

ITIL 2011 Foundation

PEOPLECERT 58

Version Demo

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QUESTION NO: 1

Which of the following are activities of service portfolio management?

1. Analysing services in terms of value, cost and risk
 2. Approving or rejecting proposed services and investments
 3. Monitoring individual infrastructure components for exceptions
 4. Managing services through the service pipeline, service catalogue and retired services
- A.** Analysing services in terms of value, cost and risk
- B.** Approving or rejecting proposed services and investments
- C.** Monitoring individual infrastructure components for exceptions
- D.** Managing services through the service pipeline, service catalogue and retired services

ANSWER: A B D

Explanation:

Statements **1, 2 and 4** are correct. Service portfolio management manages the service provider's investments in services across their lifecycle. It evaluates proposed and existing services in terms of business value, priorities, costs, risks, demand, and strategic fit. It also manages services in the pipeline, catalogue, and retired-services categories.

Monitoring infrastructure components for exceptions is associated with event management and IT operations management. It is not a service portfolio management activity.

QUESTION NO: 2

Which one of the following is an objective of service catalogue management?

- A.** Negotiating and agreeing service level agreement
- B.** Negotiating and agreeing operational level agreements
- C.** Ensuring that the service catalogue is made available to those approved to access it
- D.** Only ensuring that adequate technical resources are available

ANSWER: C

Explanation:

Ensuring that the service catalogue is made available to those approved to access it is an objective of Service Catalogue Management because the process is responsible for producing, maintaining, and providing accurate information about all operational services and services being prepared for operation. In ITIL 2011, the service catalogue is the central source of consistent information on services, including details such as service descriptions, status, interfaces, service owners, and request or ordering information. Making this catalogue accessible to authorized users enables customers, business users, and relevant IT personnel to understand what services are available and to request or use them appropriately.

The objective also includes ensuring that the catalogue is accurate and reflects the service portfolio and current service commitments. Access must be controlled because different audiences may be entitled to see different service information; for example, customer-facing users may access the business service catalogue, while technical teams may need supporting-service details in the technical service catalogue. This controlled availability supports clear communication, reliable service requests, and informed customer expectations. PEOPLECERT's ITIL certification portfolio is available at [PeopleCert ITIL certifications](#), and AXELOS provides ITIL guidance resources at [AXELOS ITIL resources](#).

QUESTION NO: 3

Which tool helps with defining accountability and responsibility within processes?

- A. A CSI register
- B. A project charter
- C. A RACI model
- D. A communications plan

ANSWER: C

Explanation:

A RACI model is the appropriate tool for defining accountability and responsibility within a process. RACI is a responsibility-assignment matrix that maps process activities, tasks, or decisions to the roles involved. Its four designations distinguish who is *Responsible* for performing the work, who is *Accountable* for ensuring the activity is completed and for making the final decision, who should be *Consulted* for input, and who should be *Informed* of progress or outcomes. Making these assignments visible helps establish clear ownership, avoids ambiguity over decision authority, and supports consistent execution of IT service-management processes. In ITIL guidance, roles and responsibilities are an important part of process design and governance; a RACI chart provides a practical way to document and communicate them. Typically, each activity has one clearly accountable role, while one or more roles may perform, provide input to, or receive information about that activity. This clarity enables effective handoffs and improves coordination across teams. See the [AXELOS glossary](#) and the [RACI responsibility-matrix overview](#).

QUESTION NO: 4

Which of the following are likely to be measured as part of service measurement?

- 1. Whether agreed service-level targets have been achieved
 - 2. The availability and performance experienced by users
 - 3. Customer satisfaction with the service
 - 4. The personal career objectives of every service desk analyst
- A. Whether agreed service-level targets have been achieved
 - B. The availability and performance experienced by users
 - C. Customer satisfaction with the service
 - D. The personal career objectives of every service desk analyst

ANSWER: A B C

Explanation:

Statements **1, 2 and 3** are correct. Service measurement is concerned with assessing end-to-end service performance and the value received by customers and users. Relevant measures can include achievement of service-level targets, service availability, performance, reliability, customer perceptions, and satisfaction.

Personal career objectives may be relevant to staff development and human-resource management, but they are not normally measures of the delivered service.

QUESTION NO: 5

What should a release policy include?

