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ITIL Foundation Certification - IT Service Management

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QUESTION NO: 1

Which of the following statements is CORRECT?

A. Process owners are more important to service management than service owners
Service owners are more important to service management than process owners

B. Service owners are as important to service management as process owners

C. Process owners and service owners are not required within the same organization

ANSWER: B

Explanation:

Service owners are as important to service management as process owners. ITIL recognizes both as essential accountability roles that address different, complementary dimensions of managing services. A service owner is accountable for a particular service throughout its lifecycle, ensuring that it delivers the agreed utility and warranty, meets service-level commitments, and is appropriately coordinated with customers, users, suppliers, and supporting teams. This gives clear end-to-end accountability for the outcomes experienced by service consumers.

A process owner has end-to-end accountability for ensuring that a management process is fit for purpose, documented, measured, continually improved, and consistently followed across the organization. Effective service management needs both perspectives: services must be owned and managed as customer-facing value propositions, while the processes that enable, control, support, and improve those services must also have clear ownership. The roles may be held by different people or, in smaller organizations, by the same person; their importance is not hierarchical. ITIL's guidance emphasizes defined responsibilities and accountability as part of effective service management and governance. See the PeopleCert ITIL Foundation overview and the AXELOS ITIL resource page.

QUESTION NO: 2

Which statement about IT service-management is CORRECT?

A. It is performed by customers using a mix of IT systems, services and processes

B. It is performed by IT service providers using a mix of suppliers and their products

C. It is performed by the service desk using a mix of people, process and technology

D. It is performed by IT service providers using a mix of people, process and technology

ANSWER: D

Explanation:

IT service management is performed by IT service providers using a mix of people, process and technology. In ITIL, service management is defined as a set of specialized organizational capabilities for enabling value for customers in the form of services. Those capabilities are not limited to a single operational team or to technical components: they include the people who perform and govern work, the processes and practices that coordinate activities, and the technology and information used to deliver, support, and improve services.

This wording accurately reflects the provider's organizational responsibility for managing services throughout their lifecycle and for co-creating value with customers and other stakeholders. It also aligns with ITIL's service value system, which treats effective service management as an integrated system of guiding principles, governance, practices, continual improvement, and resources. The service desk may contribute significantly to service management, but service management is broader than that function. Similarly, suppliers can be important partners, but they do not replace the provider's overall accountability for organizing the people, processes, and technology required to deliver services. See PeopleCert's ITIL Foundation overview and AXELOS ITIL guidance.

QUESTION NO: 3

Why is ITIL successful?

A. It always guarantees cost savings

B. Its practices are applicable to any IT organization

C. It makes technology architecture easy to design

D. It can be fully implemented in 30 days

ANSWER: B

Explanation:

Its practices are applicable to any IT organization because ITIL is designed as a flexible, non-prescriptive framework for service management rather than a fixed implementation method. It provides a common language and a body of proven guidance that organizations can adopt and tailor according to their size, sector, technology landscape, operating model, and business objectives. This adaptability allows ITIL practices to support organizations ranging from small internal IT teams to large, multi-provider digital service environments.

ITIL's value comes from focusing service management on co-creating value with customers and other stakeholders. Its guidance helps organizations establish consistent ways to plan, deliver, support, and improve products and services, while retaining the freedom to decide how the practices should be implemented in their own context. The ITIL guiding principle "think and work holistically" also reinforces that practices are used as part of an integrated service value system, not as isolated mandatory procedures. This broad applicability and emphasis on practical adaptation have made ITIL widely adopted across industries. See PeopleCert's ITIL 4 Foundation overview and AXELOS: What is ITIL?.

QUESTION NO: 4

Which of the following should be considered within the organizations and people dimension of service management?

A. Organizational roles and responsibilities

B. Skills and competencies

C. Organizational culture

D. Technical architecture for a database platform

ANSWER: A B C

Explanation:

The organizations and people dimension considers the roles, responsibilities, organizational structures, culture, competencies, and communication needed to support service management. Therefore, **organizational roles and responsibilities**, **skills and competencies**, and **organizational culture** are all relevant considerations.

The design and management of hardware, software, data, and technical architecture belong primarily to the information and technology dimension. ITIL's four dimensions should be considered together to support a holistic approach to service management. See PeopleCert ITIL certification information.

QUESTION NO: 5

Which is responsible for the production of the service design package (SDP)?

A. Service portfolio management

B. Service catalogue management

C. Design coordination

D. Service design

ANSWER: C

Explanation:

Design coordination is responsible for coordinating the production of the service design package (SDP). In ITIL's service design guidance, design coordination ensures that the activities, processes, resources, and suppliers involved in designing new or changed services are coordinated effectively. A key outcome is a complete SDP that provides the information needed to transition, operate, and support the service consistently.

The SDP is not merely a high-level description of a service. It brings together the service's requirements and design details, including the design of the service itself, its management processes, technology and architecture, metrics, and plans for transition and ongoing operation. Design coordination makes sure these interdependent elements are designed as an integrated whole and that the resulting package is suitable for handover to service transition.

This responsibility reflects the purpose of the design coordination process: maintaining consistency and effectiveness across service-design activities and ensuring that service design packages are produced, maintained, and made available when required. See the ITIL glossary entry for the service design package and AXELOS's overview of the ITIL framework.

QUESTION NO: 6

Which is a responsibility of a customer within the service level management process?

