PassQueen
a.k.a dumpsqueen.com

ITIL 4 Foundation

ITIL ITILFND-V4

Version Demo

Total Demo Questions: 38

Total Premium Questions: 389

Buy Premium PDF

https://passqueen.com

support@passqueen.com

Topic Break Down

Topic	No. of Questions
Topic 1, Understand the key concepts of service management	53
Topic 2, Understand how the ITIL guiding principles can help an organization to adopt and adapt service management	52
Topic 3, Understand the four dimensions of service management	21
Topic 4, Understand the purpose and components of the service value system	12
Topic 5, Understand the activities of the service value chain, and how they interconnect	22
Topic 6, Know the purpose and key terms of 15 ITIL practices	40
Topic 7, Understand 7 ITIL practices	187
Topic 8, Mix Questions	2
Total	389

QUESTION NO: 1

Which practice requires that staff demonstrate excellent customer service skills, such as empathy and emotional intelligence?

A. Problem management

B. Supplier management

C. Release management

D. Service desk

ANSWER: D

Explanation:

The correct answer is **Service desk**. The ITIL service desk practice is the point of contact between the service provider and users. Its purpose is to capture demand for incident resolution and service requests, and it is also the central communications point for users when they report issues or need assistance. Because service desk staff interact directly with people who may be inconvenienced, frustrated, or unable to work, successful performance depends on more than technical knowledge. Staff need strong customer service capabilities, including active listening, clear communication, empathy, and emotional intelligence. These skills help the service desk understand users' needs and circumstances, manage expectations, communicate progress appropriately, and create a positive experience throughout the interaction. ITIL 4 emphasizes that service desks should have a practical understanding of the wider organization, service relationships, and the users they support. This enables personnel to provide considerate, effective assistance while ensuring that contacts are logged, categorized, prioritized, and routed or resolved as appropriate. Customer-focused communication is therefore an essential characteristic of the service desk practice. Further information is available from AXELOS: ITIL 4 service desk practice and PeopleCert: ITIL 4 Foundation.

QUESTION NO: 2

Which is a recommendation for applying the guiding principle 'keep it simple and practical'?

A. Communicate in a way the audience can hear

B. Sometimes nothing from the current state can be re-used

C. If a practice is easier to follow it is more likely to be adopted

D. Fast does not mean incomplete

ANSWER: C

Explanation:

"If a practice is easier to follow it is more likely to be adopted" is a recommendation for applying the ITIL guiding principle "keep it simple and practical." This principle emphasizes using the minimum number of steps, controls, metrics, and processes needed to achieve the intended outcome. A practice that people can readily understand and use is more likely to be followed consistently, which supports effective value co-creation rather than creating unnecessary administrative effort.

Applying this recommendation means designing practices around what is genuinely needed, removing activities that do not contribute to the desired outcome, and avoiding complexity merely because a more elaborate approach is possible. Simplicity does not mean ignoring required governance, risk, compliance, or quality controls. Instead, it means ensuring that such controls are proportionate, useful, and workable for the people who must perform them. When a practice is practical and easy to follow, adoption improves and the organization can achieve reliable outcomes with less wasted effort. Further guidance on this ITIL guiding principle is available from AXELOS: Keep it simple and practical and Axios Systems.

QUESTION NO: 3

Which process works with incident management to ensure that security breaches are detected and logged?

A. Change management

B. Service level management

C. Access management

D. Continual service improvement

E. Information security management

ANSWER: E

Explanation:

Information security management is correct. In ITIL, this capability is responsible for protecting the confidentiality, integrity, and availability of information and related assets. A key part of that responsibility is ensuring that potential security events and security incidents are identified, recorded, assessed, and handled through appropriate organizational processes. It works closely with incident management because a security breach requires the same disciplined restoration and coordination mechanisms used for incidents, while also requiring security-specific detection, logging, investigation, containment, evidence handling, and reporting.

In ITIL 4 terminology, information security management is described as a management practice rather than a process. However, the intended relationship remains clear: incident management coordinates the response to an incident, and information security management supplies the security controls, policies, expertise, monitoring expectations, and security-event handling needed to recognize and log breaches appropriately. This collaboration helps ensure that security issues are not merely treated as service interruptions, but are recorded and managed in a way that supports risk reduction, governance, and organizational security obligations. See the official ITIL 4 Foundation information from PeopleCert and the AXELOS overview of ITIL.

QUESTION NO: 4

Which describes a CORRECT approach to change authorization?

A. Changes included in the change schedule are pre-authorized and do not need additional authorization

B. Normal changes should be assessed and authorized before they are deployed

C. Emergency changes should be authorized by as many people as possible to reduce risk

D. Normal changes are typically implemented as service requests and authorized by the service desk

ANSWER: B

Explanation:

Normal changes should be assessed and authorized before they are deployed. In ITIL 4, change enablement aims to maximize the number of successful service and product changes by ensuring that risks are properly assessed, changes are authorized, and the change schedule is managed. A normal change is not pre-authorized: it requires evaluation of factors such as risk, business impact, resource needs, dependencies, and implementation timing. The appropriate change authority then authorizes it before implementation can proceed. The authority may be an individual or group, and should be assigned according to the change's type, risk, and potential impact. This authorization is an important control because it ensures that stakeholders accept the balance between the expected value of the change and its possible adverse effects before the live environment is altered. ITIL also recognizes that organizations should make authorization efficient and proportionate; however, the required assessment and approval still take place before deployment for normal changes. This approach supports controlled delivery while allowing the organization to tailor its change enablement workflow to its own governance needs. See the ITIL practice guides and the ITIL 4 Foundation certification overview.