- A. Roles and responsibilities across all the service transition processes
- B. Roles and responsibilities for updating the configuration management database (CMDB)
- C. Criteria and authorization to exit early life support and handover to the service operation function
- D. How request for changes (RFCs) are approved for software releases in the IT production environment

ANSWER: C

Explanation:

“Criteria and authorization to exit early life support and handover to the service operation function” is correct because a release policy establishes the organizational rules and decision points governing how releases are deployed, supported, and formally transitioned into live operational ownership. Following deployment, a release commonly enters early life support, during which it receives heightened monitoring and support to stabilize the new or changed service. The policy should define the measurable criteria that demonstrate the release is sufficiently stable, supportable, and ready for normal operations. It must also identify the authority that can approve the end of early life support and authorize handover to Service Operation. This creates clear accountability, prevents premature withdrawal of transition support, and ensures operational teams accept the release with the necessary information, capability, and support arrangements in place. ITIL Service Transition describes release policy as setting the principles and rules for releases, including arrangements for transition into operational use. See the ITIL Service Transition reference material at [Google Books: ITIL Service Transition](#) and the official ITIL guidance overview from [PeopleCert](#).

QUESTION NO: 6

Which of the following identify the purpose of business relationship management?

- 1. To establish and maintain a business relationship between service provider and customer
 - 2. To identify customer needs and ensure that the service provider is able to meet
- A. Both of the above
 - B. 1 only
 - C. 2 only
 - D. Neither of the above

ANSWER: A

Explanation:

Both of the above is correct. In ITIL 2011, Business Relationship Management is a process within Service Strategy. Its purpose is to establish and maintain a constructive relationship between the service provider and its customers. This relationship is founded on understanding the customer’s business, its outcomes, and its current and future needs—not merely on handling individual service requests or contractual interactions.

The process also identifies customer requirements and helps ensure that the provider can meet those requirements through appropriate services. This includes understanding customer satisfaction, recognizing changing business requirements, and identifying opportunities for new or changed services. By maintaining this business-focused perspective, Business Relationship Management helps the provider align its services and service portfolio with the value that customers need to achieve.

Therefore, establishing and maintaining the provider–customer relationship and identifying needs that the provider should be able to satisfy are both integral elements of the stated ITIL purpose. ITIL guidance is maintained by AXELOS and PeopleCert; see the [AXELOS ITIL overview](#) and the [PeopleCert ITIL certification overview](#).

QUESTION NO: 7

Which of the following are reasons why ITIL is successful?

1. ITIL is vendor neutral
2. It does not prescribe actions
3. ITIL represents best practice

- A. All of the above
- B. 1 and 3 only
- C. 1 and 2 only
- D. 2 and 3 only

ANSWER: A

Explanation:

All of the above is correct because each listed characteristic has contributed to ITIL's broad international adoption and continued usefulness. ITIL is vendor neutral, so its guidance is not tied to a particular technology supplier, product, platform, or consulting approach. Organizations can therefore apply its service-management concepts in varied technical environments and select tools that suit their own requirements.

ITIL is also non-prescriptive: it provides guidance, principles, processes, and practices rather than imposing a single mandatory implementation method. This lets organizations tailor service-management practices to their size, culture, business objectives, risks, and level of maturity. Such flexibility is essential because service providers operate in very different contexts.

Finally, ITIL represents established best practice in IT service management. Its guidance has been developed from practical industry experience and is maintained as a recognized body of knowledge for creating value through services. Together, vendor neutrality, adaptable guidance, and best-practice content make ITIL applicable to a wide range of organizations. See the [ITIL overview from Axelos](#) and the [PeopleCert ITIL certification overview](#).

QUESTION NO: 8

Which statement should NOT be part of the value proposition for Service Design?

- A. Reduced total cost of ownership
- B. Improved quality of service
- C. Improved Service alignment with business goals
- D. Better balance of technical skills to support live services

ANSWER: D

Explanation:

Better balance of technical skills to support live services should not be included in the Service Design value proposition. Service Design is concerned with designing new or changed services, together with the architectures, processes, policies, documentation, and measurement systems needed to meet current and future business requirements. Its value is expressed through outcomes such as improved service quality, greater consistency and integration, reduced total cost of ownership, and stronger alignment of services with business needs.

Although people, roles, competencies, and resource requirements must be considered while designing a service, balancing technical skills for the ongoing support of services already in operation is principally an operational staffing and capability-management concern. It is not one of the stated business-value outcomes that Service Design is intended to provide. Service Design should instead ensure that service-support requirements are designed in from the outset, so that the service can be transitioned and operated effectively throughout its lifecycle.

QUESTION NO: 9

Which service catalogue view is considered beneficial when constructing relationship between services, SLAs, OLAs, and other underpinning agreements?

- A. Service-based SLA view
- B. Wholesale customer view
- C. Retail customer view
- D. Supporting services view

ANSWER: D

Explanation:

The correct answer is **Supporting services view**. In ITIL 2011, the service catalogue may be presented through different views for different audiences and management purposes. A supporting-services view, often aligned with the technical service catalogue, identifies the internal services, components, suppliers, and operational dependencies that enable customer-facing services. This makes it particularly useful for mapping how a service commitment in an SLA is supported by internal commitments in operational level agreements and by external commitments in underpinning contracts or other supplier agreements.