A. Negotiate third party contracts

B. Measure service availability

C. Supply good or services

D. Agree Service level targets

ANSWER: D

Explanation:

Agree Service level targets is correct because service level management requires the service provider and customer to establish a shared understanding of the service outcomes, quality levels, and performance targets that will be delivered. The customer represents the consumer side of the relationship and is accountable for agreeing the utility and warranty required to support their business needs. This includes participating in the definition and agreement of service level targets, such as availability, response times, service hours, and performance expectations. These agreed targets are normally documented in a service level agreement and provide the basis for monitoring, reporting, and continual improvement of the service relationship. Agreement is essential because targets must reflect both the customer's required outcomes and the provider's ability to deliver them; they cannot be set unilaterally in an effective service relationship. ITIL describes service level management as setting clear, business-based targets for service performance and ensuring delivery is assessed against those targets. The ITIL 4 Foundation syllabus also identifies service level management as the practice for setting clear, business-based targets for service performance, so customer involvement in agreeing those targets is integral to the practice. See AXELOS ITIL 4 Foundation candidate syllabus and PeopleCert's ITIL 4 Foundation overview.

QUESTION NO: 7

Which of the following are benefits to the business of implementing service transition?

1. Better reuse and sharing of assets across projects and resources

2. Reduced cost to design new services

3. Result in higher volume of successful changes

A. 1 and 2 only

B. 2 and 3 only

C. 1 and 3 only

D. None of the above

ANSWER: C

Explanation:

1 and 3 only is correct. Service transition ensures that new or changed services are built, tested, evaluated, and deployed in a controlled manner so they can operate effectively in the live environment. A key business benefit is better reuse and sharing of service assets, such as knowledge, configuration information, processes, tools, and deployment capabilities, across projects and resource groups. Reusing these assets avoids unnecessary duplication and supports more consistent delivery of changes.

Service transition also improves the organization's ability to manage a high volume of changes and releases successfully. Through coordinated transition planning, change evaluation, release and deployment management, service validation and testing, and knowledge management, the service provider gains greater confidence that changes will achieve their intended outcomes without avoidable disruption. This supports a higher volume of successful changes while maintaining service quality and business continuity.

These benefits reflect the ITIL service transition focus on moving services into operation in a controlled, repeatable, and business-aligned way. See AXELOS' overview of ITIL best practices and PeopleCert's ITIL certification information.

QUESTION NO: 8

Which process is responsible for recording the current details, status, interfaces and dependencies of all services that are being run or being prepared to run in the live environment?

A. Service level management

B. Service catalogue management

C. Demand management

D. Service transition

ANSWER: B

Explanation:

Service catalogue management is correct because its purpose is to provide and maintain a single, consistent source of information about all operational services and services being prepared for operational use. The service catalogue records the information needed to understand each service, including its current status, relevant details, interfaces, dependencies, and relationships with supporting components or other services. This ensures that stakeholders can rely on accurate, controlled service information when requesting, delivering, supporting, or changing services.

In ITIL, the service catalogue is the subset of the service portfolio that is visible to customers and contains services currently available for use, together with services approved and planned for deployment. Service catalogue management keeps this information accurate and aligned with the live environment and planned live services. Maintaining these records supports clear communication between the service provider, customers, users, and support teams, while also helping other service management practices make sound decisions based on dependable service data. See the AXELOS ITIL glossary and the PeopleCert ITIL Foundation certification overview.

QUESTION NO: 9

Customer perceptions and business outcomes help lo define what?

A. The value off a service

B. Governance

C. Total cost of ownership (TCO)

D. Key performance indicators (KPIs)

ANSWER: A

Explanation:

Customer perceptions and business outcomes help define **"The value off a service"**. In ITIL, value is not an intrinsic, fixed characteristic of a service determined solely by the provider. Instead, it is perceived by the service consumer and is co-created through the relationship between provider and consumer. A service creates value when it helps a customer achieve desired outcomes while managing the costs and risks associated with achieving those outcomes. Therefore, understanding the customer's perception, priorities, and realized business results is essential to determining whether the service is valuable.

This reflects ITIL's service value system and its focus on outcomes rather than simply delivering technical components or activities. A service can be available and operated as designed, but its value is established by the extent to which it enables meaningful business results for the customer. Continual engagement with customers is consequently important for validating that the service remains aligned with their needs, expected outcomes, and perception of value. See the official ITIL 4 Foundation certification overview and the AXELOS overview of ITIL service management.

QUESTION NO: 10

Which of the following statements about processes is INCORRECT?

A. The output from a process has to conform to operational norms derived from business objectives

B. The objective of any IT process should be expressed in terms of business benefits and goals

C. A process may define policies, standards and guidelines

D. The definition of Process Control is "The activity of planning and regulating a process, with the objective of achieving Best Practice"

ANSWER: D

Explanation:

The statement *"The definition of Process Control is 'The activity of planning and regulating a process, with the objective of achieving Best Practice'"* is incorrect. In ITIL terminology, process control is the activity of planning and regulating a process, but its purpose is to ensure that the process is performed effectively, efficiently and consistently. Process control establishes and maintains the conditions needed for the process to achieve its defined objectives and deliver the intended, measurable results. "Best practice" is not the stated objective of process control. ITIL treats best practice as guidance that may inform how services and processes are designed, adopted, and improved; it is not itself the operational outcome that process control is defined to achieve. Clear process objectives are instead linked to business outcomes, with controls used to monitor performance, manage deviations, and support reliable execution. This distinction matters because effective process management requires controls that are measurable and aligned with agreed objectives, rather than an abstract goal of following best practice. See the ITIL Foundation certification overview from PeopleCert and the official ITIL resources at AXELOS.

QUESTION NO: 11

Which TWO activities are part of the continual improvement practice?