QUESTION NO: 5

What are the MOST important skills required by service desk staff?

A. Incident analysis skills

B. Technical skills

C. Problem resolution skills

D. Supplier management skills

E. Communication and customer service skills

ANSWER: E

Explanation:

Communication and customer service skills are the most important skills for service desk staff because the service desk is the primary point of contact between users and the service provider. Staff must listen actively, understand the user's situation, communicate clearly in language appropriate to the user, show empathy, and set realistic expectations about progress and resolution. These capabilities create a positive user experience, maintain trust, and ensure that incidents and service requests are accurately understood and recorded from the beginning.

In ITIL 4, the service desk practice emphasizes that its purpose is to capture demand for incident resolution and service requests, and to provide a clear communication channel between service providers and users. Effective communication therefore supports every interaction, including logging, categorizing, prioritizing, providing updates, and confirming that the user's need has been met. Customer service capability is especially important because the service desk represents the service provider's human interface and contributes directly to user satisfaction. Technical knowledge can support this work, but service desk personnel also rely on procedures, knowledge bases, and escalation paths; their ability to communicate and support users remains central. See the ITIL 4 Foundation certification overview and the AXELOS guidance on the service desk.

QUESTION NO: 6

Which practice ensures that the organization has the right mix of programmes, projects, products and services to execute the organization's strategy?

A. Project management

B. Service catalogue management

C. Portfolio management

D. Continual improvement

ANSWER: C

Explanation:

Portfolio management is correct. Its purpose is to ensure that the organization has the right mix of programmes, projects, products, and services to execute its strategy within its funding and resource constraints. It supports decisions about investment, prioritization, balancing, and the ongoing evaluation of portfolio items.

A portfolio is considered as a whole, rather than as a collection of unrelated initiatives. Portfolio management helps an organization invest in work that is aligned with strategic objectives and expected value. See PeopleCert: ITIL 4 Foundation.

QUESTION NO: 7

Which practice owns and manages issues, queries and requests from users?

A. Incident management

B. Service desk

C. Change control

D. Problem management

ANSWER: B

Explanation:

The correct answer is **Service desk**. In ITIL 4, the service desk practice is the point of contact between the service provider and users. Its purpose is to capture demand for incident resolution and service requests, and it also serves as a communication channel for users. This includes receiving, logging, categorizing, prioritizing, and coordinating the handling of users' issues, questions, and requests. The service desk ensures users have a clear, accessible route for obtaining help and information, while maintaining communication about progress and outcomes. It may resolve some matters directly and coordinate with specialist teams or other practices when further support is needed. ITIL describes the service desk as an essential practice for managing user interactions and enabling effective service relationships. This scope directly covers issues, queries, and requests from users. See the official ITIL overview of service management practices at AXELOS ITIL Practices and the ITIL 4 Foundation certification page at PeopleCert ITIL 4 Foundation.

QUESTION NO: 8

Which usually requires a team of representatives from many stakeholder groups?

A. Fulfilling a service request

B. Authorizing an emergency change

C. Logging a new problem

D. Investigating a major incident

ANSWER: D

Explanation:

Investigating a major incident is correct because a major incident is an incident with significant business impact that demands coordinated, urgent action. Its investigation commonly needs expertise and decision-making authority from across technical teams, service owners, suppliers, communications personnel, and business stakeholders. Bringing these representatives together enables the organization to establish a shared understanding of the impact, coordinate diagnosis and recovery activities, manage stakeholder communications, and make timely decisions while service is being restored. This cross-functional collaboration is often organized as a major incident team and is a key part of the major incident procedure within the incident management practice. The procedure focuses on restoring normal service operation as quickly as possible while ensuring that the incident's progress, business impact, and communications are managed consistently. ITIL describes incident management as the practice of minimizing the negative impact of incidents by restoring normal service operation as quickly as possible. See the ITIL 4 incident management practice guidance and the ITIL 4 Foundation overview.

QUESTION NO: 9

What includes governance as a component?

A. Practices

B. The service value chain

C. The service value system

D. The guiding principles

ANSWER: C

Explanation:

The service value system is correct because governance is one of its core components in ITIL 4. The service value system describes how all organizational components and activities work together to enable value creation through services. Its components are the guiding principles, governance, the service value chain, practices, and continual improvement. Governance provides the means by which an organization is directed and controlled. It establishes the framework for evaluating organizational performance and stakeholder needs, directing priorities and decisions, and monitoring performance and compliance. This ensures that service management activities remain aligned with the organization's objectives, obligations, and desired outcomes. Within the service value system, governance is therefore not a separate add-on; it is an integral element that helps ensure value co-creation is managed responsibly and consistently across the organization. The service value system also provides the overall model that connects governance with operational activities, continual improvement, organizational practices, and the service value chain. See the AXELOS overview of ITIL 4 and the PeopleCert ITIL 4 Foundation certification overview.

QUESTION NO: 10

What are 'goods', 'access to resources' and 'service actions' examples of?

