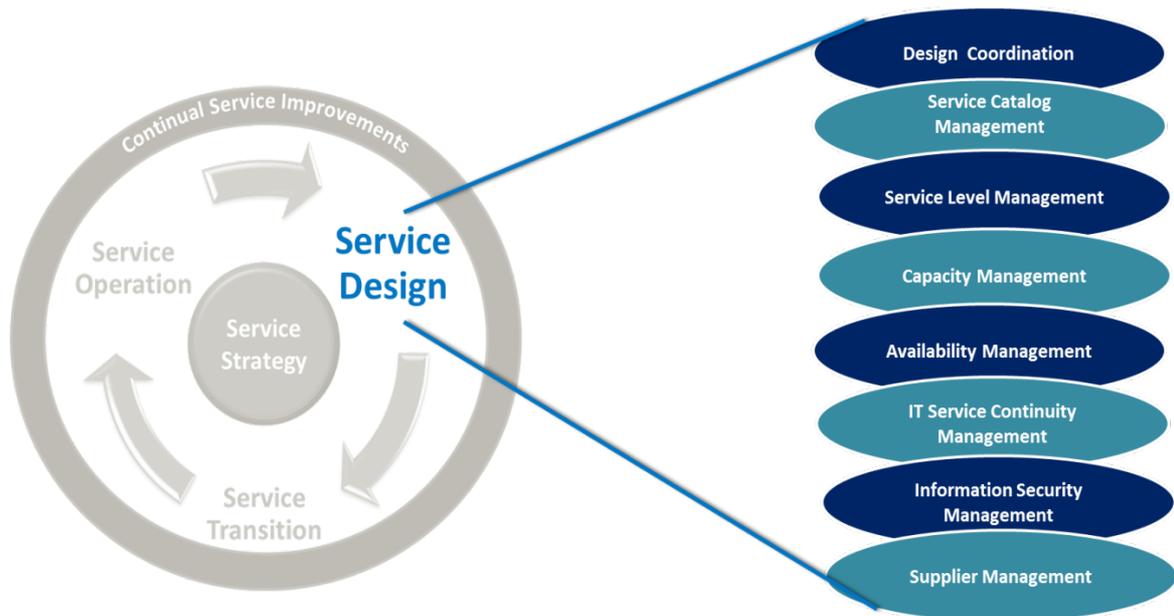
- **Purpose of Service Design**

The Purpose of Service Design stage of the lifecycle is to design IT services, together with the governing IT practices, processes and policies to realize the service provider's strategy and to facilitate the introduction of these services into supported environments ensuring quality service delivery, customer satisfaction and cost-effective service provision.

- **The value delivered by Service Design to the business:**

- Reduce total cost of ownership
- Improve quality of service
- Improve consistency of service
- Ease the implementation of new or changed services
- Improve service alignment
- Improve service performance
- Improve IT governance
- Improve effectiveness of service management and IT processes
- Improve information and decision-making
- Improve alignment with customer values and strategies

- **Service Design Processes**



- There are eight main processes under Service Design stage of ITIL lifecycle: Design Coordination, Service Catalogue Management, Service Level Management, Capacity Management, Availability Management, IT Service Continuity Management, Information Security Management and Supplier Management.
- **Design Coordination** process helps to coordinate all service design activities, processes and resources.
- **Service Catalogue Management** process helps to ensure that a Service Catalogue is produced and maintained, containing accurate information on all operational services and those being prepared to be run operationally.
- **Service Level Management** process helps to negotiate Service Level Agreements with the customers and to design services in accordance with the agreed service level targets.
- **Availability Management** helps to focus on defining, analyzing, planning, measuring and improving all aspects of the availability of IT services.
- **IT Service Continuity Management** helps to manage risks that could seriously impact IT services.
- **Information Security Management** helps to ensure the confidentiality, integrity and availability of an organization's information, data and IT services.
- **Supplier Management** helps to ensure that all contracts with suppliers support the needs of the business, and that all suppliers meet their contractual commitments.
- **Capacity Management** process helps to ensure that the capacity of IT services and the IT infrastructure is able to deliver the agreed service level targets in a cost effective and timely manner.