Constructing these relationships is essential to service level management because the provider can only make an achievable customer commitment when the supporting teams and suppliers have matching, measurable obligations. The supporting-services view provides the traceability needed to connect the end-to-end service with its underpinning capabilities, making it easier to design, negotiate, monitor, and maintain the associated agreements as services or dependencies change. PEOPLECERT's ITIL certification information describes the ITIL service-management framework and its lifecycle practices at [PEOPLECERT ITIL certifications](#). Additional official ITIL resources are available from [ITIL.org.uk](#).

QUESTION NO: 10

Within the Continual Service Improvement (CSI) 7 step improvement process, data needs to be gathered and analyzed from which other area of the lifecycle in order to answer the question "Did we get there?"

- A. Service Strategy
- B. Service Design
- C. Service Operation
- D. Service Transition

ANSWER: C

Explanation:

Service Operation is correct because it is the lifecycle stage in which services are run, monitored, measured, and supported in the live environment. To establish whether an improvement initiative achieved its intended outcome—expressed by the CSI question “Did we get there?”—CSI needs factual operational information. This includes monitoring results, event and incident trends, availability and capacity measurements, service-level performance, and user or customer experience data. These measurements show the actual state and performance of the service after changes or improvements have been implemented.

The CSI seven-step improvement process turns raw operational measurements into useful information, knowledge, and actionable improvement decisions. In particular, gathering data, processing it, and analysing it enables the organization to compare achieved performance against the targets, baselines, and desired business outcomes established for the improvement. Service Operation therefore supplies the evidence required for CSI to assess progress and confirm whether

the organization has reached its intended objective. This reflects ITIL's lifecycle integration: operational monitoring provides the measurable feedback that drives continual improvement. See the [AXELOS ITIL overview](#) and the [PeopleCert ITIL certification overview](#).

QUESTION NO: 11

The BEST processes to automate are those that are:

- A. Carried out by Service Operations
- B. Carried out by lots of people
- C. Critical to the success of the business mission
- D. Simple and well understood

ANSWER: D

Explanation:

"Simple and well understood" is correct because automation is most effective when it is applied to a process that is stable, repeatable, documented, and predictable. A well-understood process has clearly defined activities, inputs, decision points, expected outputs, roles, and exception paths. This allows the organization to configure or develop automation that consistently performs the intended task and can be monitored, measured, and maintained. Automating such processes can reduce manual effort, improve consistency, increase speed, and reduce the risk of routine human error.

In ITIL service operation, automation is used to support efficient and reliable execution of operational activities, but it should follow process understanding and control rather than substitute for them. If a process is unclear or inconsistent, automation can merely execute the inconsistency more quickly and at greater scale. Establishing a simple, understood process first also provides a reliable baseline against which the benefits and performance of automation can be assessed. This aligns with ITIL's service management guidance on designing controlled, repeatable practices and using technology to support value creation. See [PeopleCert ITIL Foundation](#) and [AXELOS resource hub](#).

QUESTION NO: 12

Which CSI step would define metrics be appropriate for?

- A. Where do we want to be?
- B. Did we get there?
- C. How do we keep the momentum going?
- D. Where are we now?

ANSWER: D

Explanation:

The correct CSI step is "**Where are we now?**" In the ITIL 2011 Continual Service Improvement (CSI) approach, this step establishes the organization's current position through a baseline assessment. Defining metrics at this point ensures that the baseline is measured consistently and that there is objective information about current service, process, technology, and business performance. The selected metrics must relate to the improvement vision and to the outcomes that the organization needs to manage, but they are first used to describe the present state accurately. This creates a dependable benchmark against which future progress can be assessed. For example, an organization may define measures for incident resolution time, availability, customer satisfaction, or the rate of successful changes, then collect initial results to establish its current performance level. Once a baseline and meaningful metrics exist, CSI can set measurable targets, implement improvements, and later determine whether the intended results have been achieved. This use of baselines and measurement supports the ITIL principle that improvement decisions should be based on reliable evidence rather than assumptions. See the ITIL best-practice overview from [AXELOS](#) and the official [PeopleCert ITIL certification information](#).

QUESTION NO: 13

Which of the following would normally be included within service acceptance criteria?