A. Identifying improvement opportunities

B. Prioritizing improvements

C. Restoring service after an interruption

D. Granting users access rights

ANSWER: A B

Explanation:

Identifying improvement opportunities and **prioritizing improvements** are activities of the continual improvement practice. Continual improvement aligns practices and services with changing business needs through the ongoing improvement of products, services, practices, and ways of working.

Improvement opportunities can be identified from many sources, including customer feedback, performance reports, audit findings, incident trends, and staff suggestions. Opportunities should be assessed and prioritized according to their expected value, cost, risk, urgency, and alignment with organizational objectives. Restoring service after an interruption is incident management work, while granting user rights is access management work.

QUESTION NO: 12

Understanding what to measure and why it is being measured are key contributors to which part of the Service Lifecycle?

A. Service Strategy

B. Continual Service Improvement

C. Service Operation

D. Service Design

ANSWER: B

Explanation:

Continual Service Improvement is correct because measurement is a central mechanism for identifying, prioritizing, and validating improvements throughout the service lifecycle. Before collecting data, an organization must understand the purpose of a measurement: what question it needs to answer, which service outcome or performance target it relates to, and how the resulting information will support decisions. This prevents teams from gathering large volumes of operational data that do not provide useful insight.

In the ITIL service lifecycle, Continual Service Improvement uses measurements, metrics, reporting, and analysis to establish a baseline, assess current performance, identify gaps and opportunities, implement improvements, and verify whether the intended benefit was achieved. The CSI approach explicitly starts by establishing the vision and determining the organization's current position, then defining measurable targets and checking that the goals were met. Understanding both *what* is measured and *why* it matters therefore ensures that measurement is aligned with business objectives, service value, and improvement priorities rather than being an isolated technical activity.

This role of purposeful measurement remains consistent with ITIL's continual-improvement focus; see AXELOS guidance on continual improvement in ITIL and PeopleCert's ITIL Foundation overview.

QUESTION NO: 13

Effective Service Transition can significantly improve a service provider's ability to handle high volumes of what?

A. Service level requests

B. Changes and Releases

C. Password resets

D. Incidents and Problems

ANSWER: B

Explanation:

Changes and Releases is correct because Service Transition is the ITIL lifecycle stage that plans, builds, tests, and deploys new or changed services into the live environment in a controlled manner. Its practices, including change management, release and deployment management, service validation and testing, and configuration management, establish repeatable controls for assessing change risk, coordinating implementation activities, and preserving service quality during deployment. These capabilities allow a provider to process a substantial number of changes and releases efficiently while maintaining appropriate governance and minimizing disruption to business operations. In particular, Service Transition ensures that each release is properly packaged, verified, documented, and transferred into operation with the information and support needed for ongoing management. This structured approach makes service delivery more predictable and scalable when the organization must introduce frequent service improvements, fixes, and updates. The ITIL Service Transition publication describes this lifecycle stage as providing guidance for transitioning new and changed services into operation, while ITIL's official overview identifies service management practices that support controlled change and value delivery. See AXELOS ITIL best-practice information and PeopleCert's ITIL certification overview.

QUESTION NO: 14

Where would you expect incident resolution targets to be documented?

A. A service level agreement (SLA)

B. A request for change (RFC)

C. The service portfolio

D. A service description

ANSWER: A

Explanation:

Incident resolution targets would be documented in **A service level agreement (SLA)**. An SLA is the agreed, documented level of service between a service provider and a customer. It establishes measurable service targets, which commonly include targets for incident response and resolution, often differentiated by incident priority or impact. For example, an SLA may specify the maximum time within which a high-priority incident must be resolved, along with the hours during which that target applies and the method used to measure performance.

Within ITIL service level management, these targets enable the provider to monitor service performance, report results to customers, and identify improvement opportunities when agreed service levels are not achieved. Resolution targets are therefore customer-facing commitments rather than merely internal operational objectives. The SLA provides the formal basis for setting expectations about restoring normal service following an incident and for assessing whether those expectations have been met. ITIL guidance describes service level management as setting clear, business-based targets for utility, warranty, and service experience. See AXELOS: ITIL service level management practice guide and ITIL UK: Service level management.

QUESTION NO: 15

Which process would maintain policies, standards and models for service transition activities and processes?

A. Change management

B. Capacity management

C. Service transition planning and support

D. Release management

ANSWER: C

Explanation:

Service transition planning and support is correct because its purpose is to provide overall planning, coordination and support for the service transition processes. A central responsibility is maintaining the policies, standards and models that guide how transitions are performed consistently. These common frameworks help ensure that changes, releases, deployments, service validation and testing, and related transition work are planned and carried out in a coordinated, repeatable way.

In ITIL Foundation guidance, service transition planning and support coordinates the resources and activities needed to deploy new or changed services, while establishing and maintaining the transition strategy, policies, standards and models used across the service transition lifecycle stage. It also supports planning and managing organizational and stakeholder readiness, helping service transitions meet agreed requirements without unnecessary disruption to live services. The process therefore has a cross-process governance and coordination role rather than being limited to an individual type of transition activity.

For ITIL's lifecycle description and the role of service transition, see AXELOS: ITIL service transition. Additional official ITIL guidance and publications are available through PeopleCert's ITIL certification page.

QUESTION NO: 16

In service design, which term describes services, technologies and tools?

A. People

B. Partners

C. Products

D. Processes

ANSWER: C

Explanation:

Products is correct because ITIL Service Design identifies four key perspectives—often called the four Ps—that must be considered to create and operate effective services: people, processes, products, and partners. Within this model, products encompass the services themselves together with the technology, management systems, architectures, tools, and other resources used to support service delivery. Considering products during service design ensures that the required technical capabilities and supporting tools are selected, integrated, and managed in a way that enables the intended utility and warranty of the service.

