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Question: 1

An organization uses value streams to help them deliver consistent services, and they use 'service integration and management' to manage many different suppliers.

How does 'service integration and management' work with the organization's value streams?

- A. 'Service integration and management' is independent of the organization's value streams
- B. 'Service integration and management' cannot be used in an organization that uses value streams
- C. 'Service integration and management' creates a separate value stream for each supplier
- D. 'Service integration and management' manages multiple suppliers in a single value stream

Answer: D

Explanation:

'Service integration and management' works by coordinating and managing multiple suppliers within a single value stream, ensuring that all suppliers contribute effectively to the delivery of consistent services aligned with the organization's value creation efforts.

Question: 2

A large organization has a centralized service desk, and many different teams that help to resolve incidents and manage service requests. They also use many different suppliers to support these activities.

What is the minimum number of different value streams that they need, in order to manage this work?

- A. One value stream for resolving incidents, and a separate value stream for managing service requests
- B. One value stream for the organization, and separate value streams for each supplier
- C. One value stream for the organization, and separate value streams for each team
- D. One value stream for all activity that arrives via the service desk

Answer: D

Explanation:

A single value stream can manage all activity that arrives via the service desk, regardless of which internal team or supplier is involved, enabling streamlined and consistent handling of incidents and service requests.

Question: 3

A service desk team acts as a single point of contact for its users. Service desk team members are the first-

line support however if they are unable to resolve the incidents, they are escalated to second- line support.

This tiered support structure has resulted in large queues of unresolved tickets.

Which concept or approach would help the organization resolve this situation?

- A. Results-based measurement
- B. Advanced analytics
- C. Outsourcing
- D. Swarming

Answer: D

Explanation:

Swarming involves bringing together specialists from different areas to collaborate immediately on incidents without rigid escalation tiers, helping to reduce queues and speed up resolution.

Question: 4

What approach can ensure testing happens earlier in the development lifecycle?

- A. Service integration and management
- B. Managing work as tickets
- C. Shift-left
- D. Robotic process automation

Answer: C

Explanation:

Shift-left moves testing activities earlier in the development lifecycle, helping to detect and fix defects sooner, improving quality and reducing rework.

Question: 5

Which statement about 'service integration as a service' is CORRECT?

- A. The service integrator can be easily replaced by other vendors to leverage better pricing
- B. The service integrator does not deliver any services to the organization
- C. The service integrator provides services and manages other vendors
- D. Multiple vendors provide the service integration and management function

Answer: C

Explanation:

In service integration as a service, the service integrator both provides services and manages other vendors, ensuring seamless delivery across multiple suppliers.

Question: 6

A cross-functional team is designing a value stream to support the development of a new financial service. Some members of the team are suggesting that multiple value streams are needed.

Which factor would MOST LIKELY influence the need for multiple value streams?

- A. The methods used to manage the development work
- B. Whether the service is being created for internal or external customers
- C. The number of practices required to support the service
- D. The number of suppliers that will be used to source service components

Answer: A

Explanation:

The methods used to manage the development work (such as Agile, DevOps, or Waterfall) can significantly influence whether multiple value streams are needed to efficiently handle different types of workflows within the same service development.

Question: 7

Which concept is commonly applied to help organizations process and interpret unstructured text, with the aim to produce summaries or translations?

- A. Artificial intelligence
- B. ITSM software
- C. Information models
- D. Advanced analytics

Answer: A

Explanation:

Artificial intelligence is commonly applied to process and interpret unstructured text, enabling tasks such as generating summaries, translations, and extracting meaningful insights.

Question: 8

Which of the following involves consideration of the skills and availability of both internal and external resources?

- A. Build vs buy
- B. Swarming
- C. Triage prioritization
- D. Shift-left approach

Answer: A

Explanation:

Build vs buy involves evaluating the skills and availability of both internal and external resources to decide whether to develop a solution in-house or acquire it from an external provider.

Question: 9

An organization prioritizes its work on a 'last-in, first-out' basis. Which work item should be actioned

NEXT?

- A. An item logged yesterday at 09:00
- B. An item logged yesterday at 11:00
- C. An item logged today at 09:00
- D. An item logged today at 11:00

Answer: D

Explanation:

In a last-in, first-out approach, the most recently logged work item is actioned next, which is the item logged today at 11:00.

Question: 10

An organization wishes to acquire a service from a supplier in a different country but with similar working hours.

Which sourcing model should they use?

- A. Onshoring
- B. Insourcing
- C. Offshoring
- D. Nearshoring

Answer: D

Explanation:

Nearshoring involves sourcing services from a supplier in a nearby country with similar working hours, facilitating easier communication and collaboration.

Question: 11

Which approach may help to improve incident resolution times by moving support activities from specialist teams to frontline teams or users?

- A. Shortest item first
- B. Swarming
- C. Shift-left
- D. Robotic process automation

Answer: C

Explanation:

The shift-left approach improves incident resolution times by moving support activities closer to frontline teams or users, enabling faster and more efficient handling.

Question: 12

When verifying that an incident has been resolved, which is an example of value as perceived by a user?

- A. An incident resolved within the target SLA time, enabling efficient use of service desk resources
- B. An accurate and complete incident record, enabling subsequent trend analysis of incidents
- C. A swift restoration of a point of sale system, enabling customers to be served with minimal disruption
- D. A better understanding of a complex networking scenario, enabling the creation of a new knowledge article

Answer: C

Explanation:

From the user's perspective, swift restoration of critical services like a point of sale system provides immediate value by minimizing disruption and allowing normal operations to continue.

Question: 13

A user has logged an incident saying that transactions via the company website are very slow. The service desk team does not have the skills needed to investigate this. There are many different teams that this could be escalated to, including a web server team, an application team, an infrastructure team, and a performance management team.

Which is the BEST approach for the service desk to use for escalating this incident?

- A. Follow the predefined procedure for investigating web performance incidents
- B. Use swarming to involve people from multiple different teams in the investigation
- C. Escalate to the performance management team, who will then escalate to a different team if needed
- D. Declare a major incident and start the major incident management procedure

Answer: A

Explanation:

Following a predefined procedure for investigating web performance incidents ensures a structured and

efficient escalation, reducing delays and avoiding confusion about responsibility.

Question: 14

A service has been in use for a number of years, and is not being developed or updated. Customers are not happy because they think that the applications that support the service are missing important functionality. Which practice is most likely to identify this issue and initiate improvement actions?

- A. Knowledge management
- B. Service validation and testing
- C. Service level management
- D. Service desk

Answer: C

Explanation:

Service level management focuses on understanding and capturing customer expectations and experiences, making it the practice most likely to identify dissatisfaction and initiate improvement actions.

Question: 15

An organization is moving from a process-based approach to a value-stream based approach for managing user issues.

Which of these activities should the organization do FIRST?

- A. Consider how the service desk teams can be involved at an earlier stage in the creation of a service.
- B. Identify the activities which could be improved by the use of automation
- C. Understand which steps contribute least to the support of the service
- D. Understand the situations in which incidents and service requests will be initiated

Answer: D

Explanation:

Understanding the situations where incidents and service requests are initiated is the first step, as it defines how user needs trigger value streams and shapes the design of the overall support approach.

Question: 16

A popular social media app is part of a complex network of systems. Most changes to the service are successful, except for those made by a development team that has many failed changes.

Which is the BEST approach to reduce the number of failures?

- A. Create a standard change model for development changes and initiate as a service request
- B. Increase the size of development changes to make them easier to handle and increase success
- C. Create a change model for development changes that includes the use of safe-to-fail testing
- D. Initiate

development changes as emergency changes so that errors can be identified quickly

Answer: C

Explanation:

Creating a change model that includes safe-to-fail testing allows development changes to be tested in controlled conditions, reducing the risk of failure and improving change success rates.

Question: 17

Which is an example of results-based measurement and reporting?

- | | | |
|----|-------------------------|-----------------------------------------------------------|
| A. | Measuring and reporting | the number of hours worked by service desk staff |
| B. | Measuring and reporting | the number of supplier-related interruptions to a service |
| C. | Measuring and reporting | customer satisfaction with closed incidents |
| D. | Measuring and reporting | the cost of providing a service to customers and users |

Answer: C

Explanation:

Measuring and reporting customer satisfaction with closed incidents focuses directly on the outcomes and value delivered to customers, which is the essence of results-based measurement.

Question: 18

Which statement about collaboration is CORRECT?

- A. Collaboration focuses on the organization's goals
- B. Collaboration should be used instead of swarming or
- C. Collaboration can be enforced by aligning metrics between teams
- D. Collaboration is most useful for standardized work

Answer: A

Explanation:

Collaboration is fundamentally about focusing on the organization's goals, ensuring that different teams and individuals work together toward shared outcomes.

Question: 19

An organization has many team members who work independently and spend time on the work which interests them the most.

Which recommendation is MOST applicable to this situation?

- A. Encourage informal teams across the organization
- B. Incorporate the organization's vision into the team culture
- C. Promote a culture of learning and development
- D. Hold regular meetings focusing on problem solutions

Answer: B

Explanation:

Incorporating the organization's vision into the team culture aligns individual efforts with organizational goals, ensuring that team members focus on work that contributes to overall success rather than personal interests.

Question: 20

Which is an example of using a 'shift-left' approach to optimize password resets?

- A. Allow users to reset their own passwords using an automated tool
- B. Train service desk agents to categorize password resets as service requests
- C. Automatically assign a high priority to password reset requests to resolve them faster
- D. Encourage users to remember or safely record their passwords to reduce the number of password resets

Answer: A

Explanation:

Allowing users to reset their own passwords using an automated tool moves support closer to the user, which is a direct application of the shift-left approach, improving speed and efficiency.

Question: 21

A sales enablement service is being modified to improve the data that is presented to sales staff. This will be delivered as a series of incremental improvements.

Which are the TWO BEST ways to measure these changes?

1. Measure individual changes by the output that they create
2. Measure the overall success of multiple changes by the output that is created
3. Measure individual changes by the outcome that they create
4. Measure the overall success of multiple changes by the outcome that is created

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

Answer: C

Explanation:

Individual changes should be measured by the outcome they create to ensure they deliver real value, and the overall success of multiple changes should also be measured by the outcome to confirm that the cumulative improvements meet business objectives.

Question: 22

A service operations team monitors a critical service. They receive thousands of events every day and operators are trained, so they know which events require a response. Sometimes they miss an important event and this causes service level targets to be breached.

What is the BEST approach to resolve this issue?

A service operations team monitors a critical service. They receive thousands of events every day and operators are trained, so they know which events require a response. Sometimes they miss an important event and this causes service level targets to be breached.

What is the BEST approach to resolve this issue?

- A. Recruit additional operations staff
- B. Improve operations team training
- C. Renegotiate service level targets
- D. Improve filtering of operations data

Answer: D

Explanation:

Improving the filtering of operations data reduces the noise from irrelevant events, allowing the operations team to focus on critical events and prevent breaches of service level targets.

Question: 23

A service desk manager is creating a job profile for a service desk team lead. The following requirements have been identified:

Ability to use company processes and tools Leadership skills

Knowledge of service desk objectives

What is the MOST important additional requirement for the job profile?

- A. Knowledge of how to log incidents and service requests
- B. Commitment to continual improvement
- C. Experience of financial management
- D. Technical knowledge of the supported products

Answer: B

Explanation:

A commitment to continual improvement is crucial for a service desk team lead to drive team

performance, enhance service quality, and align with the organization's goals for ongoing development.

Question: 24

An organization is considering how a new service will be supported when it goes live. There are many teams that will contribute to the support of the service.

Which approach should the organization follow when creating a value stream to support the new service?

- A. Create one value stream for every lifecycle phase of support requests
- B. Create one value stream for the entire set of support activities
- C. Create one value stream for each support team
- D. Create separate value streams for practices, people, tools and suppliers

Answer: B

Explanation:

Creating one value stream for the entire set of support activities ensures an end-to-end view of how the service will be supported, promoting integration across all contributing teams.

Question: 25

An organization is writing its test strategy in order to define the test levels and test types that are in scope for testing. In the past, the organization has experienced service disruptions after some releases of a particular application. These disruptions were happening because the application caused other applications to generate errors.

Which test level should the organization focus on to address this weakness?

- A. Unit
- B. Integration
- C. System
- D. Acceptance

Answer: B

Explanation:

Integration testing focuses on verifying how different applications and components work together, helping to identify and prevent errors that occur when the new application affects other systems.