1. Evidence that required testing has been completed successfully
 2. Confirmation that service support arrangements are in place
 3. Confirmation that required documentation and knowledge have been transferred
 4. A decision on the future market position of the service provider
- A.** Evidence that required testing has been completed successfully
- B.** Confirmation that service support arrangements are in place
- C.** Confirmation that required documentation and knowledge have been transferred
- D.** A decision on the future market position of the service provider

ANSWER: A B C

Explanation:

Statements **1, 2 and 3** are correct. Service acceptance criteria are used to ensure that a new or changed service is ready to be accepted into the live environment. They can include successful testing, operational and support readiness, required documentation, training, knowledge transfer, security controls, and confirmation that agreed requirements have been met.

Decisions on market position are part of Service Strategy and service portfolio considerations. They are not normally criteria used to accept a service into operation.

QUESTION NO: 14

Which of the following are objectives of problem management?

1. To prevent problems and resulting incidents from happening
 2. To eliminate recurring incidents
 3. To minimize the impact of incidents that cannot be prevented
 4. To restore normal service operation as quickly as possible
- A.** To prevent problems and resulting incidents from happening
- B.** To eliminate recurring incidents
- C.** To minimize the impact of incidents that cannot be prevented
- D.** To restore normal service operation as quickly as possible

ANSWER: A B C

Explanation:

The correct answers are **1, 2 and 3**. Problem management seeks to prevent problems and resulting incidents, eliminate recurring incidents, and minimize the impact of incidents that cannot be prevented. It does this through reactive problem management, which investigates the causes of incidents, and proactive problem management, which identifies and resolves potential issues before incidents occur.

Restoring normal service operation as quickly as possible is the primary objective of incident management. Problem management may provide workarounds and permanent solutions that assist incident resolution, but its focus is on identifying and managing underlying causes. See the [AXELOS glossary entry for problem management](#).

QUESTION NO: 15

Which of the following statements about incident reporting and logging is CORRECT?

- A. Incidents can only be reported by users, since they are the only people who know when a service has been disrupted
- B. Incidents can be reported by anyone who detects a disruption or potential disruption to normal service. This includes technical staff
- C. All calls to the Service Desk must be logged as Incidents to assist in reporting Service Desk activity
- D. Incidents reported by technical staff must be logged as Problems because technical staff manages infrastructure devices not services

ANSWER: B

Explanation:

Incidents can be reported by anyone who detects a disruption or potential disruption to normal service. This includes technical staff. In ITIL, an incident is an unplanned interruption to an IT service, a reduction in service quality, or a failure of a configuration item that has not yet affected the service. Because disruptions may be identified through several channels, reporting is not limited to service users. Users may contact the Service Desk, but technical support teams, operations personnel, suppliers, and automated event-monitoring tools may also identify and report symptoms of an incident. The Service Desk or another authorized support function records the report, categorizes it, captures relevant details, and manages it through the incident lifecycle so that service can be restored as quickly as possible. This broad reporting model is important because technical staff often detect infrastructure or application conditions before users become aware of a service impact. ITIL's incident-management guidance also distinguishes the act of identifying or reporting an incident from the subsequent logging and handling activities, ensuring that all relevant service disruptions and potential disruptions enter the appropriate incident-management process. See the official ITIL guidance overview at [AXELOS: ITIL incident management](#) and the ITIL glossary definition at [AXELOS glossary of terms](#).

QUESTION NO: 16

Which process will perform risk analysis and review of all suppliers and contracts on a regular basis?

- A. The service level management
- B. The IT service continuity management
- C. The service catalogue management
- D. The supplier management

ANSWER: D

Explanation:

The supplier management process is correct because its purpose is to ensure that suppliers and the services they provide are managed in a way that supports agreed business needs and delivers value for money. This includes maintaining information about suppliers and contracts, categorizing suppliers according to their importance and risk, and conducting regular reviews of supplier performance, contractual commitments, and risks. Risk analysis is particularly important where a supplier's failure could affect the availability, continuity, security, or quality of an IT service. Supplier management coordinates these assessments and reviews so that the organization can identify issues early, manage dependencies, and take appropriate action through contract management and supplier relationship activities. In ITIL 2011, the process also ensures that underpinning contracts and supplier performance remain aligned with service targets and the organization's wider service strategy. Regular supplier and contract review is therefore a core control for maintaining reliable external support throughout the service lifecycle. See the official ITIL guidance overview from [AXELOS: ITIL Service Design](#) and the ITIL glossary entry for [Supplier Management](#).