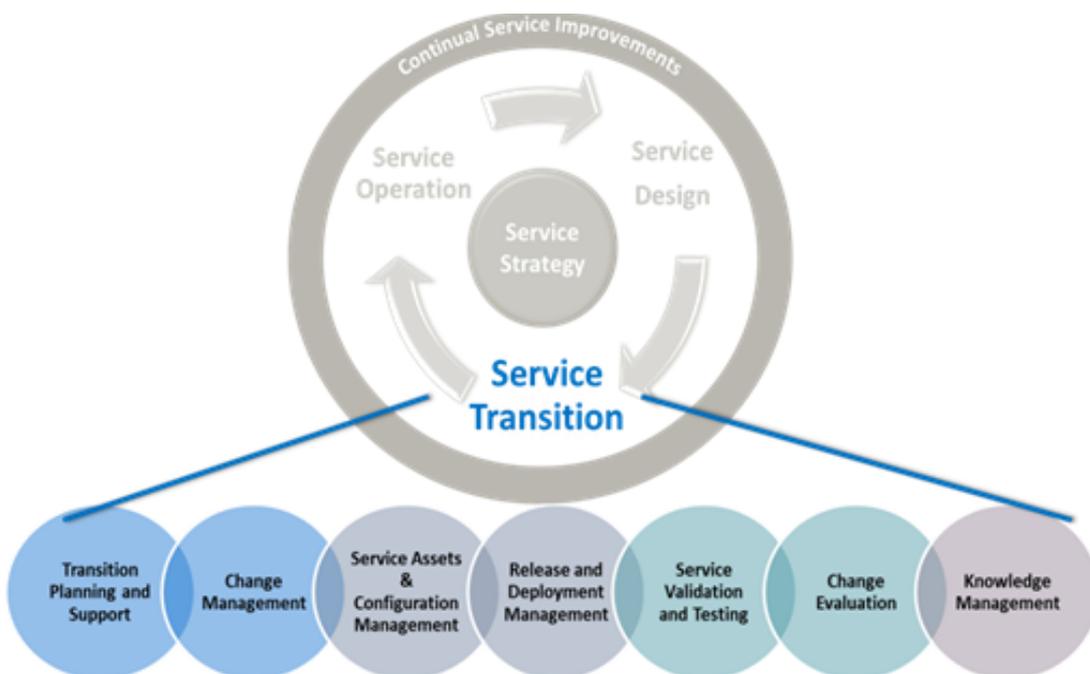
► Service Transition

- Purpose of Service Transition

The purpose of the service transition stage of the service lifecycle is to ensure that new, modified or retired services meet the expectations of the business as documented in the service strategy and service design stage of the lifecycle.

- **The value delivered by Service Transition to the business:**
 - Enable projects to estimate cost, timing, resources and risks associated with transition
 - Result in higher volumes of successful change
 - Makes it easier for people to adopt and follow
 - Enable service transition assets to be shared and re-used across projects and services
 - Reduce delays from unexpected clashes and dependencies
 - Reduce the effort spent on managing service transition test and pilot environments
 - Improve expectation setting for all stakeholders involved in service transition
 - Increase confidence of delivering new or changed service to specification
 - Ensure that new or changed services will be maintainable and cost-effective
 - Improve control of service assets and configurations

- **Service Transition Processes**



- There are seven main processes under Service Transition stage of ITIL lifecycle: Transition Planning and Support, Change Management, Service Asset and Configuration Management, Release and Deployment Management, Service Validation and Testing, Change Evaluation and Knowledge Management.
- **Transition Planning and Support** process helps to plan and coordinate the resources to deploy a major Release within the predicted cost, time and quality estimates.
- **Change Management** process helps to control the lifecycle of all Changes; enable beneficial Changes to be made, with minimum disruption to IT services.

- **Service Asset and Configuration Management** process helps to maintain information about Configuration Items required to deliver an IT service, including their relationships.
- **Release and Deployment Management** process helps to plan, schedule and control the movement of releases to test and live environments.
- **Service Validation and Testing** process helps to ensure that deployed Releases and the resulting services meet customer expectations, and to verify that IT operations is able to support the new service.
- **Change Evaluation** process helps to assess major Changes before proceeding to the next phase in their lifecycle.
- **Knowledge Management** process helps to gather, analyze, store and share knowledge and information within an organization.