This perspective is broader than a physical software product. It includes the technology components and management tools needed to design, transition, deliver, monitor, and improve a service throughout its lifecycle. Service Design therefore requires an organization to assess whether its products and technology are fit for purpose, sufficiently scalable, secure, supportable, and aligned with the service requirements. The four-P perspective helps avoid designing a service solely around process documentation or staffing, while overlooking the technological and toolset capabilities needed for successful delivery. The ITIL glossary and guidance describe Service Design as covering the design of services and the management information systems, architectures, processes, and measurement systems needed to support them. See AXELOS ITIL Service Design and UCISA's ITIL Introducing Service Design guide.

QUESTION NO: 17

Which of the following are activities in the service value chain?

A. Plan

B. Engage

C. Service strategy

D. Obtain/build

E. Deliver and support

ANSWER: A B D E

Explanation:

The service value chain is an operating model that describes six key activities used to create, deliver, and continually improve services. **Plan**, **engage**, **obtain/build**, and **deliver and support** are all service value chain activities.

The other activities in the service value chain are improve and design and transition. Service strategy and service operation are stages from the ITIL v3 service lifecycle and are not service value chain activities. The service value chain is a central element of the ITIL 4 service value system. See PeopleCert ITIL certification information for further ITIL guidance.

QUESTION NO: 18

Which areas are NOT measured by process KPIs?

1. Technology

2. Performance

3. Value

4. Compliance

A. 1, 2 and 3 only

B. 1, 2 and 4 only

C. 1, 3 and 4 only

D. 2, 3 and 4 only

E. 1 only

ANSWER: E

Explanation:

1 only is correct. Process key performance indicators are measures used to evaluate how well a process is achieving its intended objectives and supporting organizational outcomes. Accordingly, process KPIs assess process performance, the value or outcomes the process enables, and adherence to required controls or compliance expectations. These measures allow an organization to make evidence-based decisions about whether the process is effective and where improvement is needed.

Technology is not, by itself, an area measured by a *process* KPI. Technology components can have their own technical metrics, such as availability, capacity, utilization, error rate, or response time. Such metrics may inform process performance analysis, but they do not turn “technology” into a process-KPI measurement area. ITIL distinguishes between measuring service-management performance and collecting component-level technical data, while emphasizing that measures should be linked to value, objectives, and continual improvement. See the ITIL guidance on measurement and reporting at AXELOS: ITIL 4 measurement and reporting and the overview of ITIL’s service-value focus at PeopleCert: ITIL.

QUESTION NO: 19

Which one of the following answers shows two of the activities relating to tools that will take place during the transition stage of the service lifecycle?

A. Testing the tool and training process managers on using the process

B. Development or purchase of tools and deployment of the tools

C. Training tool administrators how to manage tools and monitoring tool performance in operational environment

D. Development or purchase of tools and deployment of the process

ANSWER: A B

Explanation:

Service Transition is the lifecycle stage in which new or changed services are built, tested, and introduced into the live environment in a controlled way. Tooling must therefore be made ready for use during this stage. “Testing the tool and training process managers on using the process” is appropriate because a tool must be validated against the designed process and its intended use, while the people responsible for operating and governing that process need sufficient knowledge to use the supporting capability effectively during the transition into live use.

“Development or purchase of tools and deployment of the tools” is also appropriate. Service Transition can involve obtaining or developing the required management tools, configuring and testing them, and deploying them so that they support the new or changed service when it enters operation. These activities help ensure that operational teams receive a usable, controlled toolset together with the service being transitioned. This reflects the lifecycle emphasis on managing change, reducing transition risk, and establishing operational readiness before a service is handed over. See the AXELOS ITIL overview and the PeopleCert ITIL certification information.

QUESTION NO: 20

What is a service delivered between two business units in the same organization known as?

A. Strategic service

B. Delivered service

C. Internal service

D. External service

ANSWER: C

Explanation:

An internal service is a service provided and consumed within the same organization, such as when an IT department provides workplace support, infrastructure, or business applications to another internal business unit. In ITIL terminology, the receiving unit is an internal customer, while the unit supplying the service acts as an internal service provider. Although the parties may operate as separate departments, divisions, or cost centres, they remain part of one legal organization and pursue its overall objectives.

This classification is useful because internal service relationships still need clear service expectations, agreed outcomes, responsibilities, performance measures, and continual improvement. Service management practices apply whether the consumer is internal or external; however, the commercial and contractual context is generally different for an internal service. ITIL emphasizes that a service is a means of enabling value co-creation by facilitating outcomes that customers want to achieve. The organizational relationship determines whether the service is described as internal or external. See the ITIL 4 Foundation overview and the ITIL service-management guidance for the core service-management concepts.

QUESTION NO: 21

Which of the following statements about the Service Portfolio and Service Catalogue is the MOST CORRECT?

A. The Service Catalogue only has information about services that are live, or being prepared for deployment; the Service Portfolio only has information about services which are being considered for future development

B. The Service Catalogue has information about all services; the Service Portfolio only has information about services which are being considered for future development

C. The Service Portfolio has information about all services; the Service Catalogue only has information about services which are live, or being prepared for deployment

D. Service Catalogue and Service Portfolio are different names for the same thing

ANSWER: C

Explanation:

The Service Portfolio has information about all services; the Service Catalogue only has information about services which are live, or being prepared for deployment. In ITIL, the service portfolio is the complete set of services managed by a service provider across their lifecycle. It therefore provides the strategic, investment, and management view of services, including services being considered or designed, services currently available, and services that have been retired. This complete perspective enables the provider to make decisions about service investments, priorities, and the ongoing value of its service offerings.