QUESTION NO: 17

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:

“Menu-driven range of facilities used to access service requests” is an example of self-help capability because it enables users to obtain support or request standard services directly, without needing to contact the service desk for each interaction. In ITIL 2011, self-help is a service desk capability that gives users access to information, guidance, and automated request facilities—commonly through a portal, service catalogue, knowledge base, or menu-driven interface. This improves accessibility for users, provides a consistent way to submit requests, and allows the service desk to focus its effort on incidents and requests that need human assistance. The menu-driven element is especially relevant because it guides users to select an appropriate predefined request, which supports efficient fulfilment through the request fulfilment process. Self-help does not merely mean that a technical activity occurs automatically; it means that users can initiate or resolve appropriate needs themselves by using provided support tools and information. ITIL describes the service desk as the single point of contact for users and recognizes self-help as an important means of providing access to IT services and support. See the [ITIL overview from AXELOS](#) and the [PeopleCert ITIL Foundation certification page](#).

QUESTION NO: 18

Which function is responsible for providing detailed technical skills and resources needed to manage the IT infrastructure?

- A. Service desk
- B. Technical management
- C. IT operations management
- D. Application management

ANSWER: B

Explanation:

Technical management is correct. In ITIL 2011, technical management is a Service Operation function that provides the technical expertise, resources and day-to-day management of the IT infrastructure. It ensures that the organization has the appropriate technical knowledge to design, test, manage and improve technology components.

Technical management also supports other processes, such as incident management, problem management and change management, by supplying specialist technical investigation and resolution capability. It differs from application management, which has a similar role for applications throughout their lifecycle. See [AXELOS ITIL guidance](#) and [PeopleCert ITIL certification information](#).

QUESTION NO: 19

A known IT service stops performing during normal business hours, then the user of the IT service calls the service desk.

What should the service desk open?

- A. A problem record
- B. A service request

- C. An incident record
- D. An emergency request

ANSWER: C

Explanation:

An incident record is the correct record to open because the described event is an unplanned interruption to an IT service that had previously been operating normally. In ITIL 2011, an incident is defined as an unplanned interruption to an IT service, or a reduction in the quality of an IT service. A service that stops performing during business hours meets that definition directly.

The service desk is the usual single point of contact for users reporting operational issues. Its immediate responsibility is to log the incident with sufficient details, categorize and prioritize it, carry out initial diagnosis where possible, and ensure that it is assigned or escalated for restoration. The primary objective of Incident Management is to restore normal service operation as quickly as possible and minimize the adverse effect on business operations. Opening an incident record creates the auditable record needed to track ownership, communications, actions, resolution, and closure through that lifecycle.

This use of an incident record aligns with the ITIL definition and the service desk's operational role. See the [AXELOS ITIL glossary](#) and the [PeopleCert ITIL certification overview](#).

QUESTION NO: 20

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 it provides the overarching planning, coordination, and support framework for service transition. In ITIL 2011, this process is responsible for maintaining the policies, standards, models, and other common frameworks used across service transition activities and processes. These shared controls make transitions consistent and repeatable, ensuring that the resources, plans, and practices used to introduce new or changed services are aligned with the organization's requirements.

The process therefore operates at a coordinating level: it establishes and maintains the transition approach that other transition activities follow throughout the service lifecycle. This includes ensuring that service transition planning is integrated with the wider service-management strategy and that the necessary guidance is available for effective transition work. Maintaining these policies, standards, and models supports controlled deployment of services into operation while helping manage risk, quality, and resource requirements.

This responsibility is described in the ITIL Service Transition publication and is consistent with the ITIL service-management body of knowledge maintained by PeopleCert. See [AXELOS: ITIL Service Transition](#) and [PeopleCert: ITIL certifications](#).

QUESTION NO: 21

Which ITIL process is used to restore normal service operation as quickly as possible?

- A. Service level management
- B. Incident management

- C. Problem management
- D. Availability management

ANSWER: B

Explanation:

Incident management is correct because its ITIL purpose is to manage the lifecycle of all incidents and restore normal service operation as quickly as possible, while minimizing the adverse effect on business operations. An incident is an unplanned interruption to an IT service, or a reduction in the quality of an IT service. The process therefore focuses on promptly detecting, logging, categorizing, prioritizing, diagnosing, resolving, recovering from, and closing incidents. Its primary concern is restoring the agreed service, which can include implementing an available workaround when an immediate permanent resolution is not possible. This enables users to resume productive use of the service quickly and helps maintain agreed service levels. ITIL distinguishes this restoration-focused objective from activities intended to identify and remove the underlying cause of incidents, which are handled through a separate process. The wording in the question closely reflects the formal ITIL 2011 definition of incident management's objective. See the [AXELOS overview of ITIL incident management](#) and the [BMC incident management guide](#).

QUESTION NO: 22

Which of the following is a responsibility of Supplier Management?