► **Service Operation**

- **Purpose of Service Operation**

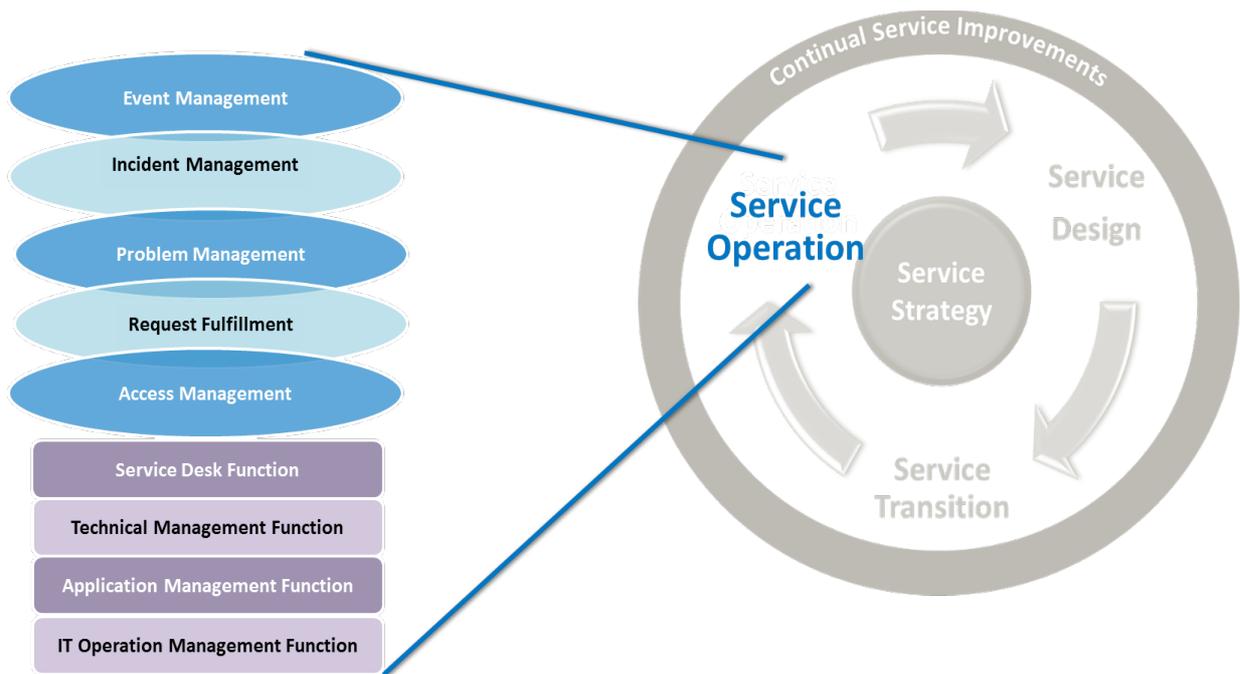
The purpose of Service Operation stage of the service lifecycle stage is to coordinate and carry out the activities and processes required to deliver and manage services at agreed levels to business users and customers.

Service Operation is also responsible for the ongoing management of the technology that is used to deliver and support services.

- **The value delivered by Service Operation to the business:**

- Reduce unplanned labor and costs for business and IT
- Reduce duration and frequency of service outages
- Provide operational results and data
- Meet goals and objectives of the organization's security policy
- Provide quick and effective access to standard services
- Provide basis for automated operations