Question: 26

To stay ahead of its competition, an organization's leadership team is focused on ensuring that product innovations reach customers quickly. A team is discussing how it can leverage value stream mapping in support of this goal. The team wants to improve the entire end-to-end value stream.

Which improvement is MOST LIKELY to improve the entire value stream?

- A. Reducing the time spent assessing and approving changes

- B. Designing a continuous integration/continuous delivery pipeline
- C. Reducing the time it takes to provide environments for projects
- D. Minimizing handoffs between specialists within a development team

Answer: B

Explanation:

Designing a continuous integration/continuous delivery (CI/CD) pipeline improves the entire end-to-end value stream by enabling faster, automated delivery of product innovations to customers.

Question: 27

Which is a reason why an organization should create competency profiles for each role?

- A. To plan the professional development of team members
- B. To ensure that IT specialists have pi-shaped skill profiles
- C. To ensure that technical skills are included in each profile
- D. To plan to fill all the mandatory ITIL roles

Answer: A

Explanation:

Creating competency profiles helps the organization plan the professional development of team members, ensuring that skills and capabilities align with current and future needs.

Question: 28

During a service design workshop, a development team come up with lots of different possible design solutions, and then analyze these to select one of them to proceed with.

What 'design thinking' activity is this an example of?

- A. Inspiration and empathy
- B. Ideation
- C. Implementation
- D. Prototyping

Answer: B

Explanation:

Ideation involves generating a wide range of ideas and then analyzing and selecting the best solution to move forward in the design thinking process.

Question: 29

An organization wants to encourage its employees to suggest improvements to its practices. However, employees are reluctant to suggest improvements because their suggestions have been ignored in the past.

The employees do not trust their managers to be open and transparent.
Which concept should be applied to overcome this challenge?

- A. Working with a customer-oriented mindset
- B. Shift-left
- C. A continual improvement culture
- D. Workforce planning and management

Answer: C

Explanation:

A continual improvement culture fosters an environment of openness, trust, and transparency, encouraging employees to suggest improvements and ensuring their ideas are valued and considered.

Question: 30

An organization has experienced difficulties in providing user support at expected levels. The organization has asked one of its relationship managers and a business analyst to gather information about the types of issues which users and customers are experiencing. The organization would also like to understand the operational issues that support teams are experiencing.

Which practice is most likely to provide this information?

- A. Release management
- B. Monitoring and event management
- C. Problem management
- D. Service desk

Answer: D

Explanation:

The service desk practice is the primary point of contact for users and customers, making it the best source for gathering information about both user issues and operational challenges faced by support teams.

Question: 31

An organization has found that a significant amount of rework is required, because tickets are escalated from the service desk team to higher tiers of support. This rework causes delays and results in recurring incidents as service desk agents rarely see how incidents are resolved.

Which approach can be used to reduce this rework and its consequences?

- A. Validate the data, when tickets are being created by service desk agents
- B. Train agents to capture the information required by each support team
- C. Limit the use of tickets to major and high-priority incidents
- D. Use swarming to improve collaboration and validate information

Answer: D

Explanation:

Using swarming improves collaboration between service desk agents and support teams, allowing real-time knowledge sharing, better information validation, and reducing rework and delays.

Question: 32

An organization experiences a high level of variation in the demand for its development services. The organization has the capacity to fulfil the overall level of demand but wants to reduce the variation so that it does not have to prioritize work at peak times.

Which action would BEST help the organization influence the demand for its services?

- A. Introducing continuous integration and deployment
- B. Increasing the number of test specialists
- C. Reducing the charges for less busy periods
- D. Engaging with a supplier to outsource tasks

Answer: C

Explanation:

Reducing the charges for less busy periods helps influence and smooth out demand, encouraging customers to request services during lower-demand times and reducing peaks.

Question: 33

Which is often included in an Agile approach to software development?

- A. Information models
- B. Advanced analytics
- C. Integrated service management toolsets
- D. CI/CD

Answer: D

Explanation:

CI/CD (Continuous Integration/Continuous Delivery) is often included in an Agile approach to accelerate and automate software development, testing, and deployment.

Question: 34

A service desk uses triage to ensure they work on the most urgent tasks first. This sometimes causes user satisfaction issues, because low priority requests can wait a long time before anyone starts to work on them.

What is the BEST way to manage this issue?

- A. Train users so that they know their requests might be delayed if there are many higher priority tasks in the backlog
- B. Increase the priority of requests that have been waiting a long time and are at risk of breaching agreed service levels
- C. Recruit more service desk staff so that they are able to work on low priority requests even when there are many higher priority tasks
- D. Use first-in first-out prioritization instead of triage, to ensure that tasks are worked on in the order that they are requested

Answer: B

Explanation:

Increasing the priority of requests that have been waiting too long helps prevent service level breaches and improves user satisfaction without undermining the triage approach for urgent tasks.

Question: 35

Which concept focuses on understanding the different levels within systems and ensuring that multiple systems are aligned and unified when designing services?

- A. Robotic process automation
- B. Integration and data sharing
- C. Customer orientation
- D. ICI/CD

Answer: B

Explanation:

Integration and data sharing focus on aligning and unifying multiple systems to ensure smooth, cohesive service design and delivery.

Question: 36

An organization has received complaints from customers regarding incident resolution times. The organization is using value stream mapping to visualize the activities involved in restoring service following an outage. The team has designed an optimized flow that begins with the incident being generated by a monitoring tool, and ends when service is restored. Leadership is concerned that this approach has failed to provide the insight needed to reduce delays.

Which is the BEST action this team can take to address leadership's concern?

- A. Determine where work is sitting in queues
- B. Introduce additional sources of demand
- C. Compare the map to actual activities
- D. Automate repeatable work activities

Answer: C

Explanation:

Comparing the map to actual activities ensures the value stream reflects reality, helping identify gaps, hidden delays, and inefficiencies that must be addressed to truly reduce incident resolution times.

Question: 37

An organization experiences delays when creating and changing products and services. This is largely because software developers store code in their individual repositories.

Which approach would help to resolve this situation?

- A. Continuous integration
- B. Continuous delivery
- C. Continuous deployment
- D. Change enablement

Answer: A

Explanation:

Continuous integration resolves delays by ensuring that developers frequently merge their code into a shared repository, enabling earlier detection of issues and smoother collaboration.

Question: 38

Which is an example of a divisional organizational structure?

- A. An organization which does not have a layered management structure
- B. An organization which has a different business unit for each of its products
- C. An organization which uses a grid of reporting relationships
- D. An organization which has arranged its teams in a hierarchical authority structure

Answer: B

Explanation:

An organization with a different business unit for each of its products is an example of a divisional organizational structure, where divisions are typically based on products, services, or markets.

Question: 39

An organization wants to make some changes to individual and team objectives. The new objectives need to align to the organization's goal of anticipating the needs of its customers.

Which concept is the key element of this alignment?

- A. Organizational structure
- B. The value of positive communications

- C. Customer orientation
- D. Shift-left

Answer: C

Explanation:

Customer orientation ensures that individual and team objectives are aligned with anticipating and meeting customer needs, directly supporting the organization's goal.

Question: 40

Users have specific product-related questions and want to provide product feedback.

What is the best way to enable two-way communication between these users and the organization's product team?

- A. Event surveys
- B. Topic-based forums
- C. Self-service portals
- D. Social media

Answer: B

Explanation:

Topic-based forums enable structured two-way communication between users and the product team, allowing users to ask questions and provide feedback directly.

Question: 41

Service management is about co-creating value.

Which of the following is NOT a distinguishing feature between more and less valuable services?

- A. Security considerations in service provision.
- B. Increasing levels of innovation for service evolution.
- C. Speed and flexibility in service delivery.
- D. Human-centric approaches within service frameworks.

Answer: B

Explanation:

Increasing levels of innovation for service evolution.

Presently, service value is differentiated by speed and flexibility, and highlights aspects like security, human-centricity, and increased automation as potential future value differentiators. However, it does not particularly underscore increasing levels of innovation as the prevailing differentiator.

1 - Introduction

Technology is used to support value co-creation, but defining value can be challenging in the IT industry.

In the past, much of the focus has been on cost effectiveness, basic functionality, or innovation.

Currently, however, speed and flexibility are the differentiators between valuable and less valuable

services. This may shift in the future to areas such as security, human centricity, increased automation, etc. Moreover, as the definition of value is continually changing, it should be continually revised and clarified.

Question: 42

"These are typically hierarchical arrangements based on organizational control, lines of authority, or technical domain. These arrangements determine how power, roles, and responsibilities are assigned and how work is managed across different levels. The organization may be divided into internal groups based on functional areas, such as HR, IT, finance, marketing, etc."

That is an example of what kind of organizational structure?

- A. Functional
- B. Divisional
- C. Matrix
- D. Flat

Answer: A

Explanation:

1.1.1 Organizational structures

Types of organizational structure include:

- **Functional:**

These are typically hierarchical arrangements based on organizational control, lines of authority, or technical domain. These arrangements determine how power, roles, and responsibilities are assigned and how work is managed across different levels. The organization may be divided into internal groups based on functional areas, such as HR, IT, finance, marketing, etc.

- **Divisional:**

Divisionally based organizations arrange their activities around market, product, or geographical groups. Each division may be responsible for its own accounting, sales and marketing, engineering, production, etc.

- **Matrix:**

Reporting relationships are organized as a grid or matrix, with pools of people who can move across teams as needed. Employees in this structure often have dual reporting relationships; for example, both to a line manager and to a product, project, or programme of work.

- **Flat:**

Some organizations reduce hierarchical reporting lines because they are seen as barriers that hinder decision-making. As the organization grows, these structures become a challenge to maintain.

Question: 43

In which sourcing model does an organization utilize its internal personnel and infrastructure?

- A. Proximal sourcing
- B. Local sourcing
- C. Remote sourcing
- D. Internal sourcing

Answer: D

Explanation:

Insourcing is when "the organization's existing resources are leveraged to create, deliver, and support service components." Ref 5.2.2

Question: 44

The ITIL 4 guiding principles are valuable references when planning to improve organizational structures. "Understanding what is the key driver for changing the structure, how it is important to ensure that this is reviewed and referenced at each stage of the transformation."

That statement is related to which of the guiding principles?

- A. Start where you are
- B. Progress iteratively with feedback
- C. Collaborate and promote visibility
- D. Focus on value

Answer: D

Explanation:

2.1.2 Using the ITIL guiding principles to improve the organizational structure It is useful to consider the following:

Focus on value:

What is the key driver for changing the structure? It is important to ensure that this is reviewed and referenced at each stage of the transformation.

Start where you are:

The cultural aspects of the organization should be considered. For instance, what is the relative maturity of the current organizational structures? Value stream mapping and RACI matrices can be used to understand current roles and responsibilities.

Progress iteratively with feedback:

The transition/transformation should be simplified into manageable steps to ensure that it is possible to adapt to changing requirements.

Collaborate and promote visibility:

It is important to ensure that all stakeholders are engaged throughout the change process. A 'disagree and commit' approach, in which every stakeholder discusses their concerns with the rest and is then expected to come to an agreement, can help changes to progress quickly. Leaders should adopt an 'open-door' policy to become easily accessible. Organizational changes must be clearly defined and openly discussed to facilitate transparency.

Think and work holistically:

Collaborating with all the appropriate leaders/managers will ensure that potential risks are understood and managed. It will also help to communicate a consistent message about the risks and the progress that is being made towards transformation.

Keep it simple and practical:

It is important to reduce the complexity of the organization as much as possible so that the flow of work

and information is uninhibited. Efficiency and effectiveness can be improved by reducing the transferrals of work. Where possible, teams can be encouraged to be selforganizing by making decisions and taking actions within certain criteria without the need to check with management.

Optimize and automate:

Where possible, tasks should be consolidated or automated to reduce waste. Human intervention should only occur when it contributes a defined value.

Question: 45

. is a set of responsibilities, activities, and authorizations granted to a person or team, in a specific context. Which of the options fills CORRECTLY the blank space?

- A. Job
- B. Function
- C. Role
- D. Responsibility

Answer: C

Explanation:

2.2 Building effective teams

2.2.1 Roles and competencies Key message:

Roles and jobs

A role is a set of responsibilities, activities, and authorizations granted to a person or team, in a specific context.

A job is a position within an organization that is assigned to a specific person. A single person may, as part of their job, fulfil many different roles.

A single role may be contributed to by several people.