A. Service offering components

B. Service value chain activities

C. Service level metrics

D. Four dimensions of service management

ANSWER: A

Explanation:

Service offering components is correct. A service offering is a formal description of one or more services designed to address the needs of a target consumer group. It can include goods to be supplied, access to resources that the consumer can use, and service actions performed by the service provider.

For example, a service offering might include a laptop as goods, access to a collaboration platform as a resource, and support provided by the service desk as service actions. These components help clarify what is available to consumers and how the provider supports desired outcomes. Further ITIL guidance is available from AXELOS ITIL resources.

QUESTION NO: 11

What is a change schedule used for?

A. To help plan emergency changes

B. To help authorize standard changes

C. To help assign a change authority

D. To help manage normal changes

ANSWER: D

Explanation:

To help manage normal changes is correct. In ITIL 4, a change schedule is used to plan, communicate, and coordinate changes that have been authorized for implementation. It gives relevant stakeholders visibility of upcoming normal changes, including their timing and potential interactions, so changes can be assessed and scheduled in a way that supports service continuity and minimizes disruption. Normal changes are assessed and authorized according to the organization's change control approach; once approved, their implementation needs to be coordinated with other planned work, releases, maintenance windows, and business activities. The change schedule provides this practical coordination mechanism. It can also help teams identify scheduling conflicts, ensure appropriate resources are available, and keep users and service

providers informed of planned service impacts. This supports the ITIL service management objective of enabling beneficial changes while controlling risk. ITIL 4 describes change enablement as the practice of maximizing successful service and product changes by ensuring that risks have been properly assessed, authorizing changes, and managing the change schedule. See the AXELOS ITIL overview and the PeopleCert ITIL 4 Foundation overview.

QUESTION NO: 12

Which two statements about an organization's culture are CORRECT?

1. It is created from shared values based on how it carries out its work

2. It is determined by the type of technology used to support services

3. It should be based on the culture of prospective suppliers

4. It should be based on the objectives of the organization

A. 1 and 2

B. 2 and 3

C. 3 and 4

D. 1 and 4

ANSWER: D

Explanation:

The correct answer is **1 and 4**. In ITIL 4, organizational culture is the combination of values, beliefs, attitudes, and behaviours that are shared by people in an organization. It develops through the way the organization works, including its established practices, leadership, decision-making, collaboration, and the behaviours that are encouraged and reinforced over time. Shared values therefore form a central part of culture rather than culture being a purely technical characteristic.

Culture must also support the organization's objectives. An organization seeking to improve service quality, resilience, innovation, customer experience, or speed of delivery needs cultural norms and behaviours that enable those aims. For example, objectives involving continual improvement are supported by a culture in which people can identify improvement opportunities, learn from outcomes, and collaborate across organizational boundaries. Aligning culture with objectives helps ensure that people's everyday actions contribute to the intended business outcomes and value co-creation.

ITIL emphasizes that organizations and people are a key dimension of service management, and that culture materially influences how work is performed and how services create value. See AXELOS: the four dimensions of service management and PeopleCert: ITIL 4 Foundation.

QUESTION NO: 13

Which of the following includes configuring components and activities to facilitate outcomes for stakeholders?

A. The service value system

B. Service consumption

C. Service relationship management

D. The 'release management' practice

ANSWER: A

Explanation:

The service value system is correct because it describes how an organization's components and activities work together to enable value co-creation. In ITIL 4, it provides the overall model through which an organization turns opportunity and demand into value, while considering the needs and desired outcomes of relevant stakeholders. Its components include the guiding principles, governance, the service value chain, practices, and continual improvement. These are not isolated elements: they are configured and applied together according to the organization's context to support effective service management and facilitate stakeholder outcomes.

The service value system also recognizes that value is co-created through interactions among service providers, service consumers, partners, suppliers, and other stakeholders. It therefore gives organizations a flexible structure for coordinating activities, resources, decisions, and improvements across the full service lifecycle. This directly matches the question's focus on configuring components and activities to facilitate outcomes rather than merely performing a single operational activity. See the ITIL overview from AXELOS and the ITIL 4 Foundation certification description from PeopleCert.

QUESTION NO: 14

Which statement about emergency changes is CORRECT?

A. Emergency changes are low risk and well understood

B. Emergency changes are not usually recorded in the change schedule

C. It is necessary to complete all documentation before an emergency change is implemented

D. Authorization of emergency changes may be deferred until after implementation

ANSWER: B

Explanation:

Emergency changes are not usually recorded in the change schedule. In ITIL 4, an emergency change is needed as soon as possible, for example to resolve a major incident or implement a critical security fix. Since the need is urgent and the timing cannot normally wait for the usual planning cycle, it may not be possible to include the change in the regular change schedule before implementation.

This does not remove the need for controlled change enablement. The organization should use an appropriate expedited assessment and authorization approach, often involving an emergency change authority. Records, documentation, and a post-implementation review should then be completed or updated as appropriate, so the organization retains traceability, learns from the change, and can assess whether it achieved the intended outcome without unacceptable adverse effects.

ITIL distinguishes emergency changes from standard changes: standard changes are pre-authorized, low-risk, and well-understood, whereas emergency changes are defined by their urgency. Further ITIL 4 guidance is available from PeopleCert's ITIL 4 Foundation overview and the ITIL UK professional community.

QUESTION NO: 15

Which ITIL practice has a purpose that includes reducing the likelihood of incidents?