- **Service Operation Processes and Functions**



- There are five main processes under Service Operation stage of ITIL lifecycle: Event Management, Incident Management, Problem Management, Request Fulfillment and Access Management.
- **Event Management** process helps to ensure CIs and services are constantly monitored, and to filter and categorize events in order to decide on appropriate actions.
- **Incident Management** process helps to manage the lifecycle of all Incidents; primary objective is to return the IT service to users as quickly as possible.
- **Problem Management** process helps to manage the lifecycle of all Problems. Primary objectives are to prevent Incidents from happening, and to minimize the impact of incidents that cannot be prevented.
- **Request Fulfillment** process helps to fulfill Service Requests, which in most cases are minor changes or requests for information
- **Access Management** process helps to grant authorized users the right to use a service, while preventing access to non-authorized users
- There are four Service Operation functions: Service Desk, Technical Management, IT Operations Management & Application Management
- **Service Desk** - It is the single point of contact for users when there is a service disruption, for service requests or even for some categories of Request for Change (RFC)
- **Technical Management** - It provides detailed technical skills and resources needed to support the ongoing operation of the IT Infrastructure. Technical Management also plays an important role in the design, testing, release and improvement of IT services
- **IT Operations Management** - It is the function responsible for the daily operational activities needed to manage the IT Infrastructure. IT Operations Management has two functions, which are generally formal organizational structures. These are: IT Operations Control & Facilities Management
- **Application Management** - It is responsible for managing applications throughout their lifecycle. The Application Management function supports & maintains operational

applications & also plays an important role in the design, testing and improvement of applications that form part of IT services

► **Continual Service Improvement**

• **Purpose of Continual Service Improvement (CSI)**

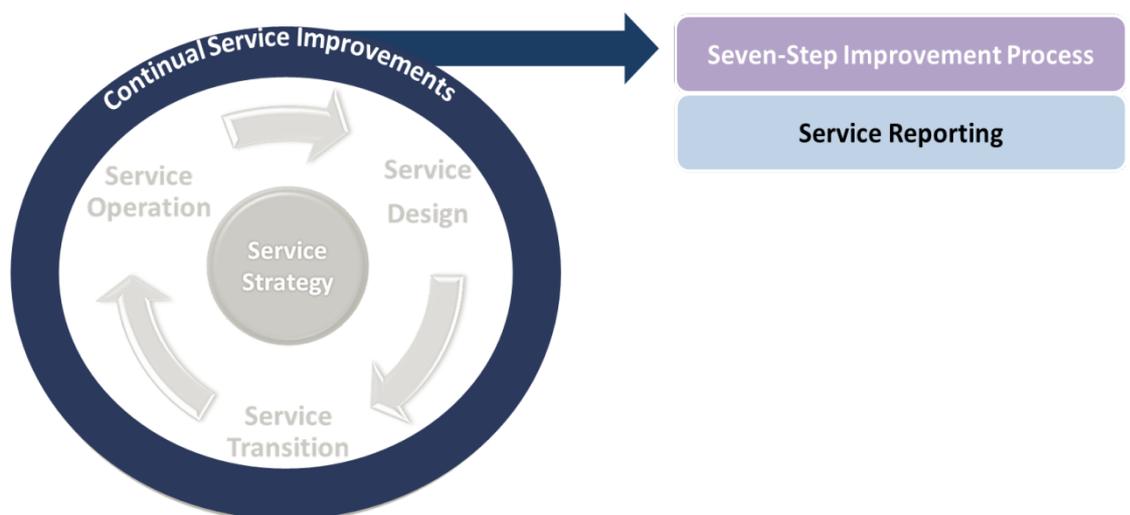
The purpose of the Continual Service Improvement stage of the lifecycle is to align IT services with changing business needs by identifying and implementing improvements to IT services that support business processes.

These improvements activities support the lifecycle approach through service strategy, service design, service transition and service operation. CSI is always seeking ways to improve service effectiveness, process effectiveness and cost effectiveness.

• **The value delivered by Continual Service Improvement to the business:**

- Gradual and continual improvement in service quality
- Ensure that IT services remain continuously aligned to business requirements
- Result in gradual improvements in cost effectiveness through a reduction in costs
- Identifying opportunities for improvement in all lifecycle stages and processes
- Identifying opportunities for improvements in organizational structures, resourcing capabilities, partners, technology, staff skills and training, and communications

• **Continual Service Improvement Processes**



- There are two main processes under Continual Service Improvement stage of ITIL lifecycle: Seven-Step Improvement Process and Service Reporting process.

- ***Seven-Step Improvement Process*** provides a seven-stage framework that helps to guide the improvement and correction of service performance.
- ***Service Reporting process*** helps to build a business-focused service reporting framework.