Question: 46

In the evolving workplace, what is the primary challenge that organizations face in building career paths for their employees?

- A. The lack of technical competencies in the workforce
- B. Constantly changing roles and job requirements
- C. Difficulty in defining roles within development and operational areas
- D. The resistance of employees to adapt to new technologies

Answer: B

Explanation:

The organizations struggle to build career paths due to the constant changes in roles and job requirements, indicating the challenge of adapting to the evolving workplace.

2.2 Building effective teams

2.2.1 Roles and competencies

"Traditionally, roles in IT and technology followed specific technical competencies. These roles, which were clearly defined, were within the development and operational areas and included programmers, business analysts, tech support, designers, and integrators. More recently, organizations have been struggling to build career paths for their employees because roles and job requirements are constantly changing.

The new workplace requires greater flexibility and the ability to constantly adapt to new requirements and technologies. In IT and service management, this involves a wider definition of skills, competencies, and areas of work, reflecting the changes in teams and organizational structures. The transformation from hierarchical structures to matrix-managed cross-functional teams has expanded the definition of roles. As a result, individuals are now expected to transfer more readily between roles.

In addition, there is now an expectation that professionals in IT and service management will possess a wider range of business competencies, supported by demonstrable skills, experience, and qualifications. Many of these are transferable business skills that have been obtained from other areas of work and used successfully by IT professionals for years. However, they have only recently been recognized as being of equal importance to technical skills and qualifications.

As the technology industry moves closer to becoming a mainstream business function, generic business and management competencies will increasingly become compulsory requirements for IT and technology roles."

Question: 47

In the initial 'empathy' stage of the 'design thinking' methodology for improving staff productivity through a new mobile application, which approach would be BEST aligned

Host a workshop with a small group of the most experienced members of staff to prioritize the desired features

- A. Identify a minimum viable product, build a prototype, and trial it with a small group of staff members
- B. Visit and observe a varied selection of staff members to understand their concerns and issues
- C. Survey the entire group of staff members and ask them to prioritize the desired features

Answer: B

Explanation:

The 'inspiration and empathy' activity involves "direct observation of people and how they work or interact with products and services, as well as identifying how they might interact differently with other solutions". Ref Service Design Practice Guide 2.2.1

Question: 48

In the competency profile, communication and coordination skills are very important, administrative skills are somewhat important, and technical knowledge is useful but less important for the described activity.

This combination is relevant, for example, for a relationship manager and a service owner drafting a new or amended service level agreement

- A. CAT
- B. TMA

- C. Leader
- D. Technical

Answer: A

Explanation:

2.2.2 Professional IT and service management skills and competencies

Successfully performing an activity requires a combination of competencies, each of which will vary in importance depending on the activity. The position of the competency in a competency code illustrates its relative importance. For example:

- · In the CAT competency profile, communication and coordination skills are very important, administrative skills are somewhat important, and technical knowledge is useful but less important for the described activity. This combination is relevant, for example, for a relationship manager and a service owner drafting a new or amended service level agreement (see the service level management practice guide, section 4.1, for details).
- · In the TMA competency profile, technical knowledge is very important, method design skills are somewhat important, and administrative skills are useful but less important for the described activity. This combination is relevant, for example, for a change manager and a service owner initiating an improvement of a change model (see the change enablement practice guide, section 4.1, for details).

Question: 49

What term is used to describe individuals who possess a broad range of skills with a deep understanding in one specific area, fostering adaptability and resilience in the face of evolving industries?

- A. Linear individuals
- B. Pi-shaped individuals
- C. T-shaped individuals
- D. Specialized individuals

Answer: C

Explanation:

2.2.2.1 Generalist or 'T-shaped' models

"In the past, pi-shaped individuals were usually senior staff who had developed their skills over time by working in different domains. However, this has changed: new hires may be skilled in multiple areas but not be specialized in any. Many individuals take a proactive approach to developing their skills and knowledge. T-shaped individuals tend to be inquisitive; they like to learn new skills and will acquire them whenever opportunity allows. Although a clear focus on one competency creates deeper understanding, it can be dangerous to have only one area of expertise. This is because, in the rapidly evolving technology industry, an individual may find that their area of expertise is no longer relevant."

Question: 50

Why is there a tendency to overlook the impact of current and future vacancies on an organization's ability to execute its strategy, and how does it affect workforce planning?

- A. Workforce planning is considered irrelevant in modern organizations, leading to a lack of attention.
- B. The focus on emerging technologies diminishes the importance of employee vacancies.
- C. Organizations deliberately avoid addressing the impact of vacancies to maintain flexibility.
- D. Managers often fail to recognize the connection between workforce planning and organizational strategy execution.

Answer: D

Explanation:

Managers often fail to recognize the connection between workforce planning and organizational strategy execution.

2.2.3 Workforce planning and management

"A good workforce planning strategy should identify the roles, together with the knowledge, skills, abilities, and attitudes associated with them, that keep an organization functioning. It should also address the emerging technologies, leadership, and organizational changes required to progress the organization's growth and success.

Fundamentally, workforce and talent management is a set of specific approaches for recruiting, retaining, developing, and managing employees. Workforce planning involves understanding how employees can be used to meet an organization's business goals. This can include determining how many employee hours are needed for a project and identifying the skills the employees will need to ensure that the organization meets its goals and continues to improve its performance.

Workforce planning is a competency that is highly desired by managers. However, the impact of current and future vacancies on the organization's ability to execute its strategy often goes unrecognized, and there is also a tendency to allocate insufficient time to its implementation."

Question: 51

An organization is designing a value stream for user support, involving multiple internal and external teams. Considering the discussions on the value stream design, which statement is MOST CORRECT?

- A. If an external team is involved in the support workflow, the organization should define a separate value stream for that team's work.
- B. Each internal or external team involved in the support workflow should have its own separate value stream for their team's work.
- C. A value stream can include steps performed by different internal and external teams.
- D. A value stream can only include steps performed by different internal teams; external teams cannot be involved in an organization's value stream.

Answer: C

Explanation:

"The value stream will therefore represent work across different teams, impacting different stakeholders, using different processes, tools and people, and sometimes even different suppliers... Steps performed by the external vendor are likely to be managed as the vendor's own value stream." Ref 4.1.2

Question: 52

Considering employee satisfaction management, are key elements in collecting employee feedback are below, EXCEPT:

- A. Confidentiality
- B. Support and understanding
- C. Call to action
- D. Review to avoid errors

Answer: D

Explanation:

2.2.4 Employee satisfaction management

The true potential of an organization can only be realized when the productivity of individuals and teams are aligned, and their activities are integrated to achieve the goals of the organization. Employees' morale and engagement can influence their productivity and retention, as well as customer satisfaction and loyalty (happy and satisfied staff are needed for happy and satisfied customers). Organizations should therefore keep employee satisfaction under frequent review in order to understand how well they are meeting the changing needs and expectations of their staff. Employee satisfaction surveys can measure many attributes, including leadership, culture, morale, organizational climate, organizational structure, and job activities.

It is sometimes useful to manage surveys via a third party to maintain confidentiality. Employee satisfaction surveys should be used to baseline their current satisfaction levels and to identify actions that will increase their commitment and trust; these directly impact on the ability of an organization to achieve its goals. Although surveys are a common means of collecting and managing employee feedback, other methods are available, such as casual meetings, regular one-to-one meetings and appraisals, reviewing sickness and attrition levels, staff morale metrics, and other informal communications.

The key elements in collecting employee feedback are:

- Confidentiality Employees should feel able to speak their minds without fear of negative consequences.
- Support and understanding Honest feedback will only be given when employees trust their managers to respond reasonably. Employees should feel that their opinions will be listened to and taken seriously.
- Call to action Employees need to know that their comments will be acted upon. It is important to initiate activities, e.g. to explain a decision that an employee does not support. Employees may not be forthcoming in the future if their opinions were ignored the last time they gave feedback.

Question: 53

When we talk about results-based approach, and setting and measuring individual performance goals, it is important to:

- 1 - arrange a face-to-face meeting and agree on a set of individual goals
- 2 - express the goals in general terms

- 3 - adapt the goals to the individual
4 - adjust any goals that prove to be realistic

- A. 1 and 2 are TRUE
B. 2 and 4 are FALSE
C. 2 and 3 are TRUE
D. 3 and 4 are FALSE

Answer: B

Explanation:

2.2.5.1 Results-based approach

When setting and measuring individual performance goals, it is important to:

- arrange a face-to-face meeting and agree on a set of individual goals
- ensure that the goals are measurable and documented, which will make it easier for the individual to track their progress
- express the goals in specific terms
- adapt the goals to the individual
- adjust any goals that prove to be unrealistic.

Question: 54

What poses a difficulty when implementing a 'shift-left' approach?

- A. Encouraging service desk staff to elevate incidents to 2nd-tier support teams
B. Ensuring staff possess the requisite skills for newly assigned tasks
C. Shifting testing activities towards later stages in the development pipeline
D. Expanding the range of responsibilities for all team members

Answer: B

Explanation:

"Shift-left improves the quality of the work and the speed with which it is performed, and reduces the need for and cost of rework. It requires more knowledge and skills, because practitioners (or, in some cases, users) need to perform a broader scope of tasks." Ref 5.1.5

Question: 55

Cultural fit is the ability of an employee or a team to work comfortably in an environment that corresponds with their own beliefs, values, and needs.

What are the potential benefits of hiring employees based on cultural fit?

- A. Increased workplace conflicts and reduced team productivity.
B. Short-term commitment and lower employee engagement.
C. Enhanced happiness, long-term commitment, and increased productivity.
D. Homogeneous teams and limited growth opportunities.

Answer: C

Explanation:

2.3.2 What does cultural fit mean and why is it important?

Question: 56

How does the practice of cross-training employees, including the rotation of managerial roles, contribute to organizational effectiveness?

- A. By limiting employees' exposure to diverse roles, ensuring specialization within departments.
- B. By encouraging employees to prioritize their own roles over the organization's overall success.
- C. By providing employees with a comprehensive understanding of various organizational functions, fostering decision-making that benefits the entire organization.
- D. By discouraging top executives from actively participating in front-line activities, maintaining a hierarchical structure.

Answer: C

Explanation:

2.3.3.5 Cross-training employees

"When employees understand how the various areas of the organization work, they are more likely to make decisions that benefit the organization rather than just their own department or group. It is important to provide employees with opportunities to learn about other roles within the organization. Some organizations go as far as switching employee roles on a daily, weekly, or monthly basis, including managerial roles. Top executives, for example, should spend a few days working on the front lines with customers or directly with the product. Such experiences will provide them with a new appreciation for and understanding of front-line employees."

Question: 57

The key elements of a continual improvement culture are:

- A. Transparency, Management by example, Building trust
- B. Communication, Timing, Transparency
- C. Failing to respond, Sending updates, Reporting great performance
- D. Customer journey, Transparency, Relationship

Answer: A

Explanation:

The key elements of a continual improvement culture are:

- Transparency This encourages openness and trust.
- Management by example This should be displayed by all, especially leaders.
- Building trust The workplace should be a comfort zone where individuals feel supported to suggest, experiment with, and implement new ideas.

Question: 58

In the context of collaborative teamwork, which scenario BEST exemplifies effective collaboration among team members?

- A. Collaborating to accomplish individual objectives and tasks within a team structure
- B. Introducing technological tools to enhance communication and interaction among team members
- C. Collective collaboration aimed at achieving a common organizational goal
- D. Aligning individual and group objectives with Key Performance Indicators (KPIs) for improved team performance

Answer: C

Explanation:

From a business perspective, "collaboration is a practice where individuals work together to achieve a common, shared goal/objective". Ref 2.3.5

Question: 59

Behavioral science enables us to define the work underpinning the operation of a service or product as either algorithmic or heuristic.

Is CORRECT to say that an algorithmic task:

- A. Involves a person following a defined process that consistently follows a set of established instructions until the work is concluded
- B. Depends on human inventiveness and involves enabling a person to discover or learn something for themselves
- C. Can be implemented using a general flow based on reassignments and handovers between initial teams supported by established process bases of undefined instructions
- D. Has uncertain process paths with vague inputs, instructions, outputs, and branches at each step

Answer: A

Explanation:

2.3.5.1 Align with the type of work

Behavioural science enables us to define the work underpinning the operation of a service or product as either algorithmic or heuristic:

- · An algorithmic task involves a person following a defined process that consistently follows a set of established instructions until the work is concluded.

- · A heuristic task depends on human inventiveness and involves enabling a person to discover or learn something for themselves.