A. Change control

B. Continual improvement

C. Problem management

D. Service desk

ANSWER: C

Explanation:

Problem management is correct because its ITIL 4 purpose explicitly includes reducing both the likelihood and impact of incidents. The practice does this by identifying and managing the actual or potential causes of incidents, rather than focusing

only on restoring service after an interruption has occurred. Problem management investigates recurring incidents and significant individual incidents, analyzes their underlying causes, and records useful knowledge such as workarounds and known errors. This enables teams to prevent incidents where possible, reduce their recurrence, and lessen their effect when prevention is not immediately feasible.

For example, if users repeatedly experience outages caused by a software defect, problem management coordinates root-cause analysis and tracks a permanent resolution. Until that resolution is deployed, a documented workaround can help support teams restore service more quickly and consistently. This preventive and learning-oriented focus is why reducing the likelihood of incidents is central to the practice's purpose. ITIL 4 Foundation introduces the service management framework and its practices, including problem management; see PeopleCert's ITIL 4 Foundation overview and ITIL's official website.

QUESTION NO: 16

Which dimension focuses on relationships with other organizations that are involved in the design, development, deployment and delivery of services?

A. Organizations and people

B. Information and technology

C. Partners and suppliers

D. Value streams and processes

ANSWER: C

Explanation:

Partners and suppliers is correct because this ITIL 4 service management dimension addresses an organization's relationships with external parties that contribute to service creation, delivery, and support. These parties can include suppliers, vendors, cloud providers, outsourcing partners, and other organizations in a service ecosystem. The dimension helps organizations make deliberate sourcing and relationship-management decisions, rather than treating externally provided products and services as separate from overall service management.

ITIL emphasizes that organizations rarely deliver services entirely on their own. Effective management of partners and suppliers includes defining the appropriate relationship model, agreeing responsibilities and expectations, managing contracts, monitoring performance, handling risks, and maintaining collaboration across the service lifecycle. This ensures that externally sourced components and capabilities support the organization's intended value co-creation with its customers and users. The four dimensions should be considered together, but relationships with organizations outside the service provider are specifically the concern of partners and suppliers. See the ITIL 4 overview of the four dimensions and the ITIL 4 Foundation certification overview.

QUESTION NO: 17

Which statement about the steps to fulfill a service request is CORRECT?

A. They should be complex and detailed

B. They should be well-known and proven

C. They should include incident handling

D. They should be brief and simple

ANSWER: B

Explanation:

The correct statement is **"They should be well-known and proven"**. In ITIL 4, service request management handles predefined, user-initiated requests such as requesting access, information, advice, a standard service, or replacement of a component. Because these requests are usually frequent and repeatable, their fulfilment should follow established

procedures that have already been understood, tested, and demonstrated to work reliably. Well-known and proven steps enable the organization to fulfil requests consistently, efficiently, and with an appropriate level of control.

Using proven procedures also supports automation and self-service. For example, a user request for access to an approved application can be routed through a documented approval and provisioning workflow. This reduces variation, avoids unnecessary risk, provides predictable outcomes for users, and helps the service provider meet agreed service levels. ITIL emphasizes that service requests are normally handled using predefined workflows; when a request cannot be fulfilled through such a workflow, it may require further assessment or a different practice. See the official ITIL service request management practice overview from PeopleCert/AXELOS and the ITIL 4 Foundation publication page at PeopleCert.

QUESTION NO: 18

Which guiding principle considers how the steps of a process can be performed as efficiently as possible?

A. Start where you are

B. Focus on value

C. Think and work holistically

D. Optimize and automate

ANSWER: D

Explanation:

The correct answer is **Optimize and automate**. This ITIL 4 guiding principle focuses on ensuring that work is performed in the most effective and efficient way possible. Optimization means understanding the intended outcome, removing unnecessary steps, reducing waste, simplifying workflows, and making the best use of available resources. When considering a process, this principle prompts an organization to assess whether each activity is necessary, whether activities can be streamlined, and how the process can consistently deliver the required value with appropriate effort and cost.

Automation is considered after the process has been suitably optimized. Automating an inefficient or unnecessary activity can simply make waste happen faster, so ITIL emphasizes first improving the workflow and then using automation where it is practical and beneficial. Automation can improve consistency, speed, scalability, and reliability, while allowing people to focus on work requiring judgment or expertise. This directly addresses the question's concern with performing process steps as efficiently as possible. The official ITIL 4 guidance describes this principle as optimizing work and using automation where it can add value. See AXELOS: ITIL guiding principles and PeopleCert: ITIL 4 Foundation.

QUESTION NO: 19

Which practice provides an understanding of all the different elements that make up an organization and how those elements interrelate?

A. Service configuration management

B. Architecture management

C. Organizational change management

D. Project management

ANSWER: B

Explanation:

Architecture management is correct. Its purpose is to provide an understanding of all the different elements that make up an organization and how those elements interrelate. This includes business processes, information, applications, technologies, services, and other organizational capabilities.

Architecture management supports coherent decisions about change and investment by showing dependencies, constraints, and opportunities across the organization. It contributes to a holistic view but does not itself authorize changes or manage the deployment of components. See AXELOS ITIL 4 practice guides.

QUESTION NO: 20

Which practice facilitates operational communication between the service provider organization and users in the service consumer organization?