The service catalogue is a defined subset of that portfolio. It is the customer-facing and operationally useful source of accurate information about services that are available in the live environment, together with services being prepared for transition into live operation. Catalogue entries typically describe what each service does, how it can be requested, applicable service levels, and relevant customer or support contacts. Consequently, the catalogue supports service consumption and delivery, while the portfolio supports lifecycle-wide service management. This relationship—catalogue as a subset and portfolio as the complete set—is central to the ITIL service portfolio management model. See the AXELOS ITIL overview and PeopleCert's ITIL certification overview.

QUESTION NO: 22

What is the act of transforming resources and capabilities into valuable service better known as?

A. Service management

B. Incident management

C. Resource management

D. Service support

ANSWER: A

Explanation:

Service management is the correct term. In ITIL, service management is defined as a set of specialized organizational capabilities for enabling value for customers in the form of services. It is the organizational activity through which resources—such as people, information, technology, financial assets, and supplier relationships—are coordinated with capabilities, including processes, knowledge, skills, and management practices, to deliver services that create value. This wording directly reflects the ITIL Foundation concept that services are enabled by combining resources and capabilities rather than treating either in isolation. The focus is not merely operating technical assets; it is managing and applying them in a way that supports customer outcomes, reduces customer costs and risks, and facilitates value co-creation. ITIL's central service-management perspective therefore provides the name for transforming organizational resources and capabilities into valuable services. See the official ITIL overview from PeopleCert's ITIL 4 Foundation page and the AXELOS ITIL overview for the framework's description of service management and value creation.

QUESTION NO: 23

In many organizations the role of Incident Manager is assigned to the Service Desk.

It is important that the Incident Manager is given the authority to:

A. Only manage Incidents effectively through 1st and 2nd line

B. Only manage Incidents effectively through the 1st line

C. Only manage Incidents effectively at the 3rd line

D. Manage Incidents effectively through 1st, 2nd and 3rd line

ANSWER: D

Explanation:

“Manage Incidents effectively through 1st, 2nd and 3rd line” is correct because incident management requires end-to-end coordination across every level of support involved in restoring service. The Incident Manager must be able to direct, coordinate, monitor, escalate, and obtain updates from frontline support, specialist technical teams, and the most advanced support resources. This authority is particularly important for high-priority incidents, where restoring normal service quickly depends on removing organizational barriers, ensuring timely escalation, coordinating communications, and maintaining ownership until resolution and closure.

Assigning this responsibility to the Service Desk can be effective, since the Service Desk is commonly the central point of contact for users and is well placed to oversee the incident lifecycle. However, the role must have sufficient authority beyond its own immediate support group. Incident management is not limited to logging or routing tickets: it is a practice focused on minimizing the negative impact of incidents by restoring service as quickly as possible. ITIL guidance recognizes the need for coordinated handling and escalation across the relevant support teams. See PeopleCert’s ITIL Foundation overview and AXELOS guidance on incident management.

QUESTION NO: 24

What are the three types of metrics that an organization should collect to support continual service improvement (CSI)?

A. Return on investment (ROI), value on investment (VOI), quality

B. Strategic, tactical and operational

C. Critical success factors (CSFs), key performance indicators (KPIs), activities

D. Technology, process and service

ANSWER: D

Explanation:

Technology, process and service is correct because CSI requires measurement at all three levels to build a meaningful picture of service performance and identify improvement opportunities. Technology metrics measure the performance and availability of the components that support a service, such as infrastructure, applications, or tools. Process metrics assess whether management processes are operating effectively and efficiently, including their timeliness, quality, and compliance with agreed procedures. Service metrics measure the end-to-end outcome experienced by customers and users, such as whether agreed service levels are being achieved.

Collecting these related metric types enables an organization to connect technical performance and process execution with the value delivered by the service. This supports evidence-based decisions, prioritization of improvement work, and verification that an implemented improvement has produced the intended service outcome. The three-level approach is a core CSI measurement concept in ITIL Foundation material and remains consistent with ITIL’s emphasis on continual measurement and improvement of services. See the ITIL service-management overview from PeopleCert and the ITIL guidance overview from AXELOS.

QUESTION NO: 25

Which formal agreement minimizes the risk of disputes that can occur between an IT service provider and an external supplier?

A. Operational contract

B. Underpinning contract

C. Serviceability contract

D. Service level contract

ANSWER: B

Explanation:

Underpinning contract is correct because it is the formal agreement between an IT service provider and an external supplier whose goods or services are needed for the provider to deliver services to its customers. It documents the supplier's commitments in terms that support the provider's customer-facing service level targets. By establishing the scope of supplied services, performance and availability expectations, responsibilities, reporting, security obligations, pricing, escalation paths, and contractual remedies, it creates a shared and enforceable basis for managing the supplier relationship.

This clarity is what minimizes the risk of disputes: both organizations can refer to agreed obligations and measurable commitments rather than relying on informal assumptions. The agreement should be aligned with the service provider's service level commitments so that supplier performance enables the provider to meet its own obligations. In ITIL terminology, underpinning contracts are an important component of supplier management and service level management, helping coordinate external dependencies and maintain reliable service delivery. Further ITIL guidance on managing service levels and agreements is available from AXELOS: ITIL 4 Service Level Management and the PeopleCert ITIL 4 Foundation overview.

QUESTION NO: 26

Which TWO of the following are examples of utility?