The service designer needs to understand the nature of the work on which their service and process depends.

For instance, purely algorithmic tasks have predictable process paths with clear inputs, instructions,

outputs, and branches at each step. Algorithmic activities can be implemented using a conventional flow based on reassignments and handovers between specialized silos supported by established knowledge bases of predefined instructions. However, the rigid structures that drive efficiency gains in algorithmic work can be too restrictive for heuristic or more creative work.

Question: 60

Effective leadership is important for the achievement of objectives, regardless of the organizational structure. For instance, servant leadership is more effective than command-and-control leadership in intellectually challenging work that requires agility and high velocity.

What is FALSE about servant leadership?

- A. Servant leadership can often be seen in flat, matrix, or product-focused organizations
- B. This approach can be applied to any organizational structure
- C. The servant style of leadership inspires individuals to collaborate with the leader to become more cohesive and productive
- D. Is a type of leadership that is focused on the implicit support of organizations in their processes

Answer: D

Explanation:

2.3.5.3 Servant leadership

"Servant leadership can often be seen in flat, matrix, or product-focused organizations. However, this approach can be applied to any organizational structure. The servant style of leadership inspires individuals to collaborate with the leader to become more cohesive and productive." Definition: Servant leadership

Leadership that is focused on the explicit support of people in their roles.

Question: 61

Insight into the customer's needs and the working practices of competitors can help to clarify customer orientation. In addition, a well-constructed customer survey can provide in-depth knowledge about how the organization has performed and how it may perform in the near future.

What is FALSE when organizations should consider to improving customer orientation?

- A. It is important to focus on value by considering customer needs and expectations, rather than focusing solely on formally stated requirements.
- B. Every customer is unique and has specific needs. These must be understood, prioritized, and communicated clearly to employees.
- C. Those impacted by organizations improvements do not revert to the old ways of working, and that the desired state is being maintained.
- D. The service, product, or maintenance process should be linked to the customer needs, which are based on a clear definition of the customer experience.

Answer: C

Explanation:

2.3.6 Customer orientation: putting the customer first

Organizations should consider the following when improving customer orientation:

- It is important to focus on value by considering customer needs and expectations, rather than focusing solely on formally stated requirements.
- Every customer is unique and has specific needs. These must be understood, prioritized, and communicated clearly to employees.
- The service, product, or maintenance process should be linked to the customer needs, which are based on a clear definition of the customer experience.

Question: 62

The organization revamped its internal IT team's performance assessment by emphasizing customer focus, assigning new targets reflecting this shift. For instance, the teams now target business impact due to IT failures and customer satisfaction with their work and behavior.

Which strategy or method is illustrated by these instances?

- A. Service integration and management
- B. Ticket-based work management
- C. Outcome-driven measurement and reporting
- D. Prioritization and managing demands

Answer: C

Explanation:

"Continual improvement relies on reporting data and outputs from various sources to identify whether an objective has been achieved or will or will not be achieved. Organizations similarly use measuring and reporting to drive improvement activities and then track progress against the stated objectives." Ref 2.2.5

Question: 63

In the context of service management, sales, and customer support roles, why is it emphasized the importance of effective human communication, and how does it contribute to the success of these roles?

- A. Human communication is secondary to technological advancements in these roles. Effective communication is mentioned but is considered unnecessary for success.
- B. Effective human communication is fundamental for success in service management, sales, and customer support roles. It involves building positive relationships with colleagues, team members, and customers, fostering trust, empathy, and shared goals.
- C. Technology is gradually replacing the need for human communication in service management, sales, and customer support roles. Positive relationships are considered irrelevant to success.
- D. It is promoted a one-size-fits-all approach, stating that effective human communication is a general skill but does not specify its relevance to service management, sales, or customer support roles.

Answer: B

Explanation:

2.3.7 Positive communication

There are areas where technology can achieve results that humans never could; routine and repetitive tasks, for example, can be delivered by machines. Nevertheless, most working projects, teams, initiatives, and organizations require productive and positive interactions between individuals to succeed. Human interaction and communication are where real people still stand apart, ahead of the machines.

The ability to communicate effectively is a key business skill and is fundamental to success within service management. Good human communication is about being effective, efficient, responsive, and professional.

Effective human communication is enhanced by establishing positive relationships that avoid unnecessary issues and stress, and it can form the basis for the successful delivery of services. In many cases, it requires a recognition of the intellectual and emotional needs of the people engaging in the communication. Service management, sales, and customer support roles depend upon building positive relationships which include trust, empathy, proximity, and shared goals.

Service management professionals require the ability to manage relationships with colleagues and team members to achieve business goals. They also need to be able to build and maintain effective and positive relationships with customers.

It is important to follow a project or service operation's plans. Good communication ensures plans are followed and do not fail due to missed or mixed messages, inadequate information, or unclear and contradictory expectations.

Changes are inevitable in today's fast-moving world, and certain individuals can inspire and drive others to enable change to occur. People in this sort of role need to question issues and suggest improvements.

They also need to be able to see a situation from different perspectives, and to react quickly to negate potential issues.

Good communication enables all this to happen and is good for business.

Question: 64

Point-to-point integration involves directly linking pairs of systems. This may be suitable for simple services with a small number of integrated systems.

Consider:

- 1) The number of connections grows quickly in proportion to the number of integrated systems, requiring $n(n-1)$ integrations to be implemented.
- 2) The number of similar integration protocols and methods may be low, which decreases the complexity
- 3) The number of different integration protocols and methods may be high, which increases the complexity
- 4) A multi-directional integration effectively counts as many separated integrations What are the RIGHT options about disadvantages in that approach?

- A. 2 and 3
- B. 1 and 4
- C. 2 and 4
- D. 1 and 3

Answer: D

Explanation:

3.1.1 Integration topologies

Integration design requires an understanding and consideration of the different topographical approaches to integrating multiple systems. There are two generally accepted topologies: point-to-point and publish-subscribe. Point-to-point integration involves directly linking pairs of systems. This may be suitable for simple services with a small number of integrated systems. There are, however, drawbacks with this approach:

- The number of connections grows quickly in proportion to the number of integrated systems, requiring $n(n-1)$ integrations to be implemented. A bi-directional integration effectively counts as two separate integrations.
- The number of different integration protocols and methods may be high, which increases the complexity.

Question: 65

In the context of collaborative teamwork, which scenario BEST exemplifies effective collaboration among team members?

- Collaborating to accomplish individual objectives and tasks within a team structure.
- Introducing technological tools to enhance communication and interaction among team members.
- Collective collaboration aimed at achieving a common organizational goal.
- Aligning individual and group objectives with Key Performance Indicators (KPIs) for improved team performance.

Answer: C

Explanation:

From a business perspective, "collaboration is a practice where individuals work together to achieve a common, shared goal/objective". Ref 2.3.5

Question: 66

Data analytics is the method of examining data sets, often using specialized software, in order to draw conclusions about the information they contain.

What is the definition of data?

- Information that has been translated into a form that is efficient for movement or processing
- Data that has been migrated into a form that is stable for only for processing
- Database that is transformed into a stack of information that is processed or migrated
- Information that has been translated in a low-level of migration and transformation

Answer: A

Explanation:

3.2.1 Data analytics Definition: Data

Information that has been translated into a form that is efficient for movement or processing.

Question: 67

An organization is planning to introduce a new service involving multiple contributing teams across various phases. Which approach should the organization follow when creating a value stream for this new service?

- A. Create separate value streams for every project phase to ensure an agile achievement of each milestone
- B. Create one value stream for the entire project to enable an end-to-end, holistic vision of the service
- C. Create one value stream for each team to allow the teams to focus on their different objectives
- D. Create separate value streams for practices, people, tools, and suppliers to ensure equal consideration of the 'four dimensions'

Answer: B

Explanation:

It is necessary to "Join all of the activities from all of the required practices to create a new service, to create an end-to-end, holistic vision for the work". The value stream will therefore represent activities across different teams, using different practices, tools and people. Ref 4.2.1

Question: 68

The ever-increasing adoption of an Agile approach to managing work, particularly within software development, has triggered a related uptake in the use of tools and methods that support it.

Correlate the tools and methods that support an Agile approach with their explanations:

- 1 - Making work visible
- 2 - Working in topic-based forums
- 3 - Mapping workflows
- 4 - Working in small teams and sprints
- 5 - Using simple feedback mechanisms
- 6 - Collaboration and 'social media' features
- A - This is a key element in Agile and DevOps, where small integrated teams work on discrete packages of work as end-to-end value streams.
- B - Teams and projects utilize a model in which their work is presented and used in a visible format.
- C - Communication does not need to be overly formal or complicated.
- D - The use of physical boards and maps, colour, and graphics to visualize the work on hand, display how the team plans to handle it, and plot and record its journey through the work stream.
- E - Certain social media features are being adopted by work-based tools.
- F - Although email still predominates in the workplace for the management of work, its characteristics of personal folders, duplicated messages, and lost attachments hidden within vast, nested email chains mean time is frequently wasted in the search for important information.

- A. 1A, 2C, 3B, 4D, 5F, 6E
- B. 1B, 2C, 3A, 4E, 5F, 6D

- C. 1D, 2F, 3B, 4A, 5C, 6E
- D. 1E, 2B, 3D, 4A, 5C, 6F

Answer: C

Explanation:

3.3 Collaboration and workflow

3.3.1 Collaboration

Table 3.2 Tools and methods that support an Agile approach

Tool or method	Explanation
Making work visible	The use of physical boards and maps, colour, and graphics to visualize the work on hand, display how the team plans to handle it, and plot and record its journey through the work stream. Although many IT work management systems contain large quantities of data, very little can be easily viewed or consumed. Bottlenecks may not be noticed until it is too late to resolve them. Work or issues that are hidden from view may be delayed or left unresolved either because no one is aware of them, they fall outside allotted areas of responsibility, or few individuals possess the knowledge or have the availability to fix them.

Working in topic-based forums

Although email still predominates in the workplace for the management of work, its characteristics of personal folders, duplicated messages, and lost attachments hidden within vast, nested email chains mean time is frequently wasted in the search for important information. Good collaboration tools utilize a forum approach, where individuals and teams can take part in direct discussion. They facilitate topic-based areas, mini projects and campaigns, etc., which are available only to the individuals involved in the discussion. This helps to improve efficiency and avoids wasting time by searching for documents.

Mapping workflows

Teams and projects utilize a model in which their work is presented and used in a visible format. Work packages, timescales, people, and outputs are shown as tangible and easily accessible elements. The work is made available for others in the organization to see. This transparency can lead to greater

communication and collaboration across teams, averting a common challenge within big organizations. Issues and problems do not follow the typical reporting lines of organizations, so there is a constant need to improve collaboration by checking for gaps, omissions, or potential blockages that can go unnoticed between or across teams.

Working in small teams and sprints

This is a key element in Agile and DevOps, where small integrated teams work on discrete packages of work as end-to-end value streams. Tools and cross-team methods should dynamically reflect the nature of these teams, which are often in operation for a finite period of time as part of a matrix resourcing model or due to flexible ways of managing issues, such as swarming. The relevant teams may only require light documentation, approval processes, and stages in order to achieve their goals.

Using simple feedback mechanisms

Communication does not need to be overly formal or complicated. In fact, there is usually a greater chance that the communication will be noticed, read, and actioned if it is simple and easy to comprehend. The collection of customer and employee feedback should be instantaneous and intuitive. Collaboration and ‘social media’ features

Certain social media features are being adopted by work-based tools. Many individuals are already used to features such as ‘like’, ‘retweet’, or ‘share’, and these can be used in the work environment to provide useful data. Furthermore, emojis can also be used to represent feedback responses.

Question: 69

There are several benefits of a successful RPA programme. What is NOT one of the benefits?

- A. Lower labor cost: After the robots are deployed, the only costs are related to servicing and maintaining the software
- B. Increased throughput: As robots can do manual tasks hundreds of times faster than a human, including developing, testing, and deployment of software, the time to market for new products can be reduced, which speeds up return on investment (ROI). Robots are also constantly available throughout the year
- C. Increased accuracy: Robots are able to achieve near-perfect accuracy, which increases excellence throughout the value streams, value chain, and SVS. This provides a more consistent experience with a standard level of output, deeper insights into business/IT performance and customer experience, and a reduction in the level of human error
- D. Compliance: Service provision via RPA and the service comply with the state regulations for personal data protection, copyright protection, and content control

Answer: D

Explanation:

3.4.2 RPA technologies

There are several benefits of a successful RPA programme, including:

- Lower labour cost:

After the robots are deployed, the only costs are related to servicing and maintaining the software.