Exam Practice Questions

1. Which of the following is NOT one of the ITIL® core publications?
 - A. Service Operation
 - B. Service Transition
 - C. Service Derivation
 - D. Service Strategy

Correct Answer is C - There are five ITIL core publications. They are Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement. Therefore, the correct answer for NOT one of the ITIL core publication is Service Derivation.

2. Service transition contains detailed descriptions of which processes?
 - A. Change management, service asset and configuration management, release and deployment management
 - B. Change management, capacity management event management, service request management
 - C. Service level management, service portfolio management, service asset and configuration management
 - D. Service asset and configuration management, release and deployment management, request-fulfillment

Correct answer is A - Service Transition covers seven processes. Transition planning and support, Change management, Service asset and configuration management, Release and deployment management, Service validation and testing, Change evaluation and knowledge management. Therefore, the correct answer is 'A' which has correctly mentioned three related processes - Change management, service asset and configuration management, release and deployment management

3. Which of the following is the best definition of IT service management?
 - A. An internal service provider that is embedded within a business unit
 - B. A complete set of all the documentation required to deliver world class services to customers
 - C. Technical implementation of supporting IT infrastructure components
 - D. The implementation and management of quality IT services that meet business needs

Correct answer is D - The ITIL definition for IT service management is "The implementation and management of quality IT services that meet the needs of the business". Therefore the answer is answer 'D' - The implementation and management of quality IT services that meet business needs.

4. Which of the following is a characteristic of every process?
 1. It is measurable
 2. It is timely
 3. It delivers a specific result
 4. It responds to a specific event
 5. It delivers its primary result to a customer or stakeholder
 - A. 1, 2, 3 and 4 only
 - B. 1, 2, 4 and 5 only
 - C. 1, 3, 4 and 5 only
 - D. All of the above

Correct answer is C - There are four basic characteristics in any process. They are: Measurability, Deliver specific results, Deliver results to customers/stakeholders and Responsive to specific triggers. However, number 2 - 'Timely' is not a characteristic of a process. Therefore, the correct answer is C - 1, 3, 4 and 5 only.

5. Which of the following are classed as stakeholders in service management?
1. Customers
 2. Users
 3. Suppliers
 - A. All of the above
 - B. 1 and 3 only
 - C. 1 and 2 only
 - D. 2 and 3 only

Correct answer is A - In service management stakeholders are defined as group of people who have an interest in the activities, targets, resources and deliverables from service management. In service management stakeholders may include Customers, Partners, Users, Employees, Shareholders, Owners, Suppliers etc. Since 1, 2, 3 answers contain these stakeholders the correct answer is answer A - All of the above.

6. What do customer perceptions and business outcomes help to define?
- A. The value of a service
 - B. Governance
 - C. Total cost of ownership (TCO)
 - D. Key performance indicators (KPIs)

Correct Answer is A - Value of services needs to be defined in terms of three areas: the business outcomes achieved, the customer's preference, and the customer's perception of what was delivered. According to this question, the customer perceptions and business outcomes help to define the value of services. Therefore the answer is A.

7. What is the BEST description of an operational level agreement (OLA)?
- A. An agreement between the service provider and another part of the same organization
 - B. An agreement between the service provider and an external organization
 - 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 to operational staff

Correct Answer is A - The ITIL definition for operational level agreement (OLA) is "An agreement between an IT service provider and another part of the same organization". Therefore the correct answer is answer A.

8. Which stage of the continual service improvement (CSI) approach is BEST described by the phrase 'Understand and agree on the priorities for improvement based on a deeper development of the principles defined in the vision'?
- A. Where are we now?
 - B. Where do we want to be?
 - C. How do we get there?
 - D. Did we get there?

Correct Answer is B - There are six stages in CSI approach. The stages and focus of these stages are: (1) What is the vision? - Focus on business vision, mission, goals and objectives, (2) Where are we now? - focus on baseline assessments, (3) Where do we want to be? - Focus on measurable targets, (4) How do we get there? - Focus on service and process improvement, (5) Did we get there? - Focus on measurements and metrics, and (6) How do we keep the momentum going? - Focus on ensuring that the momentum for quality improvement is maintained. In this question statement 'Understand and agree on the priorities for improvement based on a deeper

development of the principles defined in the vision' bring out the focus on measurable targets, therefore the correct answer is B - Where do we want to be stage.