A. Service level management

B. Relationship management

C. Service desk

D. Monitoring and event management

ANSWER: C

Explanation:

Service desk is correct because ITIL 4 defines this practice as the point of entry and single point of contact between a service provider and its users. It facilitates operational communication in both directions: users can report incidents, submit service requests, ask questions, and receive support, while the provider can communicate service information, progress updates, workarounds, and resolutions. This role is specifically focused on day-to-day interactions that help users access and use services effectively.

The service desk also captures and coordinates user demand, ensuring that issues and requests are routed to the appropriate teams and that users remain informed throughout fulfilment or restoration. Effective service desks use communication channels appropriate to users' needs, such as portals, chat, email, telephone, and walk-up support. By maintaining ownership of communications and providing a consistent contact point, the practice improves user experience and supports value co-creation between the provider and consumer organizations. ITIL's service desk guidance is summarized by AXELOS in its overview of the ITIL practices: AXELOS: The service desk practice. The official ITIL framework and practice context are available at PeopleCert: ITIL 4 Foundation.

QUESTION NO: 21

Identify the missing words in the following sentence.

When an organization has decided to improve a service, it should start by considering [?].

A. existing information

B. new methods

C. additional measurements

D. revised processes

ANSWER: A

Explanation:

The correct completion is **existing information**. This reflects the ITIL 4 guiding principle "start where you are." When deciding how to improve a service, an organization should first understand its current situation and make use of what is already known and available. Relevant existing information can include service performance data, customer and user feedback, incident and request trends, documentation, process records, risk information, supplier information, and the knowledge held by staff. Reviewing these sources helps establish a realistic baseline for improvement.

Using existing information enables the organization to identify valuable capabilities, practices, tools, and data that can be retained or adapted. It also supports evidence-based decisions about the service's current value, performance, constraints,

and opportunities. Assessment should be sufficiently objective, but it does not require discarding current arrangements or recreating knowledge that already exists. The organization can then determine the most appropriate improvement actions based on verified needs and the desired future state. This is a core application of ITIL's practical, value-focused approach to continual improvement. See the PeopleCert ITIL 4 Foundation overview and the ITIL guidance on "start where you are".

QUESTION NO: 22

What is a service?

A. A possible event that could cause harm or loss, or make it more difficult to achieve objectives

B. A means of enabling value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks

C. A tangible or intangible deliverable of an activity

D. Joint activities performed by a service provider and a service consumer to ensure continual value co-creation based on agreed and available service offerings

ANSWER: B

Explanation:

In ITIL 4, a service is defined as a means of enabling value co-creation by facilitating the outcomes customers want to achieve, without requiring customers to manage specific costs and risks. This definition emphasizes that services are not merely deliverables or technical components. Their purpose is to help a consumer achieve desired results while the provider takes responsibility for, or helps reduce, the complexity of managing relevant costs and risks. Value is co-created because both the provider and consumer contribute: the provider makes service offerings and resources available, while the consumer uses the service and supplies the context, requirements, and actions needed to realize value. For example, a managed email service enables users to communicate and collaborate without having to operate mail servers, arrange infrastructure capacity, or directly manage many associated security and availability risks. The precise ITIL 4 definition appears in the official glossary, which is the authoritative source for Foundation terminology. See the AXELOS ITIL glossary and the PeopleCert ITIL 4 Foundation overview.

QUESTION NO: 23

What is the CORRECT definition of service management?

A. A set of specialized assets for transitioning services into the live operational environment

B. A set of specialized organizational capabilities for delivering value to customers in the form of services

C. The capability of supplier to deliver services to providers in exchange for money

D. The capability of service providers to minimize their costs without reducing the value of the services

ANSWER: B

Explanation:

Service management is correctly defined as "a set of specialized organizational capabilities for enabling value for customers in the form of services." This ITIL 4 definition emphasizes that service management is not merely a team, tool, process, or operational activity. It is the combined organizational capability—including people, processes, information, technology, partners, and suppliers—used to enable value co-creation with customers through services. Value is enabled by helping customers achieve desired outcomes while the service provider manages specified costs and risks. In ITIL 4, this perspective is central to the service value system, which describes how all components and activities of an organization work together to facilitate value creation. The wording "enabling value" is particularly important because value is co-created through the relationship between provider, consumer, and other stakeholders; it is not simply delivered unilaterally by a provider. This definition is published in the official ITIL glossary and is consistent with the ITIL 4 Foundation guidance. See the AXELOS ITIL glossary and the PeopleCert ITIL 4 Foundation overview.

QUESTION NO: 24

Which statement about the ‘change enablement’ practice is CORRECT?

A. Service requests are usually normal changes that can be implemented quickly without authorization

B. Emergency changes are changes that must be fully tested and fully documented prior to implementation

C. Standard changes are changes that need to be scheduled, assessed and authorized following a standard process

D. Emergency changes are changes that must be implemented as soon as possible and therefore authorization is expedited

ANSWER: D

Explanation:

Emergency changes are changes that must be implemented as soon as possible and therefore authorization is expedited. In ITIL 4, the purpose of the change enablement practice is to maximize the number of successful service and product changes by ensuring that risks have been properly assessed, changes are authorized, and the change schedule is managed. An emergency change is needed when waiting for the normal assessment and authorization process would create unacceptable risk or delay restoration of a critical service. Examples include implementing an urgent security remediation or restoring service following a major incident.