- Increased throughput:

As robots can do manual tasks hundreds of times faster than a human, including developing, testing, and deployment of software, the time to market for new products can be reduced, which speeds up return on investment (ROI). Robots are also constantly available throughout the year.

- Increased accuracy:

Robots are able to achieve near-perfect accuracy, which increases excellence throughout the value streams, value chain, and SVS. This provides a more consistent experience with a standard level of output, deeper insights into business/IT performance and customer experience, and a reduction in the level of human error.

Question: 70

When new service changes are released, users often complain about the service desk staff's unawareness and the slow resolution of support issues.

How can such situations be avoided?

- A. Outsourcing internal support to external developers
- B. Introducing a user-centric self-service system
- C. Involving support staff within the service value stream in development phase
- D. Enabling direct user access to advanced support tiers, bypassing the service desk

Answer: C

Explanation:

"It is imperative that any work to build or upgrade a service involves those who are involved in the value stream – so not just the initial designers, architects and programmers, but also those who will test implement, run and support the service, all including both internal and external suppliers and partners."

Ref 3.1.1.1

Question: 71

What can help IT operations to identify and resolve high-severity incidents faster and even help them to detect potential problems before they happen?

- A. Enabling customers or service agents to interact with the service management tooling using normal written or spoken language, a common example being chatbots for automated self-service
- B. Verify texts for purposes such as translation, summarization, or sentiment analysis.
- C. Siloed teams should monitoring their own parts of the infrastructure
- D. Collect all the important monitoring data in one place and then use machine learning to identify patterns and detect abnormalities

Answer: D

Explanation:

3.5.3 The growth of AIOps

"Another emerging technology that will change the way IT services are managed in the future is AIOps and the emergence of AIOps platforms. These platforms were first described by Gartner in 2016,4 referring to the practice of combining big data, analytics, and machine learning in the field of IT

operations. The term AIOps was originally derived from Algorithmic IT Operations, although it is frequently synonymously assumed to mean artificial intelligence for IT operations, which, conveniently, is a clearer description of the subject.

Instead of siloed teams monitoring their own parts of the infrastructure, the idea is to collect all the important monitoring data in one place and then use machine learning to identify patterns and detect abnormalities. This can help IT operations to identify and resolve high-severity incidents faster and even help them to detect potential problems before they happen. It can also be used to automate routine tasks so that IT operation teams can focus on more strategic work."

Question: 72

Supervised learning is the most commonly encountered machine-learning approach. It is used where both the starting points (inputs) and expected ending points (outputs) are well defined. Supervised learning can be represented as a simple equation: $Y = f(X)$

Which X and Y represents?

- A. X represents inputs, and Y outputs
- B. X represents incomes, and Y outcomes

- C. X represents outputs, and Y inputs
- D. X represents outcomes, and Y incomes

Answer: A

Explanation:

3.6.1 Supervised and unsupervised learning

"Supervised learning is the most commonly encountered machine-learning approach. It is used where both the starting points (inputs) and expected ending points (outputs) are well defined. Supervised learning can be represented as a simple equation: $Y = f(X)$

In this equation, X represents inputs, and Y outputs. The job of the machine is to learn how to turn X into Y, effectively building the function defined here by f."

Question: 73

What specifically centers on recognizing customer needs?

- A. Positive communications
- B. Shift-left
- C. Information model
- D. CI/CD

Answer: A

Explanation:

2.3.7 Positive communication

Positive communication requires "a recognition of the intellectual and emotional needs of the people engaging in the communication. Service management, sales, and customer support roles depend upon building positive relationships which include trust, empathy, proximity, and shared goals. Service management professionals require the ability to manage relationships with colleagues and team members to achieve business goals. They also need to be able to build and maintain effective and positive relationships with customers."

Question: 74

After an audit assessing operational effectiveness, the organization faces challenges with incident resolution efficiency, knowledge transfer from departing employees, and recurring mistakes. Which ITIL practice is best suited to address these concerns?

- A. Information management
- B. Version control
- C. Quality assurance
- D. Capacity planning

Answer: A

Explanation:

Knowledge Management Practice Guide 2.1

"The purpose of the knowledge management practice is to maintain and improve the effective, efficient, and convenient use of information and knowledge across the organization." The knowledge management practice has broad implications across the SVS by providing a structured approach to defining, building, re-using, and sharing knowledge. Knowledge plays a key role in decision making in the co-creation of value, identification of improvements, measurement of performance, delivery and support of products and services, and the development of organizational strategy.

Question: 75

CI/CD is, effectively, a practical methodology for delivering software in an Agile manner, consistent with the set of principles defined in the Agile Manifesto.

What is NOT a principle of Agile Manifesto?

- A. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- B. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- C. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale
- D. Production people and stakeholders must work together daily throughout the tasks

Answer: D

Explanation:

3.7 Continuous integration, continuous delivery, and continuous deployment Principles defined in the Agile Manifesto:

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- Working software is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity – the art of maximizing the amount of work not done – is essential.

- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

Question: 76

When an organization collaborates with partners on a service proof of concept, which concept is predominantly applied?

- A. Machine learning
- B. Workforce planning
- C. Integration and data sharing
- D. Shift-left

Answer: D

Explanation:

D. 1.5 Shift-left approach

Involving partners and suppliers in a shift-left model for delivering new services means engaging with them throughout the process. The partner can gain an understanding of the limitations and capabilities of the partner's offering at the requirements-gathering phase. Partners and suppliers can also contribute to the development of a test plan and a proof of concept.

"Shift-left involves moving work closer to its source... Shift-left is an integrated approach to improving the flow, efficiency, and effectiveness of work. It is used to move the delivery of work toward the optimum team or person with the aim of improving lead times, resolution times, customer satisfaction, and efficiency."

Question: 77

Which theoretical construct assists organizations in comprehending the structure of, and interrelations between, their business and technology services?

- A. Collective swarm intelligence
- B. Information model
- C. Progressive 'shift-left' strategy
- D. Integrated federation for data sharing

Answer: B

Explanation:

3.8 The value of an effective information model

An information model helps to ensure "a shared understanding of the organization's information, terminology, systems, and structure."

Question: 78

Value stream mapping is a method of visualizing the flow, from demand/opportunity to value, and planning how that flow can be improved.

Where has value stream mapping originated?

- A. Agile mindset
- B. Lean manufacturing techniques
- C. Continual Improvement
- D. Six Sigma approach

Answer: B

Explanation:

E. 1.6 Value stream mapping

Value stream mapping has its origins in Lean manufacturing techniques. It is a method of visualizing the flow, from demand/opportunity to value, and planning how that flow can be improved. In Lean, the core idea is to maximize customer value while minimizing waste. Simply, Lean involves creating more value for service consumers with fewer resources. A Lean organization understands the value of a service to the consumer and focuses its key processes on increasing it.

Question: 79

How does an information model bring value to an company/organization/institution?

- A. Automates repetitive tasks
- B. Creates shared understanding of data usage in the organization
- C. Reduces reporting lines
- D. Assesses organizational performance

Answer: B

Explanation:

3.8 The value of an effective information model

An information model provides a shared understanding an organization's information, terminology, systems and structure. "The value of such a model is multi-faceted, it can be a key enablement tool for transforming processes and practices, for integrating technologies, for gaining an accurate overview of strengths and weaknesses in the service framework, and for driving informed decisions at multiple levels of the organizational hierarchy.

Question: 80

Outsourcing models can be further subdivided based on the location of the vendors or their resources. This categorization might not apply when describing many technology vendors or providers of cloud

computing services (infrastructure-as-a-service, software-as-a-service etc.) because the physical location of vendor resources is not always publicized.

When an organization selects a vendor from a far-off country, what does this represent?

- A. Offshoring strategy
- B. Insourcing policy
- C. Nearshoring tactic
- D. Onshoring operation

Answer: A

Explanation:

5.2.2 Sourcing models and options

Offshoring is where "Vendors are located in a different country or continent, often several time zones away from the organization"

There are three categories of vendor location:

- Onshoring:

Vendors are in the same country.

- Nearshoring:

Vendors are located in a different country or continent, but there is a minimal difference in time zone (e.g. a UK-based organization using a vendor in continental Europe).

- Offshoring:

Vendors are located in a different country or continent, often several time zones away from the organization (e.g. a US-based organization using a vendor in India).

Question: 81

ITIL 4 describes a service value chain of six activities. These activities can be combined in various ways to create value streams.

In that context, what approach to service management and service co-creation is advocated?

- A. A rigid and rule-driven service delivery method.
- B. Static and unchanging strategies for service improvement.
- C. Emphasis on adopting standardized doctrines and dogmas.
- D. Creativity and pragmatism in service management.

Answer: D

Explanation:

ITIL 4 describes a service value chain of six activities. These activities can be combined in various ways to create value streams. This publication covers the integration of these activities in order to enable the creation, delivery, operation, and continual improvement of technology-enabled products and services. It is important to understand that there is no uniform approach to successful service delivery. Context, requirements, and resources vary across organizations. Success in service management requires pragmatism and creativity, not doctrine and dogma.

Question: 82

"Reporting relationships are organized as a grid or matrix, with pools of people who can move across teams as needed. Employees in this structure often have dual reporting relationships; for example, both to a line manager and to a product, project, or programme of work."

That is an example of what kind of organizational structure?

- A. Flat
- B. Functional
- C. Divisional
- D. Matrix

Answer: D

Explanation:

2.1.1 Organizational structures

Types of organizational structure include:

- Functional:

These are typically hierarchical arrangements based on organizational control, lines of authority, or technical domain. These arrangements determine how power, roles, and responsibilities are assigned and how work is managed across different levels. The organization may be divided into internal groups based on functional areas, such as HR, IT, finance, marketing, etc.

- Divisional:

Divisionally based organizations arrange their activities around market, product, or geographical groups. Each division may be responsible for its own accounting, sales and marketing, engineering, production, etc.

- Matrix:

Reporting relationships are organized as a grid or matrix, with pools of people who can move across teams as needed. Employees in this structure often have dual reporting relationships; for example, both to a line manager and to a product, project, or programme of work.

- Flat:

Some organizations reduce hierarchical reporting lines because they are seen as barriers that hinder decision-making. As the organization grows, these structures become a challenge to maintain.

Question: 83

An organization deploying a major software upgrade is witnessing an influx of incidents post-release. What example demonstrates the 'service desk' practice's contribution to the incidents' support value stream?

- A. Resolution strategies for recurrent upgrade-related incidents
- B. Continuous updates for users about incident status
- C. Thorough trend analysis of frequently occurring incidents
- D. Creation of an initial support unit addressing upgrade-related issues

Answer: B

Explanation:

"The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for the service provider for all users." Ref Service Desk Practice Guide 2.1

Question: 84

The ITIL 4 guiding principles are valuable references when planning to improve organizational structures. "Where possible, tasks should be consolidated or automated to reduce waste. Human intervention should only occur when it contributes a defined value." That statement is related to which of the guiding principles?

- A. Keep it simple and practical
- B. Think and work holistically
- C. Optimize and automate
- D. Collaborate and promote visibility

Answer: C

Explanation:

2.1.2 Using the ITIL guiding principles to improve the organizational structure It is useful to consider the following:

Focus on value:

What is the key driver for changing the structure? It is important to ensure that this is reviewed and referenced at each stage of the transformation.

Start where you are:

The cultural aspects of the organization should be considered. For instance, what is the relative maturity of the current organizational structures? Value stream mapping and RACI matrices can be used to understand current roles and responsibilities. Progress iteratively with feedback:

The transition/transformation should be simplified into manageable steps to ensure that it is possible to adapt to changing requirements.

Collaborate and promote visibility:

It is important to ensure that all stakeholders are engaged throughout the change process. A 'disagree and commit' approach, in which every stakeholder discusses their concerns with the rest and is then expected to come to an agreement, can help changes to progress quickly. Leaders should adopt an 'open-door' policy to become easily accessible. Organizational changes must be clearly defined and openly discussed to facilitate transparency.

Think and work holistically:

Collaborating with all the appropriate leaders/managers will ensure that potential risks are understood and managed. It will also help to communicate a consistent message about the risks and the progress that is being made towards transformation.