- A. Development, negotiation and agreement of contracts.
- B. Development, negotiation and agreement of Organizational Level Agreements
- C. Development, negotiation and agreement of Service Level Agreements.
- D. Development, negotiation and agreement of Service Portfolio

ANSWER: A

Explanation:

Development, negotiation and agreement of contracts is correct. In ITIL 2011, Supplier Management ensures that suppliers and the services they provide are managed in a way that supports the agreed business needs and service targets. A core part of this responsibility is establishing and maintaining supplier contracts that clearly define what is to be provided, the required quality and performance levels, commercial terms, responsibilities, reporting arrangements, and mechanisms for review or escalation. Supplier Management works with relevant stakeholders, including procurement and legal functions where applicable, to develop requirements, negotiate terms, agree contracts, and manage the relationship throughout the contract lifecycle. This activity provides the formal basis for controlling externally provided products and services and helps ensure suppliers can support the organization's service commitments. The process also maintains supplier and contract information and monitors supplier performance against the commitments that have been agreed. This aligns with the ITIL Service Design guidance that identifies negotiation and agreement of contracts as a key Supplier Management activity. See the [PeopleCert ITIL certification overview](#) and the [AXELOS Supplier Management glossary entry](#).

QUESTION NO: 23

Which of the following are responsibilities of a process owner?

- 1. Ensuring that the process is documented and fit for purpose
 - 2. Defining process policies and standards
 - 3. Reviewing process performance and identifying improvements
 - 4. Carrying out every activity within the process
- A. Ensuring that the process is documented and fit for purpose

- B. Defining process policies and standards
- C. Reviewing process performance and identifying improvements
- D. Carrying out every activity within the process

ANSWER: A B C

Explanation:

Statements **1, 2 and 3** are correct. A process owner is accountable for ensuring that a process is fit for purpose, documented, understood, measured, and continually improved. This includes establishing process policies, standards, objectives, roles, measures, and improvement priorities.

A process owner does not have to perform every activity in the process. Individual activities are carried out by process practitioners and may be distributed across several functions, teams, or suppliers.

QUESTION NO: 24

Which is an outcome of service design?

- A. User training and awareness for the service is maximized
- B. Services and operational quality are enhanced
- C. Standard Services are provided quickly and efficiently across the business
- D. Expectations setting of all stakeholders for the services improved

ANSWER: B

Explanation:

Services and operational quality are enhanced is an outcome of Service Design because this lifecycle stage defines new or changed services so that they can meet agreed business requirements and be operated effectively throughout their lifecycle. Service Design does not merely produce a technical solution; it designs the complete service, including its architecture, processes, supporting technology, supplier arrangements, metrics, capacity, availability, continuity, security, and operational support requirements. Designing these elements together creates services that are more reliable, supportable, measurable, and consistent in live operation. This directly improves both the quality experienced by customers and users and the quality of the operational processes used to manage the service. ITIL emphasizes designing services holistically, with utility and warranty considerations embedded before transition and operation, rather than attempting to correct quality shortcomings after deployment. The resulting enhancement of service and operational quality is therefore a core intended outcome of effective Service Design. This remains consistent with the ITIL service-management principles presented by [PeopleCert's ITIL certification overview](#) and the official [ITIL website](#).

QUESTION NO: 25

Which of the following is NOT an objective of Continual Service Improvement?

- A. Review and analyze Service Level Achievement results
- B. Identify activities to improve the efficiency of service management processes
- C. Improve the cost effectiveness of IT services without sacrificing customer satisfaction
- D. Conduct activities to deliver and manage services at agreed levels to business users

ANSWER: D

Explanation:

“Conduct activities to deliver and manage services at agreed levels to business users” is not an objective of Continual Service Improvement (CSI). In ITIL 2011, CSI is concerned with measuring service and process performance, identifying improvement opportunities, prioritizing those opportunities, and implementing improvements that increase the effectiveness, efficiency, and cost-effectiveness of services and service management. CSI uses performance information, including service level achievement results, to determine where improvement is needed and to ensure that services continue to align with changing business needs.

Delivering and managing services at agreed levels is instead a core focus of the Service Operation stage. Service Operation is responsible for the day-to-day operational delivery and support of services, ensuring that users receive services in accordance with agreed service levels. CSI complements this work by evaluating results over time and driving measurable improvements rather than performing the operational delivery itself. This distinction is fundamental to the ITIL service lifecycle: operational service delivery maintains current commitments, while continual improvement seeks ways to improve future outcomes. See the [PeopleCert ITIL certification overview](#) and the [AXELOS ITIL overview](#).

QUESTION NO: 26

Which of the following can include steps that will help to resolve an incident?