9. Which one of the following do technology metrics measure?
- A. Components
 - B. Processes
 - C. The end-to-end service
 - D. Customer satisfaction

Correct Answer is A: Technology metrics are often associated with in measuring component and application-based metrics such as performance, availability etc. Therefore, the correct answer is A - Components.

10. Service design emphasizes the importance of the "Four Ps". These "Four Ps" include Partners, People, Processes and one other "P". Which of the following is the additional "P"?
- A. Profit
 - B. Preparation
 - C. Products
 - D. Potential

Correct Answer is C - Service design emphasizes that the design of IT services requires preparing and planning the effective and efficient use of the four Ps. The four Ps: The people, The processes, The products (services, technology and tools), and The partners (suppliers, manufacturers and vendors). Therefore, the correct answer is C - Products.

11. Which one of the following is the BEST description of a service level agreement (SLA)?
- A. The part of a contract that specifies the responsibilities of each party
 - B. An agreement between the service provider and an internal organization
 - C. An agreement between a service provider and an external supplier
 - D. An agreement between the service provider and their customer

Correct Answer is D - The ITIL definition for service level agreement (SLA) is "An agreement between an IT service provider and a customer". Therefore, the correct answer is D.

12. Which process or function is responsible for monitoring activities and events in the IT infrastructure?
- A. Service level management
 - B. IT operations management
 - C. Capacity management
 - D. Incident management

Correct answer is B - IT operations management has two sub-processes: (1) IT operations Control - IT operations control oversees the execution and monitoring of the operational activities and events in the IT Infrastructure; (2) Facilities Management - It refers to the management of the physical IT environment, typically a Data Centre or computer rooms and recovery sites together with all the power and cooling equipment. Therefore, the correct answer is B - IT operations management.

13. Which one of the following would be the MOST useful in helping to define roles and responsibilities in an organizational structure?
- A. RACI model
 - B. Incident model
 - C. Continual service improvement (CSI) approach
 - D. The Deming Cycle

Correct answer is A - Clear definition of accountability and responsibility is essential for effective service management. To help with this task organizations use the RACI model or 'authority matrix' to define the roles and responsibilities in relation to processes and activities. Therefore for the correct answer is A - RACI model.

14. Which of the following activities would be performed by a process manager?
1. Monitoring and reporting on process performance
 2. Identifying improvement opportunities
 3. Appointing people to required roles
- A. All of the above
 - B. 1 and 3 only
 - C. 1 and 2 only
 - D. 2 and 3 only

Correct answer is A - The typical activities would be performed by a process manager are: Appointing people to the required roles, Managing resources assigned to the process, Monitoring and reporting on process performance, Identifying improvement opportunities for inclusion in the CSI register, and Making improvements to the process implementation. As some of these activities are mentioned in number 1, 2 and 3, the correct answer is A - All of the above.

15. Which of the following is not a service desk type recognized in the service operation volume of ITIL?
- A. Local
 - B. Centralized
 - C. Outsourced
 - D. Virtual

Correct answer is C - There are five service desk types recognized in the service operation volume of ITIL. Service desk types: Local Service Desk, Centralized Service Desk, Virtual Service Desk, Follow the Sun, Specialized Service Desk groups. Therefore, the correct answer is C - 'Outsourced' which is not a service desk type.

16. Which of the following is the BEST description of a centralized service desk?
- A. The desk is co-located within or physically close to the user community it serves
 - B. The desk uses technology and other support tools to give the impression that multiple desk locations are in one place
 - C. The desk provides 24 hour global support
 - D. There is a single desk in one location serving the whole organization

Correct answer is D - In a Centralized Service Desk all the Service Desks are merged into a single location by drawing the staff into one or more centralized Service Desk structures serving the whole organization. Therefore, the correct answer is answer D - There is a single desk in one location serving the whole organization.