Keep it simple and practical:

It is important to reduce the complexity of the organization as much as possible so that the flow of work

and information is uninhibited. Efficiency and effectiveness can be improved by reducing the transferrals of work. Where possible, teams can be encouraged to be selforganizing by making decisions and taking actions within certain criteria without the need to check with management.

Optimize and automate:

Where possible, tasks should be consolidated or automated to reduce waste. Human intervention should only occur when it contributes a defined value.

Question: 85

. is a position within an organization that is assigned to a specific person. Which of the options fills CORRECTLY the blank space?

- A. Job
- B. Governance
- C. Role
- D. Authorization

Answer: A

Explanation:

C. 2 Building effective teams

2.2.1 Roles and competencies Key message:

Roles and jobs

A role is a set of responsibilities, activities, and authorizations granted to a person or team, in a specific context.

A job is a position within an organization that is assigned to a specific person. A single person may, as part of their job, fulfil many different roles.

A single role may be contributed to by several people.

Question: 86

What is the MOST notable expectation for professionals in IT and service management in the current workplace?

- A. Specialization in specific technical competencies
- B. Limited transferability between roles
- C. Possession of a narrow range of business competencies
- D. Possession of a wider range of business competencies

Answer: D

Explanation:

There is an expectation that professionals in IT and service management should possess a wider range of business competencies, recognizing the importance of business skills alongside technical expertise.

2.2 Building effective teams

2.2.1 Roles and competencies

"Traditionally, roles in IT and technology followed specific technical competencies. These roles, which were clearly defined, were within the development and operational areas and included programmers, business analysts, tech support, designers, and integrators. More recently, organizations have been struggling to build career paths for their employees because roles and job requirements are constantly changing.

The new workplace requires greater flexibility and the ability to constantly adapt to new requirements and technologies. In IT and service management, this involves a wider definition of skills, competencies, and areas of work, reflecting the changes in teams and organizational structures. The transformation from hierarchical structures to matrix-managed cross-functional teams has expanded the definition of roles. As a result, individuals are now expected to transfer more readily between roles.

In addition, there is now an expectation that professionals in IT and service management will possess a wider range of business competencies, supported by demonstrable skills, experience, and qualifications. Many of these are transferable business skills that have been obtained from other areas of work and used successfully by IT professionals for years. However, they have only recently been recognized as being of equal importance to technical skills and qualifications.

As the technology industry moves closer to becoming a mainstream business function, generic business and management competencies will increasingly become compulsory requirements for IT and technology roles."

Question: 87

Which TWO scenarios could potentially generate demand for initiating a value stream aimed at restoring a live service?

1. Inability to access a user account for the service and a service failure detected by a monitoring tool.
2. Service failure detected by a monitoring tool and the service desk contacting a user for an incident status update.
3. The service desk contacting a user for an incident status update and a user offering feedback upon the incident closure.
4. Inability to access a user account for the service and a user providing feedback after the incident closure.

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

Answer: A

Explanation:

Correct.

(1) "This value stream is triggered by a user who finds themselves unable to use a live product or service".

(2) "Demand could also originate within the service provider, when monitoring tools proactively alert the organization to failures". Ref 4.2.3.1

Question: 88

In the competency profile, technical knowledge is very important, method design skills are somewhat important, and administrative skills are useful but less important for the described activity. This combination is relevant, for example, for a change manager and a service owner initiating an improvement of a change model

- A. Administrator
- B. TMA
- C. Manager
- D. CAT

Answer: B

Explanation:

2.2.2 Professional IT and service management skills and competencies

Successfully performing an activity requires a combination of competencies, each of which will vary in importance depending on the activity. The position of the competency in a competency code illustrates its relative importance. For example:

- · In the CAT competency profile, communication and coordination skills are very important, administrative skills are somewhat important, and technical knowledge is useful but less important for the described activity. This combination is relevant, for example, for a relationship manager and a service owner drafting a new or amended service level agreement (see the service level management practice guide, section 4.1, for details).
- · In the TMA competency profile, technical knowledge is very important, method design skills are somewhat important, and administrative skills are useful but less important for the described activity.

This combination is relevant, for example, for a change manager and a service owner initiating an improvement of a change model (see the change enablement practice guide, section 4.1, for details).

Question: 89

There is no single path to achieving proficiency in the competencies required for service management. Many training and certification programmes are available, for instance in technical products and for specific skills like business analysis, programming, and risk management.

Other ways of gaining and recognizing a wider set of competencies as part of service management include:

- 1 - building job descriptions that clarify each of the non-technical requirements for the role
- 2 - developing recruitment and onboarding skills
- 3 - ensuring that skills matrices include appropriate soft skills, such as communications, leadership, and innovation
- 4 - recognizing IT applications in job experiences; for example, team builder, stabilization, and contact governance

- A. Only 1 and 2 are CORRECT
- B. 2 and 3 are INCORRECT

- C. Only 4 is INCORRECT
D. 1 a 4 are CORRECT

Answer: C

Explanation:

2.2.2.2 Developing a broad set of competencies

There is no single path to achieving proficiency in the competencies required for service management.

Many training and certification programmes are available, for instance in technical products and for specific skills like business analysis, programming, and risk management.

Other ways of gaining and recognizing a wider set of competencies as part of service management include:

- building job descriptions that clarify each of the non-technical requirements for the role
- developing recruitment and onboarding skills
- recognizing non-IT experience in job applications; for example, team management, procurement, and contract management
- ensuring that skills matrices include appropriate soft skills, such as communications, leadership, and innovation
- reflecting and rewarding the full scope of required competencies in staff performance management, appraisals, and reward programmes
- ensuring that all staff and management are given opportunities for training and development outside traditional technical and process management, such as for management, leadership, team building, negotiation, report writing, business case preparation, relationship management, presenting, business administration, budgeting, marketing, and selling
- encouraging continuing professional development (CPD) programmes that recognize and develop all of the above at a practical level
- encouraging employees to investigate new ideas, tools, ways of working, etc.; for example, many

organizations provide CPD points for attending events relating to their industry, workshops, conferences, etc. Individuals should be encouraged to develop their skills in broad and diverse ways

- managing role-based and competency-based models and schemes to develop and recognize training, experience, qualifications, and testimonials that help to provide evidence of an individual's competency levels
- role-based models have clearly defined job descriptions with integrated career progression paths; they are useful in the development of job-related career paths and in building the appropriate skills, but there can be challenges in maintaining these when roles and skills change regularly
- competency-based models are focused on generic competencies and are useful when developing a holistic approach to skill acquisition; these can also be useful in supporting talent management, although it can be difficult to map to exact roles
- hybrid role-based and competency-based models combine the job-related and talent-related aspects of the models.

Question: 90

What is the role of the project management office in capacity planning, and why is it essential for successful service delivery?

- A. The project management office is responsible for user resources needed for deployment and maintenance.
- B. Capacity planning is irrelevant to project management office responsibilities.
- C. The project management office identifies and schedules resources for various stages of service development.
- D. Capacity planning is solely the responsibility of the support and training teams.

Answer: C

Explanation:

2.2.3.1 Capacity planning

"Successful service delivery requires an understanding of the competencies needed and the amount of each resource required. In many organizations, the project management office is responsible for identifying and scheduling the resources needed for development, testing, release, and deployment. The support, training, and user resources needed for deploying and maintaining services is, however, often missing."

Question: 91

When verifying the resolution of an incident, which is an example of value as perceived by a user?

- A. An incident resolved within the target SLA time, enabling efficient use of service desk resources.
- B. An accurate and complete incident record, enabling subsequent trend analysis of incidents.
- C. A quick restoration of an electronic payment system, enabling customers to be served with minimal disruption.
- D. A better understanding of a complex networking scenario, enabling the creation of a new knowledge article.

Answer: C

Explanation:

"Value can be perceived differently by the user and the organization. For example: The user might perceive value leakage as a combination of the time it took to restore the service, associated loss of productivity, frustration from the loss of productivity, any additional issues or complications that may have arisen while waiting for service restoration, experience of working with IT support, and perceived reliability of the service. Efficient removal of the value leakage is, in turn, perceived as valuable." Ref 4.2.2.6

Question: 92

Considering feedback types, what are the advantages of utilizing unstructured meetings?

- A. Unstructured meetings are a formal way to collect feedback and are highly structured.
- B. Unstructured meetings provide less detail compared to surveys.
- C. Unstructured meetings, in less-formal settings, often yield honest information.
- D. Unstructured meetings are ineffective for obtaining feedback.

Answer: C

Explanation:

2.4.1 Feedback types

Employee surveys can be run locally or at an organizational level. The information may be obtained in a variety of ways, from formal annual surveys to more informal and irregular feedback discussions.

Regular one-to-one meetings are a good source of feedback, depending on the relationship between parties; they can also provide more detail than surveys. As an alternative, unstructured meetings, which may include conversations in less-formal settings (for example, in a coffee shop, corridor, or during a journey) can often be the best way to secure honest information.

It is important to review sickness and attrition, as high levels of sickness or staff movement can indicate poor morale. Increasing rates of absence and staff turnover can indicate issues within the organization's overall culture.

Staff-driven metrics are where an organization allows its teams to submit their own morale indicators. This involves team members discussing and agreeing on a score that reflects their overall morale. These metrics are useful as they provide a system for measuring a team's overall opinion, although this can be challenging in teams with strong or influential individuals.

Question: 93

When we talk about results-based approach, and measuring an employee's performance, it is important to:

- 1 - ensure that the general's goals are aligned with those of the team and the individual
- 2 - measure only one team performance
- 3 - include both qualitative and quantitative measures
- 4 - allow measures to evolve to ensure that there can be changes in behaviour that drive continual improvement

- A. 1 and 4 are TRUE
- B. 2 and 3 are TRUE
- C. 1 and 2 are FALSE
- D. 2 and 4 are FALSE

Answer: C

Explanation:

2.2.5.1 Results-based approach

When measuring an employee's performance, it is important to:

- ensure that the individual's goals are aligned with those of the team and the organization
- measure both team and individual performances
- include both qualitative and quantitative measures
- allow measures to evolve to ensure that there can be changes in behaviour that drive continual improvement.

Good performance measurements and assessments allow management to initiate improvements and monitor their progress.

Question: 94

Data analytics is the method of examining data sets, often using specialized software, in order to draw conclusions about the information they contain.

What is TRUE about Big Data?

- A. It is a term that describes large volumes of structured, semi-structured, and unstructured data
- B. To extract meaningful information from big data does not requires processing power, but analytics capabilities and skill
- C. Analysis of data sets can discover correlations within the data, but it can't unearth business trends, pinpoint health issues, or prevent fraud
- D. The cost of running their own big data servers has discouraged many system administrators to seek more scalable, cost-effective solutions

Answer: A

Explanation:

3.2.2 Big data

"Big data is a term that describes large volumes of structured, semi-structured, and unstructured data. To extract meaningful information from big data requires processing power, analytics capabilities, and skill. Analysis of data sets can discover correlations within the data. For example, it can unearth business trends, pinpoint health issues, and prevent fraud. Scientists, business executives, doctors, and

governments often find large data sets overwhelming, but big data can help to create new knowledge once field experts have brought their expertise to the process.

The cost of running their own big data servers has encouraged many system administrators to seek more scalable, cost-effective solutions. However, it has been found that the cloud can be used for storage and processing of big data. Cloud storage involves digital data being stored in logical pools. The physical storage spans multiple servers, and the physical environment is typically owned and managed by a hosting company.

These cloud storage providers are responsible for ensuring the data is available and accessible and that the physical environment is protected and operational (see the infrastructure and platform management practice guide for more information)."

Question: 95

An organization has initiated an 'ideas' page on its internal website, encouraging employees to experiment with various working methods to address issues hindering outcome achievement. Which concept is primarily involved in these changes?

- A. Integration and data sharing
- B. Advanced analytics
- C. Team culture
- D. The culture of continual improvement

Answer: D

Explanation:

These changes are examples of the 'building trust' element of a 'continual improvement' culture. This element is focused on establishing a comfort zone where people feel enabled and supported in trying out new ideas, making suggestions and experimenting. "It is essential for all stakeholders to understand the importance of positive attitude, collaboration, transparent working, and a supportive culture. This should encourage individuals to make suggestions, regardless of how unusual the suggestion may seem, so long as the goal is to improve the service." Ref 2.3.4

Question: 96

Many of the tools used for collaboration are designed to resemble interfaces that the user is familiar with from social media.

What we should NOT include/consider in those range of interfaces?