1. Incident model
 2. Known error record
- A. 1 only
- B. 2 only
- C. Both of the above
- D. Neither of the above

ANSWER: C

Explanation:

Both of the above is correct. In ITIL 2011, an incident model is a repeatable way of handling a particular type of incident. It can document the steps that should be followed to resolve the incident, including the sequence of activities, responsibilities, timescales, escalation procedures, and any required evidence or communications. Incident models support efficient and consistent restoration of normal service, especially for common incidents.

A known error record can also contain practical incident-resolution guidance. A known error is a problem with a documented root cause and workaround. Its record may include the workaround or other resolution information that the service desk or support staff can apply when matching incidents occur. This enables incidents to be restored quickly even when a permanent problem resolution has not yet been implemented.

Therefore, both an incident model and a known error record may contain steps that help resolve an incident. This distinction is useful operationally: the incident model guides the handling process, while the known error record supplies recognized diagnostic and workaround knowledge. See the ITIL certification overview from [PeopleCert](#) and the ITIL guidance resources from [AXELOS](#).

QUESTION NO: 27

Which statement BEST describes the value of the service transition stage to the business?

- A. It supports the creation of a catalogue of services?
- B. It leads to gradual and continual improvement in service quality
- C. It ensures the production of more successful service designs
- D. It results in higher volumes of successful change

ANSWER: D

Explanation:

“It results in higher volumes of successful change” is correct because Service Transition provides the controlled capabilities needed to move new or changed services into operation while protecting the live environment and maintaining agreed service quality. Its business value is not merely that change occurs, but that the organization can implement a greater volume of changes successfully, predictably, and with managed risk. This supports business initiatives by enabling services to be introduced, modified, or retired in a way that achieves the intended utility and warranty before and during deployment.

In ITIL 2011, Service Transition coordinates the resources and processes involved in building, testing, evaluating, releasing, and deploying services. Practices such as change management, service validation and testing, release and deployment management, and knowledge management help ensure that changes are properly assessed, authorized, verified, and transferred to operational teams. Consequently, the business gains confidence that investments in new or changed services can deliver their expected outcomes without unnecessary disruption. This is why a higher volume of successful change is the best description of Service Transition’s value. See the ITIL overview from [PeopleCert](#) and the ITIL best-practice information from [AXELOS](#).

QUESTION NO: 28

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 D

Explanation:

Testing the tool and training process managers on using the process are appropriate Service Transition activities because a tool must be validated before it supports live service management, while the people responsible for managing and using the associated process need the knowledge and capability to perform their roles effectively. Service Transition is concerned with ensuring that a new or changed service, including its supporting processes and technology, is ready for controlled introduction into the live environment.

Development or purchase of tools and deployment of the process also fits this lifecycle stage. Transition work includes obtaining or developing the supporting capability needed for the service and implementing the defined process so it can be used consistently when the service enters operation. Tool selection or development is not merely a technical procurement exercise: it must support the designed process, be tested, and be introduced with the required people, knowledge, and controls. This alignment helps ensure that the service can be accepted into operation without avoidable disruption. The ITIL Service Transition guidance describes the lifecycle focus on managing changes and deploying new or changed services into live operation; see [ITIL Service Transition \(2011 Edition\)](#) and the [PeopleCert ITIL certification portfolio](#).

QUESTION NO: 29

How many people should be accountable for a process as defined in the RACI model?

- A. As many as necessary to complete the activity
- B. Only one - the process owner
- C. Two - the process owner and the process enactor
- D. Only one - the process architect

ANSWER: B

Explanation:

Only one - the process owner is correct. In the RACI model, accountability denotes the single person who is ultimately answerable for ensuring that a process achieves its intended purpose and delivers its required outcomes. For an ITIL process, this role is normally the process owner. The process owner establishes the process objectives, ensures that the process is documented and fit for purpose, monitors its performance, and drives improvements where needed. Having one clearly identified accountable person establishes unambiguous ownership of decisions and results, including responsibility for resolving issues that affect the process across organizational boundaries. This does not mean the process owner performs every task personally. Process activities may be carried out by many people and teams, and the process owner can obtain advice or input from relevant stakeholders. Nevertheless, ultimate accountability remains with one named individual so that governance, escalation, measurement, and continual improvement have a clear point of ownership. This use of defined roles and responsibilities supports ITIL's focus on controlled, measurable service-management processes. See PEOPLECERT's overview of [ITIL certification](#) and AXELOS guidance on the [RACI model](#).

QUESTION NO: 30

Who is responsible for ensuring that the request fulfillment process is being performed according to the agreed and documented standard?