A. Providing the ability to submit expense claims online

B. Enabling sales staff to view current customer information

C. Ensuring the service is available for 99.9% of agreed hours

D. Ensuring the service can be restored within four hours

ANSWER: A B

Explanation:

Providing a customer with the ability to submit expense claims online and **enabling sales staff to view current customer information** are examples of utility. Utility is the functionality offered by a product or service to meet a particular need. It is often summarized as being fit for purpose.

Availability and recoverability are examples of warranty. Warranty provides assurance that a product or service will meet agreed requirements, such as availability, capacity, security, and continuity. It is often summarized as being fit for use.

QUESTION NO: 27

Which of the following are ITIL guiding principles?

A. Focus on value

B. Start where you are

C. Collaborate and promote visibility

D. Follow every process without exception

ANSWER: A B C

Explanation:

Focus on value, **start where you are**, and **collaborate and promote visibility** are ITIL guiding principles. They provide universal recommendations that can guide organizations in all circumstances, regardless of the type of improvement, initiative, or decision being considered.

Guiding principles encourage organizations to understand stakeholder value, assess and reuse what already exists where appropriate, and involve the right people through transparent collaboration. Following a process without considering context is not an ITIL guiding principle because ITIL promotes adaptation, practical judgment, and continual improvement. See PeopleCert ITIL certification information.

QUESTION NO: 28

Which of the following is NOT an objective of request fulfillment?

A. To provide information to users about what services are available and how to request them

B. To update the service catalogue with services that may be requested through the service desk

C. To provide a channel for users to request and receive standard services

D. To source and deliver the components of standard services that have been requested

ANSWER: B

Explanation:

“To update the service catalogue with services that may be requested through the service desk” is not an objective of the ITIL Request Fulfilment process. In the ITIL service operation guidance, Request Fulfilment is concerned with managing the lifecycle of predefined, usually low-risk and frequently requested services. Its objectives include giving users a clear channel through which they can request and receive standard services, providing information about available services and the method for obtaining them, and coordinating the sourcing and delivery of the requested service components.

The service catalogue is an important source of information for Request Fulfilment, because it communicates what can be requested and any relevant request procedures. However, maintaining and updating the catalogue itself is a service catalogue management responsibility. Request Fulfilment may use feedback from requests to identify catalogue improvements, but changing the catalogue is not its defined objective. This distinction preserves clear accountability: the request process fulfils approved, standard requests, while catalogue management ensures that service information is accurate, complete, and available to users and support teams. ITIL 4 expresses the modern equivalent through the service request management practice; see AXELOS: ITIL 4 service request management and the ITIL 4 Foundation overview from PeopleCert.

QUESTION NO: 29

Which TWO statements about relationship management are CORRECT?

A. It establishes and nurtures links between organizations and stakeholders

B. It identifies and analyses stakeholder needs

C. It performs technical monitoring of infrastructure components

D. It negotiates and manages all supplier contracts

ANSWER: A B

Explanation:

It establishes and nurtures links between organizations and stakeholders and **it identifies and analyses stakeholder needs** are correct. Relationship management supports the establishment and maintenance of relationships between an organization and its stakeholders at strategic and tactical levels.

Effective relationship management helps develop trust, understand stakeholder priorities, manage expectations, and identify opportunities for collaboration and value co-creation. It does not replace supplier management, which focuses on the organization’s suppliers and their performance, and it does not perform technical monitoring of infrastructure components.

QUESTION NO: 30

Which of the following processes are performed by the service desk?

1. Capacity management

2. Request fulfilment

3. Demand management

4. Incident management

A. All of the above

B. 3 and 4 only

C. 2 and 4 only

D. 2 only

ANSWER: C

Explanation:

2 and 4 only is correct. In the ITIL Foundation lifecycle model, the service desk is the single point of contact between users and the IT service provider. It has an operational role in restoring normal service when users report incidents, including logging, categorizing, prioritizing, providing first-line investigation, resolving incidents where possible, and coordinating escalation to support teams. These activities directly support the incident management process.

The service desk also commonly receives and handles service requests, such as requests for information, advice, access, standard equipment, or other predefined services. It records, communicates, tracks, and, where authorized, fulfils those requests in line with the request fulfilment process. The service desk therefore provides a user-facing channel through which both incidents and standard requests are managed consistently and visibly.

This reflects ITIL's focus on a service desk as a communication and coordination function that enables users to obtain support and request routine services. See the ITIL overview from AXELOS and the current ITIL certification and guidance information from PeopleCert.

QUESTION NO: 31

Removing or restricting rights to use an IT Service is the responsibility of which process?

A. Access Management

B. Incident Management

C. Request Fulfillment

D. Change Management

ANSWER: A

Explanation:

Access Management is correct because its purpose in ITIL is to grant authorized users the right to use a service while preventing access by unauthorized users. This responsibility covers the full lifecycle of access rights: verifying a user's identity and entitlement, providing access in accordance with agreed policies, and modifying, restricting, or removing access when the person's role, business need, employment status, or authorization changes. For example, access may need to be withdrawn promptly when a user leaves the organization, or restricted when duties change so that permissions remain appropriate.

Access Management therefore implements the organization's information-security policies in day-to-day service operations. It ensures that access is controlled according to defined rules and that users receive only the permissions necessary to use

the IT services relevant to their work. In ITIL terminology, this process is sometimes described as the execution of policies established by Information Security Management, with the practical administration of user rights often supported by directory, identity, and application access-control systems. This role is consistent with ITIL 4 guidance on managing user access and service security. See AXELOS: ITIL information security management practice and PeopleCert ITIL certifications.