17. A process owner has been identified with an "I" in a RACI matrix. Which one of the following would be expected of them?
- A. Be accountable for the outcome of an activity
 - B. Perform an activity
 - C. Be kept up-to-date on the progress of an activity
 - D. Manage an activity

Correct answer is C - In RACI matrix "I" means "Informed" - meaning the people who are kept up-to-date on progress of an activity. In this question if process owner has been identified with an "I" in a RACI matrix the process owner is expected to be kept-up-to date in the progress of an activity. Therefore, the correct answer is C.

18. Which of the following is an objective of business relationship management?

- A. To identify patterns of business activity
- B. To ensure high levels of customer satisfaction
- C. To secure funding to manage the provision of services
- D. To ensure strategic plans for IT services exist

Correct answer is B - The main objectives of business relationship management are: ensure that the service provider understands the customer's perspective of service, ensure high levels of customer satisfaction, establish and maintain a constructive relationship between company and customer. Therefore, the correct answer is B - to ensure high levels of customer satisfaction.

19. Which of the following options is a hierarchy that is used in knowledge management?
- A. Wisdom - Information - Data - Knowledge
 - B. Data - Information - Knowledge - Wisdom
 - C. Knowledge - Wisdom - Information - Data
 - D. Information - Data - Knowledge - Wisdom

Correct answer is B - Knowledge management is typically displayed within the Data-to-Information-to-Knowledge-to-Wisdom (DIKW) structure. Therefore, the correct answer is B - Data - Information - Knowledge - Wisdom.

20. Which two processes will contribute MOST to enabling effective problem detection?
- A. Incident and financial management
 - B. Change and release and deployment management
 - C. Incident and event management
 - D. Knowledge and service level management

Correct answer is C - Problem management use incident management and event management guidelines for problem identification. First all events and incidents are logged in to the service desk and categorized as events and incidents, in an identification as a problem by those processes it is passed to the problem management process with the necessary details. Therefore the correct answer is answer C - Incident and event management.

21. Which of the following would be 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

Correct answer is A - A change proposal is used to communicate a high-level description of a major change and it ensures that potential conflicts for resources or other issues are identified. Therefore, the correct answer is A - Change proposal.

22. Why is it important for service providers to understand patterns of business activity (PBA)?
- A. PBA are based on organizational roles and responsibilities
 - B. IT service providers CANNOT schedule changes until they understand PBA
 - C. Demand for the services delivered by service providers are directly influenced by PBA
 - D. Understanding PBA is the only way to enable accurate service level reporting

Correct answer is C - Pattern of Business Activity (PBA) is a workload profile of one or more Business Activities. PBA is used to help the IT Service Provider to understand and plan for different levels of Business Activity as the demand for the services delivered by service providers are directly influenced by PBA. Therefore, the correct answer is C.

23. Which process is responsible for recording the current details, status, interfaces and dependencies of all services that are being run or being prepared to run in the live environment?
- A. Service level management
 - B. Service catalogue management
 - C. Demand management
 - D. Service transition

Correct answer is B - The scope of service catalogue management is to provide and maintain accurate information on all services that are being transitioned or have been transitioned to the live environment. Therefore, the correct answer is B – Service catalogue management.

24. Which of the following are objectives of service level management?
- 1. Defining, documenting and agreeing the level of IT services to be provided
 - 2. Monitoring, measuring and reporting the actual level of services provided
 - 3. Monitoring and improving customer satisfaction
 - 4. Identifying possible future markets that the service provider could operate in
- A. 1, 2 and 3 only
 - B. 1 and 2 only
 - C. 1, 2 and 4 only
 - D. All of the above

Correct answer is A - The main objectives of Service level management are: Define, document, agree, monitor, measure, report and review level of services provided; Provide and improve the relationship and communication within business and customers; Ensure that specific and measurable targets are developed for all IT services; Monitor and improve customer satisfaction with delivered quality of service. Therefore the correct answer is answer A – 1, 2 and 3 only.

25. Which process includes business, service and component sub-processes?
- A. Capacity management
 - B. Incident management
 - C. Service level management
 - D. Financial management

Correct answer is A - Capacity Management is an extremely technical, complex and demanding process, and in order to achieve results, it requires three supporting sub-processes: business capacity management, service capacity management and component capacity management. Therefore, the correct answer is answer A.