Expedited authorization does not mean that the change is unmanaged or exempt from governance. Rather, the organization defines an emergency change procedure that permits an appropriate change authority to make a rapid decision using the information available. The change should still be recorded, its risks considered to the extent practical, and its outcome reviewed afterward. This approach supports rapid value restoration while retaining accountability, learning, and control. ITIL recognizes that change enablement must be practical and proportionate to the urgency and risk of the change. See the PeopleCert ITIL 4 Foundation overview and the ITIL 4 practices resource hub.

QUESTION NO: 25

Which approach is CORRECT when applying the guiding principle ‘keep it simple and practical’?

A. Only add controls and metrics when they are needed

B. Design controls and metrics first, then remove those not adding value

C. Design controls and metrics and add them individually until all are implemented

D. Only add controls and metrics that are required for compliance

ANSWER: A

Explanation:

“Only add controls and metrics when they are needed” correctly applies the ITIL guiding principle *keep it simple and practical*. This principle means organizations should use the minimum number of steps, controls, measures, and procedures necessary to achieve the required outcome. A control or metric is valuable only when it supports a genuine decision, manages a meaningful risk, demonstrates a required outcome, or enables an agreed obligation to be met. Adding mechanisms simply because they might be useful can create unnecessary process overhead, increase cost, slow delivery, and make practices harder for people to follow consistently.

The practical approach is therefore to start with the desired value, identify the information and assurance genuinely required, and introduce only the controls and measurements that serve those needs. This does not mean that controls and metrics are unimportant; rather, they should be purposeful, understandable, and proportionate to the situation. ITIL emphasizes that simplicity is a means of improving effectiveness and enabling value co-creation, not an excuse to omit necessary governance. The ITIL 4 Foundation syllabus identifies *keep it simple and practical* as one of the guiding principles that should influence decisions and continual improvement: PeopleCert ITIL 4 Foundation. Further ITIL guidance on the guiding principles is available from AXELOS.

QUESTION NO: 26

Which two practices use workarounds?

A. Change enablement and continual improvement

B. Change enablement and problem management

C. Problem management and incident management

D. Incident management and continual improvement

ANSWER: C

Explanation:

Problem management and incident management is correct. In ITIL 4, a workaround is a solution that reduces or eliminates the impact of an incident or problem when a full resolution is not yet available. Problem management identifies and manages the underlying causes, or potential causes, of incidents. Its activities include documenting workarounds, often while investigation continues and before a permanent solution is implemented. A workaround may be based on a known error, or it may be identified during problem investigation and then made available to support teams.

Incident management also uses workarounds to restore normal service operation as quickly as possible and minimize the adverse effect on business operations. When resolving an incident, the service desk or support team can apply an available workaround rather than waiting for the root cause to be removed. This allows value to be restored promptly while problem management can continue to investigate, control, and ultimately resolve the underlying issue.

This relationship reflects the ITIL focus on restoring service quickly while learning from incidents and preventing recurrence. See the official ITIL guidance on ITIL 4 practice guides and the ITIL 4 Foundation certification overview.

QUESTION NO: 27

Which guiding principle helps an organization to understand the impact of an altered element on other elements in a system?

A. Focus on value

B. Start where you are

C. Think and work holistically

D. Keep it simple and practical

ANSWER: C

Explanation:

Think and work holistically is correct because this guiding principle directs organizations to view services, practices, processes, people, partners, suppliers, and technology as interconnected components of a broader system. An alteration to one element can create effects elsewhere, including unintended consequences for service performance, value co-creation, risk, costs, or customer experience. Applying a holistic perspective helps an organization identify these relationships and dependencies before implementing a change, rather than assessing the changed element in isolation. ITIL 4 emphasizes that no service, value stream, practice, or organizational activity operates independently; outcomes are produced through the interaction of multiple components. This principle therefore supports informed decision-making by ensuring that the organization considers end-to-end impacts and the way changes may affect other parts of the service value system. It is particularly useful when planning improvements, managing changes, and designing or modifying services. For an overview of the ITIL 4 guiding principles and their role in organizational decision-making, see AXELOS: ITIL guiding principles and PeopleCert: ITIL 4 Foundation.

QUESTION NO: 28

Identify the missing word in the following sentence.

The purpose of the supplier management practice is to ensure that the organization's suppliers and their [?] are managed appropriately to support the seamless provision of quality products and services.

A. costs

B. users

C. value

D. performances

ANSWER: D

Explanation:

The missing word is **performances**. In ITIL 4, the supplier management practice is concerned with ensuring that suppliers, together with how well they perform, are managed appropriately. This includes establishing and maintaining suitable relationships, agreeing and monitoring supplier commitments, and managing supplier performance so that externally provided products and services reliably support the organization's service delivery. The wording deliberately uses the plural term "performances" because an organization may use multiple suppliers, each of which can deliver against different agreements, measures, obligations, products, or services. Managing these performances helps maintain the continuity, quality, and effectiveness of the overall value chain and supports seamless provision to customers and users. This purpose statement is part of the ITIL 4 practice model, in which practices provide organizational resources designed to perform work or accomplish objectives. Supplier management therefore focuses not merely on selecting suppliers, but on the ongoing management of supplier relationships and delivery outcomes. See the ITIL 4 Foundation certification overview from PeopleCert and the ITIL guidance resources from AXELOS.

QUESTION NO: 29

Which is an example of a business related measurement?