QUESTION NO: 32

Which process is responsible for low risk, frequently occurring, low cost changes?

A. Demand management

B. Incident management

C. Release and deployment management

D. Request fulfilment

ANSWER: D

Explanation:

Request fulfilment is correct because it manages the lifecycle of service requests, including requests that are routine, pre-approved, low-risk, and inexpensive to deliver. In ITIL terminology, these are commonly handled as standard changes: changes that have an established, documented procedure and do not require separate assessment and authorization each time they are requested. Typical examples include a request for access to an approved application, a password reset, or provision of standard equipment. Request fulfilment provides a consistent route for recording, approving where appropriate, coordinating, and completing these repeatable requests, helping users obtain services quickly while retaining control and traceability. This distinction is important because the work is predictable and operationally standardized rather than requiring the evaluation associated with non-standard change activity. The ITIL framework is designed to support value-focused service management through defined practices and processes; request management remains a core service-management capability in the current ITIL guidance. See the official PeopleCert ITIL certification overview and the AXELOS ITIL resource page for ITIL framework information.

QUESTION NO: 33

Which of the following statements BEST describes the aims of release and deployment management?

A. To build, test and deliver the capability to provide the services specified by service design

B. To ensure that each release package specified by service design consists of a set of related assets and service components

C. To ensure that all changes can be tracked, tested and verified if appropriate

D. To record and manage deviations, risks and issues related to the new or changed service

ANSWER: A

Explanation:

“To build, test and deliver the capability to provide the services specified by service design” is correct because release and deployment management is responsible for ensuring that new or changed services are assembled, tested, and transferred into the appropriate environments in a controlled manner. Its purpose extends beyond simply moving software: it coordinates the deployment of release packages, including the required service assets, components, documentation, knowledge, and operational readiness activities. The intended outcome is a service capability that conforms to the service design package and can deliver the agreed utility and warranty when introduced into live operation.

This wording directly reflects the ITIL definition of the process objective: building, testing, and delivering the capability to provide services specified by service design. Release and deployment management therefore provides the practical bridge between service design and service transition/operation, helping ensure that the designed service can be deployed reliably

and used effectively. ITIL guidance and qualifications are maintained by PeopleCert; see the ITIL certification overview and the ITIL best-practice overview.

QUESTION NO: 34

Which of the following statements MOST correctly identifies the scope of design coordination activities?

A. Only changes that introduce new services are included

B. All changes are mandated to be included

C. Only changes to business critical systems are included

D. Any changes that would benefit the organization are included

ANSWER: D

Explanation:

“Any changes that would benefit the organization are included” most accurately reflects the intended scope of design coordination. Design coordination is concerned with ensuring that service-design activities, processes, resources, and suppliers are coordinated so that designs for new or changed services are consistent, effective, and capable of being transitioned into operation. Its use is not restricted to a particular technical category, a predefined level of business criticality, or only the introduction of entirely new services. Instead, the organization should apply design coordination where coordinated design effort will provide value, reduce avoidable risk, improve consistency, or help ensure that service requirements can be met throughout the service lifecycle.

This scope supports a value-focused approach: changes should receive an appropriate level of design coordination according to their nature, complexity, impact, and expected organizational benefit. For example, a change to an existing service may need coordinated design when it affects service levels, security, capacity, availability, support arrangements, supplier commitments, or transition planning. This allows the organization to proportion effort sensibly while maintaining a holistic view of service design. ITIL describes service management as enabling value co-creation through services and emphasizes practices that support the design and transition of services; see PeopleCert’s ITIL Foundation overview and AXELOS ITIL resources.

QUESTION NO: 35

Which of the following statements about service consumer roles are CORRECT?

A. A customer defines requirements for a service

B. A user uses services

C. A sponsor authorizes the budget for service consumption

D. A supplier is responsible for defining the customer’s desired outcomes

ANSWER: A B C

Explanation:

A **customer** defines the requirements for a service and takes responsibility for the outcomes from service consumption. A **user** uses services, and a **sponsor** authorizes the budget for service consumption. These roles can be held by different people or by the same person, depending on the organization and service relationship.

A supplier provides products or services that support the service provider; it is not a service consumer role. ITIL recognizes that service relationships involve several stakeholders who contribute to value co-creation. Further information is available from PeopleCert ITIL certifications.

QUESTION NO: 36

Which is NOT a sub-process of capacity management?

A. People capacity management

B. Component capacity management

C. Business capacity management

D. Service capacity management

ANSWER: A

Explanation:

People capacity management is correct because it is not one of the defined Capacity Management sub-processes in the ITIL Foundation syllabus associated with the ITIL Service Design framework. Capacity Management is concerned with ensuring that IT services and the supporting infrastructure have sufficient, cost-justifiable capacity and performance to meet agreed current and future business needs. Its established sub-process structure focuses on capacity requirements arising from business plans, the end-to-end capacity and performance of live services, and the detailed utilization and performance of individual technical components.

Managing people may be relevant to workforce planning, skills management, supplier management, or organizational resource planning, but it is not classified by ITIL as a Capacity Management sub-process. The term therefore does not represent a formal element of the Capacity Management process model and is the appropriate selection for a question asking which item is not a sub-process. This distinction helps ensure that service-capacity practices are applied to demand, service performance, and technical resources rather than being confused with human-resource activities. ITIL guidance is maintained by PeopleCert's ITIL certification pages; additional background on the ITIL best-practice framework is available from AXELOS.

QUESTION NO: 37

Which TWO statements about problem management are CORRECT?