- A. Communications wall, Topic-based forums and folders
- B. Event surveys, Portals
- C. Self-help, Social media functions
- D. Access event logs, Databases

Answer: D

Explanation:

Access event logs, Databases are not part of that range of interfaces.

3.3.2 Tools and capabilities

Many of the tools used for collaboration are designed to resemble interfaces that the user is familiar with from social media, including:

•• Communications wall

A feature of many social media platforms, particularly those dedicated to communication. A wall can be used as a central area for general communication.

• • Topic-based forums and folders

These can relate to specific topics with relevance to a varying number of users, from a single specialist up to a large team or topic-based area, projects, operational areas, lifecycle areas, or special interest groups.

• • Event surveys

Support software usually provides the capability to gather instantaneous customer feedback via a survey.

The response to these is often low, although it can be improved through thoughtful survey design that emphasizes brevity and simplicity.

• • Portals

Actionable portals for requesting services or reporting issues are becoming more prevalent, reducing the inefficient use of email. Good design and user experience is important for successful adoption.

• • Self-help

Knowledge bases that provide solutions directly to the user can be useful for simple and low-risk issues.

•• Social media functions

Collaboration tools that provide simple and effective means for users to respond and provide feedback.

Question: 97

Cognitive technology is increasingly being used to provide more automation in each phase of the service lifecycle and to enhance the service experience for both the consumers and the people involved in serving them.

What is a TRUE statement about Artificial Intelligence (AI)?

- A. A number of AI tools are now provided as private site services, with a few options available from both specialist AI providers and major broad-offering site vendors
- B. The implementation of AI technology requires low-cost investment in hardware, software, and expertise, despite the learning investment
- C. Although AI technologies have existed for decades, a new generation of cloud-based tools has resulted in a significant increase in focus and usage
- D. AI technology is decreasingly available from major suppliers, consumed as private cloud services, and all major cloud service providers (CSPs) now offer a range of services to address similar priorities or 'use cases'

Answer: C

Explanation:

TRUE

3.5 Artificial intelligence

"Cognitive technology is increasingly being used to provide more automation in each phase of the service lifecycle and to enhance the service experience for both the consumers and the people involved in serving them. It is also increasingly prevalent in related and supporting domains, such as software development and operations. Although AI technologies have existed for decades, a new generation of cloud-based tools has resulted in a significant increase in focus and usage. A number of AI tools are now provided as public cloud services, with a range of options available from both specialist AI providers and major broad-offering cloud vendors. This has significantly improved the accessibility of AI tools, with solutions which might previously have required complex technology and significant financial outlay now available on demand at comparatively low cost via simple API (application processing interface) calls. There is a huge amount of marketing hype and misapprehension in this area, so it is vital to have a clear understanding of the business goals and desired outcomes from adopting AI and the key components, capabilities, and constraints of any potential solution."

3.5.1 Architectural considerations

"The implementation of AI technology tends to require significant investment in hardware, software, and expertise. In the past, expense and complexity limited its uptake, but it has become much more mainstream since the emergence of a new generation of cloud-based services.

AI technology is increasingly available from major vendors, consumed as public cloud services, and all major cloud service providers (CSPs) now offer a range of services to address many different priorities or 'use cases'. These services place leading AI offerings at the end of API calls, and hence many organizations are now consuming them to underpin the digital services they deliver to their users."

Question: 98

An organization consolidates stakeholder requirements for a new tool. To prioritize each, what method assists the decision-making process?

- A. Work management using tickets
- B. Service integration and management
- C. Effective integration and data sharing
- D. MoSCoW method for prioritization

Answer: D

Explanation:

MoSCoW is a prioritization technique used in management, business analysis, project management, and software development to reach a common understanding with stakeholders on the importance they place on the delivery of each requirement. "The MoSCoW method is a simple prioritization technique for managing requirements. It relies on cooperation, and often negotiation, between all relevant stakeholders. As a result, it allows stakeholders to explicitly agree on priorities." Ref 5.2.1.2

Question: 99

An emerging technology that will change the way IT services are managed in the future is AIOps and the emergence of AIOps platforms.

What is a FALSE statement about AIOps?

- A. Its idea is to collect all data in one place and then use RPA to identify risks and detect normal patterns
- B. It refers to the practice of combining big data, analytics, and machine learning in the field of IT operations
- C. The term AIOps was originally derived from Algorithmic IT Operations, although it is frequently synonymously assumed to mean artificial intelligence for IT operations, which, conveniently, is a clearer description of the subject
- D. It can be used to automate routine tasks so that IT operation teams can focus on more strategic work

Answer: A

Explanation:

3.5.3 The growth of AIOps

"Another emerging technology that will change the way IT services are managed in the future is AIOps and the emergence of AIOps platforms. These platforms were first described by Gartner in 2016,4 referring to the practice of combining big data, analytics, and machine learning in the field of IT operations. The term AIOps was originally derived from Algorithmic IT Operations, although it is frequently synonymously assumed to mean artificial intelligence for IT operations, which, conveniently, is a clearer description of the subject.

Instead of siloed teams monitoring their own parts of the infrastructure, the idea is to collect all the

important monitoring data in one place and then use machine learning to identify patterns and detect abnormalities. This can help IT operations to identify and resolve high-severity incidents faster and even help them to detect potential problems before they happen. It can also be used to automate routine tasks so that IT operation teams can focus on more strategic work."

Question: 100

Supervised learning is the most commonly encountered machine-learning approach. It is used where both the starting points (inputs) and expected ending points (outputs) are well defined. Supervised learning can be represented as a simple equation: $Y = f(X)$

In this equation, X represents inputs, and Y outputs. The job of the machine is to learn how to turn X into Y, effectively building the function defined here by f.

Which TWO actions a supervisor needs to determine as part of this learning process?

- 1 - the right sequence of the algorithms
- 2 - the name convention to be adopted
- 3 - the learning algorithm to be used
- 4 - the sample data set used to train the machine

- A. 1 and 2
- B. 3 and 4
- C. 1 and 3
- D. 1 and 4

Answer: B

Explanation:

3.6.1 Supervised and unsupervised learning

As part of this learning process, a supervisor needs to determine:

- the learning algorithm to be used
- the sample data set used to train the machine. In the context of an IT service this may, for example, be rows of structured data from the system of record (e.g. an IT and service management toolset), each of which covers a 'known good' previous decision regarding the outputs made by a human, based on a range of inputs.

Question: 101

In a scenario with conflicting stakeholder views for a new app's features, what's the most suitable development approach?

- A. Waterfall
- B. Timeboxing
- C. Linear iterative
- D. Parallel experimentation

Answer: D

Explanation:

"Parallel experimentation may provide the product owner with prototypes that help formulate the requirements when the requirements are ambiguous or even unarticulated."

Ref Software Development and Management Practice Guide 2.4.1

Question: 102

What is a fundamental element of effective collaboration and workflow design?

- A. Assessing data complexity to determine its value addition in the process
- B. Designing interactions considering human behavior in each step
- C. Implementing a management model to control suppliers within the organization
- D. Conducting surveys to establish a baseline for employee satisfaction and identifying areas for improvement

Answer: B

Explanation:

2.3.6.1 Customer experience

"Effective design of collaboration and workflow requires each interaction to align to the needs of the agents involved. Such a design should account for the information needed by each party at each step of the task. The service designer needs to gain a good understanding of the experience of each human actor in performing these handovers."

Question: 103

CI/CD is, effectively, a practical methodology for delivering software in an Agile manner, consistent with the set of principles defined in the Agile Manifesto.

What is NOT a principle of Agile Manifesto?

- A. Build projects around competent individuals but avoid let them controls the entire environment or support, and trust them to get the job done under control
- B. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- C. Working software is the primary measure of progress
- D. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely

Answer: A

Explanation:

3.7 Continuous integration, continuous delivery, and continuous deployment Principles defined in the Agile Manifesto:

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- Working software is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity – the art of maximizing the amount of work not done – is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly.

Question: 104

While documenting a value stream for incident resolution, which step should an organization begin with?

- Incident detection until service restoration
- Monitoring tools to other diagnostic tools until fixing
- Service desk to other support teams until user satisfaction
- Initiation of incident management until closure

Answer: A

Explanation:

4.1.2 Value streams and organizations

4.1.4 Designing a service value stream

This correctly describes that a value stream is a series of steps from demand to value. "Document the steps required to traverse the service value chain from demand through to value."

And

"The overall goals and expectations for a product or service should be described from end-to-end, that is, from demand to value"

Question: 105

A company has transitioned some testing activities to the earlier stages of the software development lifecycle.

Which theoretical idea has been implemented by the company?

- Early adaptation
- Automated task orchestration
- Seamless service integration and oversight
- Holistic data exchange and amalgamation

Answer: A

Explanation:

5.1.5 Shift-left approach

"Applying shift-left to software development involves testing earlier in the lifecycle."

Question: 106

An incident is an unplanned interruption to a service, or reduction in the quality of a service. To avoid redundancy in incident handling information, what tool/technique is best?

- A. Multichannel communications
- B. Omnichannel communications
- C. Shift-left approach
- D. Service empathy strategies

Answer: B

Explanation:

Service Desk Practice Guide 2.4.1

Omnichannel communications would ensure that information provided through one channel would be available when replying on a different channel.

"In most cases, service providers use multiple channels. It is important to ensure effective integration between the channels; the communications should be omnichannel, not multichannel."

Question: 107

A support team uses collaboration tools to interact with experts and resolve incidents more efficiently. What is this an example of?

- A. Workforce swarming
- B. Shift-left methodology
- C. Robotic process automation
- D. Continuous integration practices

Answer: A

Explanation:

5.1.4 Swarming

This is an example of a drop-in swarm where "Experts are either made continuously available or they continuously monitor the activity of other teams in order to decide if and when to get involved."

Swarming is a method of managing work in which a variety of specialist resources or stakeholders work on an item until it becomes apparent who is best placed to continue with the work, at which point the others are freed up to move on to other work items. Swarming is an alternative to hierarchical organizations of specialist resources, where work escalates until it reaches the right level of competency

and authority.

Question: 108

Shift-left is a term that emerged from software testing circles but is relevant in other areas of IT and service management.

What is a fundamental aspect of implementing the 'shift-left' approach?

- A. Identification of opportunities to decrease testing
- B. Delaying defect detection tasks towards the lifecycle end
- C. Combining highly interdependent tasks
- D. Reducing the expertise and knowledge requirements

Answer: C

Explanation:

5.1.5 Shift-left approach

The 'shift-left' approach combines interdependent tasks so that issues can be identified earlier in lifecycle.

"The value-stream design principle states that highly interdependent tasks should be combined rather than performed as a sequence of specialized tasks"

Question: 109

An organization reviews its project handling, particularly exploring an 'outside in' approach. What exemplifies this approach?

- A. Supplier-focused service delivery structuring
- B. End-user service viewpoint alignment and tracking
- C. Internal technical team's adaptability evaluation
- D. Functionality-based structural framework execution

Answer: B

Explanation:

This answer focuses on the customer experience and is an example of viewing services from outside the IT organization to determine the steps to be taken inside the organization. This is an example of an 'outside-in' approach, which involves "framing outcomes and value from the customer or user's point of view." Ref 4.1.3.2

Question: 110

Cultural fit is the ability of an employee or a team to work comfortably in an environment that corresponds with their own beliefs, values, and needs.

How does a diverse approach contribute to a good organizational culture?

- A. By promoting homogeneity in teams
- B. By limiting the variety of perspectives in the workplace.
- C. By allowing the team to see their work from a broader perspective.
- D. By prioritizing individuals with similar personalities and beliefs.

Answer: C

Explanation:

2.3.2 What does cultural fit mean and why is it important?

Question: 111

In what ways that great leaders, while integrating socially, can contribute to organizational success by understanding the individuality of their team members?

- A. By enforcing a strict adherence to a single, uniform approach for all team members.
- B. By intrusively delving into the personal lives of employees to establish dominance.
- C. By identifying and leveraging individual strengths, addressing weaknesses, and nurturing latent skills, fostering a collaborative and motivated team dynamic.
- D. By promoting a work culture that disregards local customs and values for the sake of uniformity.

Answer: C

Explanation:

2.3.3.6 Integrating socially

"It is important to take the time to get to know employees personally. People work and support each other better if they understand each other as individuals, helping to identify their strengths, bolster their weaknesses, and develop their latent skills. Great leaders understand how to utilize the talent around them. They learn how to motivate their team to go beyond what is expected"

Question: 112

When considering a continual improvement culture, which of the following positive behaviours should be encouraged?