A. The number of passengers checked in

B. The average time to response to change requests

C. The average resolution time for incidents

D. The number of problems resolved

ANSWER: A

Explanation:

The number of passengers checked in is a business-related measurement because it directly measures an operational outcome that matters to the organization's business: the volume of customers served. For an airline or airport, passenger check-ins can be used to understand demand, capacity needs, revenue-related activity, and the effectiveness of the end-to-end customer journey. It is expressed in business terms that stakeholders outside IT can readily use when making decisions.

ITIL 4 emphasizes that measurement and reporting should support value creation and decision-making across the service value system. A useful measurement therefore connects to objectives and outcomes, rather than merely recording technical activity. Passenger check-in volume can help the organization assess whether its business operations are achieving expected outcomes and can provide context for service and technology performance measures. For example, a digital check-in service may be assessed in relation to the number of passengers successfully checked in, because this connects the service to the business result it enables.

For ITIL 4 context on value, outcomes, and the service value system, see PeopleCert's ITIL 4 Foundation overview and AXELOS: the ITIL 4 service value system.

QUESTION NO: 30

What is a configuration item?

A. Any financially valuable component that can contribute to delivery of an IT product or service

B. Any component that needs to be managed in order to deliver an IT service

C. Any change of state that has significance for the management of a service

D. A problem that has been analyzed but has not been resolved

ANSWER: B

Explanation:

A configuration item is any component that needs to be managed in order to deliver an IT service. In ITIL 4, configuration management provides accurate and reliable information about the configuration of products and services, including the relationships between the components that support them. A configuration item can be a wide range of managed components, such as hardware, software, documentation, a service, a person, or another resource, depending on what the organization has decided requires control. Each configuration item is identified and its relevant attributes and relationships can be recorded in a configuration management system so that teams can assess the effect of changes, resolve incidents efficiently, and maintain dependable services. The key characteristic is not whether the component has financial value, but whether managing it is necessary to support the delivery and control of the IT service. This definition is consistent with ITIL 4 guidance on the service configuration management practice and its use of configuration information to support effective service management. See AXELOS ITIL glossary and PeopleCert ITIL 4 Foundation.

QUESTION NO: 31

Identify the missing word in the following sentence.

A user is [?] that uses services.

A. an organization

B. a role

C. a team

D. a supplier

ANSWER: B

Explanation:

The correct completion is **"a role"**. In ITIL 4, a user is defined as a role that uses services. This definition focuses on how a person interacts with a service, rather than on that person's job title, organizational unit, or contractual relationship with a service provider. A single individual can perform the user role when consuming a service, and that same individual may perform other roles in a different context. For example, an employee using an organization's collaboration platform, submitting a support request, or accessing a business application is acting as a user of that service.

ITIL's role-based terminology helps service providers identify service consumers and understand their needs, experiences, and patterns of use. The user role is particularly relevant to service design, support, relationship management, and continual improvement because users directly interact with service functionality and can provide feedback about value, usability, and outcomes. This definition is part of ITIL 4's broader service-consumer model, which distinguishes roles such as customer, user, and sponsor according to their relationship with the service. See the ITIL overview from AXELOS and the ITIL 4 Foundation certification page from PeopleCert.

QUESTION NO: 32

Which practice includes management of workarounds and known errors?

A. Monitoring and event management

B. Service configuration management

C. Problem management

D. Incident management

ANSWER: C

Explanation:

Problem management is correct. In ITIL 4, the purpose of the problem management practice is to reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, and by managing workarounds and known errors. A workaround is a temporary solution that reduces or eliminates the impact of an incident or problem when a permanent resolution is not yet available. A known error is a problem that has been analysed but has not been resolved; it may have a documented workaround. Managing these items allows service providers and support teams to restore or maintain service more effectively while investigation and permanent error control continue. Problem management therefore records, assesses, communicates, and maintains knowledge of known errors and their workarounds so that relevant teams can apply them consistently. This contributes directly to reduced disruption and improved service quality. See the AXELOS problem management practice overview and the ITIL 4 guidance overview.

QUESTION NO: 33

In which two situations should the ITIL guiding principles be considered?

1. In every initiative

2. In relationships with all stakeholders

3. Only in specific initiatives where the principle is relevant

4. Only in specific stakeholder relationships where the principle is relevant

A. 1 and 2

B. 2 and 3

C. 3 and 4

D. 1 and 4

ANSWER: A

Explanation:

The correct answer is **1 and 2**. ITIL guiding principles are universal recommendations that guide an organization in all circumstances, regardless of the nature of an initiative, organizational structure, stakeholder group, or method of working. They are intended to be applied continually, rather than being reserved for selected projects or situations. Therefore, they should be considered in every initiative, from a major transformation to a small operational improvement.

The principles must also inform relationships with all stakeholders. ITIL recognizes that value is co-created through collaboration among customers, users, suppliers, partners, and internal teams. Applying the principles consistently helps ensure that decisions and interactions remain focused on value, practical progress, collaboration, appropriate simplicity, and holistic thinking. The principles can be adapted to the circumstances, but they remain relevant as a shared basis for decision-making and behaviour across the organization.

This use is reflected in ITIL 4 guidance describing the principles as recommendations that can guide an organization in all circumstances. See AXELOS: ITIL guiding principles and PeopleCert: ITIL 4 Foundation.