A. It identifies and manages the causes of incidents

B. It reduces the likelihood and impact of incidents

C. It restores normal service operation as quickly as possible

D. It authorizes changes to the live environment

ANSWER: A B

Explanation:

Identifying and managing the causes of incidents and **reducing the likelihood and impact of incidents** are correct. Problem management seeks to identify actual and potential causes of one or more incidents. It can be reactive, investigating incidents that have already occurred, or proactive, identifying and addressing weaknesses before incidents happen.

Problem management may provide workarounds and known-error information to help incident management restore service quickly. However, restoring normal service as quickly as possible is the primary purpose of incident management, while authorizing changes is part of change enablement.

QUESTION NO: 38

Which TWO statements about governance are CORRECT?

A. It evaluates, directs, and monitors the organization

B. The governing body is accountable for it

C. It is performed only by the service desk

D. It is limited to authorizing individual changes

ANSWER: A B

Explanation:

Governance evaluates, directs, and monitors the organization and **the governing body is accountable for governance** are correct. Governance provides the means by which an organization is directed and controlled. The governing body evaluates the organization and its environment, directs management through policies and priorities, and monitors performance and compliance.

Management performs planning, building, operating, and improving activities in line with the direction set by governance. Governance is not limited to authorizing individual changes, and it is not performed only by the service desk.

QUESTION NO: 39

Which of the following statements about a value stream are CORRECT?

A. It is a series of steps used to create and deliver products and services

B. It can include service value chain activities and practices

C. It can involve activities performed by suppliers

D. It must be owned and performed by one organizational department

ANSWER: A B C

Explanation:

A value stream is a series of steps that an organization uses to create and deliver products and services to consumers. A value stream can combine activities from the service value chain with practices, resources, and external supplier activities. Different value streams may be designed for different products, services, or customer needs.

A value stream is not limited to one team or department, and it is not the same as a single process. It should be considered end-to-end to ensure that all contributing activities support the co-creation of value. See PeopleCert ITIL certification information for further ITIL guidance.

QUESTION NO: 40

Looking for ways to improve process efficiency and cost effectiveness is a purpose of which part of the service lifecycle?

A. Service operation

B. Service transition

C. Continual service improvement

D. Service strategy

ANSWER: C

Explanation:

Continual service improvement is correct because its purpose is to align IT services with changing business needs by identifying and implementing improvements to services, processes, and supporting activities. A core focus is measuring

current performance, analyzing results, and finding practical opportunities to increase efficiency, improve effectiveness, and optimize costs while maintaining or improving service quality. This lifecycle stage uses a structured improvement approach, commonly expressed through the continual service improvement model: determine the vision, assess the current position, define measurable targets, plan improvements, execute them, evaluate results, and sustain successful changes. Process efficiency and cost effectiveness are therefore explicit areas for continual evaluation, rather than one-time objectives. Improvement opportunities can arise from service metrics, customer feedback, incident trends, audits, benchmarking, and business priorities. By continually reviewing these inputs, an organization can remove waste, streamline workflows, and ensure resources are being used in a way that delivers appropriate value. The ITIL 4 continual improvement guidance retains this principle, emphasizing ongoing improvement of products, services, practices, and value streams. See AXELOS: Continual improvement model and PeopleCert ITIL 4 Foundation.

QUESTION NO: 41

Which of the following is an example of self-help capabilities?

A. Menu-driven range of facilities used to access service requests

B. Calls to the service desk to register standard changes

C. A software update downloaded automatically to all laptops in an organization

D. Software to allow programmers to debug code

ANSWER: A

Explanation:

A menu-driven range of facilities used to access service requests is an example of self-help because it enables users to obtain support and request standard services independently, without needing direct assistance from a service desk agent. In ITIL, self-service capabilities are commonly delivered through a service portal or catalogue. These provide a clear, user-facing interface through which people can find available services, select the item they need, provide required information, and submit a request using predefined workflows.

Self-help is intended to make support more convenient and efficient by giving users an accessible route to information, guidance, request fulfilment, and—in mature implementations—knowledge articles and automated actions. A menu-driven interface is especially appropriate because it presents services in a structured, understandable format and guides the user toward approved request options. This supports consistent fulfilment while reducing avoidable demand on the service desk, allowing service desk staff to focus on interactions that require human support or more detailed investigation.

ITIL 4 describes service requests as predefined, user-initiated requests that can be handled through request-management practices and service portals. See ITIL 4 Foundation and PeopleCert ITIL 4 Foundation.

QUESTION NO: 42

Service Acceptance criteria are used to?

A. Ensure the design stage of the Lifecycle

B. Ensure Portfolio Management is in place

C. Ensure delivery and support of a service

D. Ensure service Key Performance Indicators (KPIs) are reported

ANSWER: C

Explanation:

“Ensure delivery and support of a service” is correct because service acceptance criteria define the conditions that a new or changed service must satisfy before it can be formally accepted into the live environment. They give the customer, service provider, and relevant stakeholders an agreed basis for confirming that the service can be delivered and supported as

intended. These criteria typically cover such areas as functional performance, security, availability, capacity, continuity, support arrangements, documentation, training, and operational readiness. Applying them during service transition reduces the risk of introducing a service that works technically but cannot be supported effectively in normal operation. Acceptance is therefore not merely a design review or a reporting activity: it is confirmation that the service is ready for delivery and ongoing support, with the necessary capabilities, resources, and controls in place. This supports ITIL's focus on creating value through reliable, usable services and managing the transition of services into operation in a controlled way. See the official AXELOS ITIL overview and the PeopleCert ITIL Foundation certification page for the ITIL service-management context.