- A. Building trust, Transparency and Management by example
- B. Language and taxonomy, Transparency and Relationships
- C. Management, Governance and Directing
- D. Recruitment, Onboarding and Meeting culture

Answer: D

Explanation:

The following positive behaviours should be encouraged:

- Recruitment Hire the right sort of people with appropriate skills.
- Onboarding Brand values and expectations should be clearly and practically applied from the

employee's first days with the organization.

- Meeting culture Every participant should understand good meeting behaviour, including: timeliness, listening, focusing on the agenda, professionalism, and follow-up.
- Language and taxonomy Taxonomy can be used to drive and enforce positive behaviour, such as removing bias, ensuring common understanding of terms, and encouraging clarity and precision of language.

Question: 113

An organization is planning to introduce a new service involving multiple contributing teams across various phases. Which approach should the organization follow when creating a value stream for this new service?

- A. Create separate value streams for every project phase to ensure an agile achievement of each milestone.
- B. Create one value stream for the entire project to enable an end-to-end, holistic vision of the service.
- C. Create one value stream for each team to allow the teams to focus on their different objectives.
- D. Create separate value streams for practices, people, tools, and suppliers to ensure equal consideration of the 'four dimensions'.

Answer: B

Explanation:

It is necessary to "Join all of the activities from all of the required practices to create a new service, to create an end-to-end, holistic vision for the work". The value stream will therefore represent activities across different teams, using different practices, tools and people. Ref 4.2.1

Question: 114

Behavioural science enables us to define the work underpinning the operation of a service or product as either algorithmic or heuristic.

Is CORRECT to say that an heuristic task:

- A. Involves a person following a defined process that consistently follows a set of established instructions until the work is concluded
- B. Depends on human inventiveness and involves enabling a person to discover or learn something for themselves
- C. can be implemented using a conventional flow based on reassignments and handovers between specialized silos supported by established knowledge bases of predefined instructions.
- D. Has predictable process paths with clear inputs, instructions, outputs, and branches at each step.

Answer: B

Explanation:

2.3.5.1 Align with the type of work

Behavioural science enables us to define the work underpinning the operation of a service or product as

either algorithmic or heuristic:

- · An algorithmic task involves a person following a defined process that consistently follows a set of established instructions until the work is concluded.
- · A heuristic task depends on human inventiveness and involves enabling a person to discover or learn something for themselves.

The service designer needs to understand the nature of the work on which their service and process depends.

For instance, purely algorithmic tasks have predictable process paths with clear inputs, instructions, outputs, and branches at each step. Algorithmic activities can be implemented using a conventional flow based on reassignments and handovers between specialized silos supported by established knowledge bases of predefined instructions. However, the rigid structures that drive efficiency gains in algorithmic work can be too restrictive for heuristic or more creative work.

Question: 115

The need for everyone involved in the provision and consumption of a service to act responsibly, consider the interests of others, and focus on the agreed service outcomes is critical to the success of a service relationship.

What is the RIGHT definition of service empathy?

- A. The ability to recognize, understand, predict, and project the interests, needs, intentions, and experience of another party, in order to establish, maintain, and improve the service relationship.
- B. An important component of the organizational culture that defines an organization's behaviour in service relationships.
- C. Is a concept that is focused on the explicit support of people in their roles.
- D. An approach to sales and customer relations in which staff focus on helping customers to meet their long-term needs and wants.

Answer: A

Explanation:

2.3.6 Customer orientation: putting the customer first

The need for everyone involved in the provision and consumption of a service to act responsibly, consider the interests of others, and focus on the agreed service outcomes is critical to the success of a service relationship.

This can be called service empathy: a term which is often used in the relatively narrow context of user support and the related service interactions with the service provider's support agents. However, service empathy should be expanded to all aspects of the service relationship.

Definition: Service empathy

The ability to recognize, understand, predict, and project the interests, needs, intentions, and experience of another party, in order to establish, maintain, and improve the service relationship.

Question: 116

Adopting a customer-oriented strategy is key to success. Customer orientation puts the customer at the

heart of every transaction.

Which of the following steps can NOT help an organization become customer oriented?

- 1 - Treat employees well
- 2 - Train individuals and teams
- 3 - Focus on personal brand
- 4 - Deliver faster than before
- 5 - Lead by example

- A. 3 and 4
- B. All are wrong
- C. 1, 2 and 3
- D. 2, 4 and 5

Answer: A

Explanation:

2.3.6.1 Customer experience

The following steps can help an organization become customer oriented:

- · Create a value proposition (VP) that sells the organization and its services

This should be a simple statement of what is delivered to the customer and how it provides value. It should define, at a strategic level, the expected benefits the customer is being promised in return for their loyalty.

- · Map the customer and user experience journeys

This involves looking at the whole end-to-end experience of the service organization, as seen from the customer or user's perspective. Touchpoints (defined as any event where a service consumer or potential service consumer has an encounter with the service provider and/or its resources) need to be understood, defined, and tuned to meet the needs of the service consumer.

- · Recruit user-friendly individuals

Hire people for their attitudes and train them in the necessary skills.

Empathy, good communication, and problem-solving abilities are very valuable.

- · Treat employees well

How your employees feel at work has a major impact on how they deal with customers.

- · Train individuals and teams

All parts of the organization should gain a full understanding of the customer, product, and industry they support. Formal training and on-the-job coaching must also focus on soft skills: communications, teamwork, positive influencing, writing, business understanding, and administration.

- · Lead by example

Senior managers must embrace the customer-service concept and meet with users and customers periodically. Companies with the best customer-oriented culture value servant leadership, where senior managers exist to provide guidance and direction, but employees are empowered to make decisions on their own.

- · Listen to the customer

An honest appraisal of progress from customers is critical. This can be achieved by conducting surveys, having direct meetings, and gathering customer comments. Feedback is vital and should use a broad set of inputs and channels. Balanced scorecards of metrics can measure performance across a range of customer

experience elements to drive improvements (e.g. key business outcome delivery, customer satisfaction, net promoter score, performance of the service level agreement, and service availability).

- Empower staff

Ensure that customer-facing teams have the authority to implement requests, make changes, or resolve common customer complaints without further escalation.

- Avoid a silo mentality

Encourage different departments and functions to work closely together.

- Design for humans

Effective design of collaboration and workflow requires each interaction to align to the needs of the agents involved. Such a design should account for the information needed by each party at each step of the task. The service designer needs to gain a good understanding of the experience of everyone involved.

Question: 117

Which theoretical construct assists organizations in comprehending the structure of, and interrelations between, their business and technology services?

- A. Collective swarm intelligence
- B. Information model
- C. Progressive 'shift-left' strategy
- D. Integrated federation for data sharing

Answer: B

Explanation:

An information model helps to ensure "a shared understanding of the organization's information, terminology, systems, and structure." Ref 3.8

Question: 118

Individuals at work need to communicate regularly and effectively with others, which requires a rounded set of communication skills. Some people are naturally better communicators than others. The fundamental principles required for good communication are those below, EXCEPT:

- A. Timing and frequency doesn't matter
- B. Communication is a two-way process
- C. We are all communicating all the time
- D. There is no single method of communication that works for everyone

Answer: A

Explanation:

2.3.7.1 Communication principles

Individuals at work need to communicate regularly and effectively with others, which requires a rounded set of communication skills. Some people are naturally better communicators than others. Regardless, every stakeholder needs to achieve a basic level of competence and effectiveness in communicating. Communication requires an acknowledgement of the perspective of others. Good communication requires

people to be flexible enough to use appropriate content and tone to achieve the desired objective. The fundamental principles required for good communication can be summarized as follows:

- Communication is a two-way process: Successful communication is an exchange of information and ideas between two or more parties.

- We are all communicating all the time

People convey messages about their mood, attitude, and emotional state through the use of language, tone of voice, body language, dress, and manners.

- Timing and frequency matter

Successful communication needs to consider the best time to make contact.

- There is no single method of communication that works for everyone. It is important to recognize and utilize different preferences and methods.

- The message is in the medium

Choose a method of communication that is appropriate for the importance of the message that is being communicated. A minor point may be communicated via messaging or email. Big issues or questions require direct discussion and should not be carried out via email.

Understanding, recognizing, and implementing these principles is essential when building positive relationships with colleagues, customers, and stakeholders. Good communications help to get the job done, ensuring a pleasant and rewarding exchange for all concerned.

Question: 119

Integration design requires an understanding and consideration of the different topographical approaches to integrating multiple systems. There are two generally accepted topologies: point-to-point and publish–subscribe.

What is the BEST description of publish–subscribe?

- A. Messages are published by systems to an event broker, which forwards the message to the systems that have been designated as its recipients
- B. Involves directly linking pairs of systems
- C. May be suitable for simple services with a small number of integrated systems
- D. Offers lower scalability, and the looser coupling increases the complexity of implementation. This system does not even need to be aware

Answer: A

Explanation:

3.1.1 Integration topologies

Publish–subscribe is an alternative topology in which messages are published by systems to an event broker, which forwards the message to the systems that have been designated as its recipients. This approach offers better scalability, and the looser coupling reduces the complexity of implementation (the publishing system does not even need to be aware of the subscriber). Reliability, though, may be a challenge, particularly when the publisher is unaware that a subscriber has not received a message. The broker architecture may be in the form of a bus, in which the transformation and routing is done by adapters local to each integrated system (or hub and spoke), where it is centralized. The bus model is not constrained by the limits of a single hub and as such is more scalable.

Question: 120

In a scenario where an organization aims to shift focus towards proactive problem identification, which activity should the organization prioritize?

- A. Engaging in discussions with a software development partner about an ongoing error in a critical application.
- B. Analyzing real-time performance data to identify bottlenecks causing capacity-related incidents.
- C. Analyzing relationships between service components to identify the root cause of related incidents.
- D. Engaging in discussions with a hardware supplier to understand product errors in the upcoming upgrade.

Answer: D

Explanation:

A key input of proactive problem identification is "Error information from vendor and suppliers". Ref 3.2.1, tab 3.1

Question: 121

There are many potential organizational structures. An early and crucial decision involves selecting the one that will allow and encourage individuals to create, deliver, and support products and services.

What is the definition of organization?

- A. A person or a group of people that has its own functions with responsibilities, authorities, and relationships to achieve its objectives.
- B. The set of cognitive and practical processes by which design concepts are developed.
- C. An approach to organizing knowledge work and service provision that reflects its complex and social nature.
- D. A climate in which people are comfortable being (and expressing) themselves, and the prevention, monitoring, and remediation of unhealthy tension in the workplace.

Answer: A

Explanation:

2 The evolution of professionalism in IT and service management

2.1 Organizations, people, and culture

2.1.1 Organizational structures

Definition: Organization - A person or a group of people that has its own functions with responsibilities, authorities, and relationships to achieve its objectives.

Question: 122

"Divisionally based organizations arrange their activities around market, product, or geographical groups. Each division may be responsible for its own accounting, sales and marketing, engineering, production,

etc."
That is an example of what kind of organizational structure?

- A. Matrix
- B. Flat
- C. Divisional
- D. Functional

Answer: C

Explanation:

2.1.2 Organizational structures

Types of organizational structure include:

- Functional:

These are typically hierarchical arrangements based on organizational control, lines of authority, or technical domain. These arrangements determine how power, roles, and responsibilities are assigned and how work is managed across different levels. The organization may be divided into internal groups based on functional areas, such as HR, IT, finance, marketing, etc.

- Divisional:

Divisionally based organizations arrange their activities around market, product, or geographical groups.

Each division may be responsible for its own accounting, sales and marketing, engineering, production, etc.

- Matrix:

Reporting relationships are organized as a grid or matrix, with pools of people who can move across teams as needed. Employees in this structure often have dual reporting relationships; for example, both to a line manager and to a product, project, or programme of work.

- Flat:

Some organizations reduce hierarchical reporting lines because they are seen as barriers that hinder decision-making. As the organization grows, these structures become a challenge to maintain.

Question: 123

A company automates most production activities with a final manual review before software goes live. What approach does this exemplify?

- A. Continuous code integration
- B. Continuous delivery
- C. Continuous production deployment
- D. Software validation and testing stages

Answer: B

Explanation:

‘Continuous delivery’ extends the activities of ‘continuous integration’, "covering the final stages for production deployment. Continuous Delivery means that built software can be released to production at any time." Ref Deployment Management Practice Guide 2.2.2