QUESTION NO: 34

What is the purpose of the ‘service financial management’ practice?

A. To ensure that financial resources and investments are used effectively

B. To approve all expenditure on service components

C. To recover services following a major disruption

D. To manage supplier contracts and agreements

ANSWER: A

Explanation:

The purpose of service financial management is **to support the organization's strategies and plans for service management by ensuring that the organization's financial resources and investments are being used effectively**. It provides information that supports decisions about budgeting, accounting, charging, investment, and the costs of services.

This practice helps organizations understand the financial implications of service decisions and balance costs, benefits, risks, and expected value. It supports decision-making but does not replace the accountability of customers, sponsors, or governing bodies. See PeopleCert: ITIL 4 Foundation.

QUESTION NO: 35

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 is performed by IT service providers using a mix of people, process and technology" is correct. ITIL defines service management as a set of specialized organizational capabilities for enabling value for customers in the form of services. In practical terms, an IT service provider performs service management by coordinating the people who undertake work, the processes that provide repeatable ways of working, and the technology that supports service delivery and management. These elements are not managed in isolation: they must be integrated so that services reliably facilitate the outcomes customers want to achieve.

ITIL 4 reinforces this holistic view through its four dimensions of service management. The organizations and people dimension and the information and technology dimension directly reflect two elements in the statement, while value streams and processes provide the process perspective. This broad, provider-led capability includes all the activities needed to plan, design, deliver, support, and continually improve services. The service desk may contribute to service management, but service management is an organization-wide responsibility rather than an activity performed by one team alone. See the official ITIL 4 Foundation overview and the ITIL 4 four dimensions overview.

QUESTION NO: 36

Which is a key element of the 'think and work holistically' guiding principle?

A. Understanding the methods applicable to complex systems

B. Eliminating metrics which do not contribute to achieving an objective

C. Assessing which procedures can be re-used when improving a service

D. Using technology for standard tasks to give people time for complex activities

ANSWER: A

Explanation:

Understanding the methods applicable to complex systems is correct because the 'think and work holistically' guiding principle requires an organization to consider services as interconnected systems rather than as isolated components, teams, processes, or technologies. A service delivers value through relationships and interactions among many elements, including people, partners, suppliers, processes, information, technology, and value streams. Changes in one area can therefore affect outcomes elsewhere.

ITIL emphasizes that organizations need to understand the complexity of these interactions in order to make sound decisions, coordinate work effectively, and avoid optimizing one component at the expense of overall value creation. Applying methods suited to complex systems helps practitioners recognize dependencies, feedback loops, uncertainty, and emergent outcomes. This supports a whole-system view when designing, transitioning, delivering, and improving services. The principle is especially important where multiple teams and external providers contribute to a single customer-facing service, because the customer experiences the service as an integrated whole. ITIL's guiding principles are intended to be applied universally to organizational decisions and improvement activity. See the AXELOS overview of ITIL and the PeopleCert ITIL 4 Foundation certification page.

QUESTION NO: 37

Which BEST describes the purpose of the 'improve' value chain activity?

A. To organize a major improvement initiative into several smaller initiatives

B. To make new and improved services and features available for use

C. To ensure a shared understanding of the vision and improvement direction for all products and services

D. To continually improve all products and services across all value chain activities

ANSWER: D

Explanation:

The purpose of the improve value chain activity is to ensure continual improvement of products, services, and practices across every activity in the service value chain. Therefore, "To continually improve all products and services across all value chain activities" is the best description. Improvement is not an isolated, one-time project; it is an ongoing organizational activity that uses performance information, feedback, assessment results, and opportunities to increase value, effectiveness, efficiency, and service quality. Its scope is intentionally broad: improvement can apply to how an organization plans work, engages stakeholders, designs and transitions services, obtains or builds service components, delivers and supports services, and measures outcomes. This activity supports continual improvement at strategic, tactical, and operational levels, helping the organization adapt as customer needs, business priorities, technology, and risks change. ITIL 4 treats the service value chain as an operating model whose activities can be combined in different ways to create value streams, while improvement provides a continual mechanism for enhancing the products, services, and practices involved. See the AXELOS overview of the ITIL 4 service value chain and the PeopleCert ITIL 4 Foundation certification page.

QUESTION NO: 38

Which is an example of improving service utility using service management automation?

A. Pre-determined routing of a service request

B. Reducing the time to compile service data

C. Monitoring service availability

D. Faster resource allocation

ANSWER: D

Explanation:

Faster resource allocation is an example of automation improving service utility because utility is the functionality offered by a product or service to meet a consumer's needs—often described in ITIL as being "fit for purpose." When service management automation rapidly assigns computing capacity, access, infrastructure components, or other resources, users can obtain the capability they need sooner. This directly enhances the service's ability to support an intended outcome, such as enabling a new employee to work, allowing a team to deploy an application, or providing capacity for a business activity without unnecessary delay.

Automation makes this possible by executing defined allocation steps consistently and at machine speed, while applying approved rules and resource models. The resulting service capability is more responsive and usable for the consumer, which is an improvement in utility. ITIL 4 emphasizes value co-creation through products and services that enable desired outcomes, and its service value system incorporates practices and continual improvement that can use automation to strengthen delivered capabilities. See the PeopleCert ITIL 4 Foundation overview and the AXELOS ITIL resource page for ITIL's service-management concepts.