- A. The IT director
- B. The process owner
- C. The service owner
- D. The customer

ANSWER: B

Explanation:

The process owner is responsible for ensuring that the request fulfillment process is performed in accordance with its agreed and documented standard. In ITIL, a process owner is accountable for the process being fit for purpose: defining and maintaining the process, ensuring that its documentation is available and appropriate, monitoring performance, and driving improvements where required. This ownership includes making sure that people operating the process follow the agreed procedures and that the process continues to achieve its intended outcomes.

Request fulfillment is the ITIL process for managing the lifecycle of service requests, such as requests for information, advice, access, or standard services. Because the question concerns conformance of the process to its defined standard—not ownership of an individual service or executive accountability for the whole IT organization—the relevant accountability sits with the person who owns the process. The ITIL glossary defines a process owner as the role accountable for ensuring a process is fit for purpose and for helping ensure it is performed according to the documented process. See the [AXELOS overview of ITIL](#) and the [PeopleCert ITIL Foundation certification page](#) for ITIL service-management context.

QUESTION NO: 31

In which core publication can you find detailed descriptions of Service Level Management, Availability Management, Supplier Management and IT Service Continuity Management?

- A. Service Transition
- B. Service Design
- C. Service Strategy
- D. Service Operation

ANSWER: B

Explanation:

Service Design is correct because it is the ITIL 2011 core publication that provides detailed guidance on designing services and on the design-stage processes needed to ensure services can meet agreed business requirements. Service Level Management is addressed there as the process that negotiates, documents, monitors, and reports service levels. Availability Management and IT Service Continuity Management are also core Service Design processes because availability and resilience must be engineered into a service before it enters live operation. Supplier Management is included because externally supplied capabilities, contracts, and supplier performance must be designed and managed to support the required service outcomes.

More broadly, the Service Design publication covers the design of new or changed services, service-management processes, technology architectures, measurement systems, and supplier arrangements. This makes it the central lifecycle source for the listed processes and their relationships to service requirements, service level agreements, and operational capability. The official ITIL 2011 Service Design overview identifies Service Level Management, Availability Management, IT Service Continuity Management, and Supplier Management among its processes. See the [ITIL Service Design overview from AXELOS](#) and the [PeopleCert ITIL certification page](#).

QUESTION NO: 32

Which of the following statements is CORRECT?

- A. The CMS is part of the Configuration Management Data Base (CMDB)
- B. The KEDB and the CMS form part of the larger SKMS
- C. The Service Knowledge Management System (SKMS) is part of the CMS
- D. The Configuration Management System (CMS) is part of the Known Error Data Base (KEDB)

ANSWER: B

Explanation:

The KEDB and the CMS form part of the larger SKMS is correct because ITIL describes the Service Knowledge Management System as the overall set of tools, repositories, processes, and practices used to manage knowledge throughout its lifecycle. It supports the collection, analysis, storage, sharing, and use of information needed to deliver and manage services effectively.

Within this model, the Configuration Management System holds and manages configuration information about configuration items and their relationships. It can incorporate one or more Configuration Management Databases, together with related tools and data sources. The Known Error Database records known errors, including their symptoms, root causes where known, and available workarounds; it is an important knowledge source for incident and problem management. Both the configuration knowledge maintained through the CMS and the known-error knowledge maintained in the KEDB contribute to the broader knowledge capability represented by the SKMS. This hierarchy enables operational teams to use trusted technical and service information when diagnosing issues, assessing change impact, and restoring service. See the [ITIL glossary](#) and [PeopleCert's ITIL Foundation overview](#).

QUESTION NO: 33

Which of the following are benefits of using a balanced scorecard in continual service improvement?

1. It provides a balanced view of performance from several perspectives
 2. It can link service performance to business objectives
 3. It helps identify areas requiring improvement
 4. It replaces the need for service level agreements
- A. It provides a balanced view of performance from several perspectives
 - B. It can link service performance to business objectives

- C. It helps identify areas requiring improvement
- D. It replaces the need for service level agreements

ANSWER: A B C

Explanation:

The correct answers are **1, 2 and 3**. A balanced scorecard supports continual service improvement by presenting performance from a range of perspectives rather than relying only on financial or technical measures. It can help connect service and process performance with business objectives, customer views, internal processes, and learning or growth considerations.

By providing a broad view of performance, the scorecard can highlight improvement opportunities and support informed prioritization. It does not replace service level agreements, which define agreed service targets between the service provider and customer. See [AXELOS guidance on continual service improvement](#).

QUESTION NO: 34

Which of the following are examples of a standard change?

- 1. A pre-authorized password reset performed using a documented procedure
 - 2. A routine replacement of a failed disk using an approved procedure
 - 3. An urgent security fix required to resolve a major incident
 - 4. A planned software update that has been assessed and pre-authorized as low risk
- A.** A pre-authorized password reset performed using a documented procedure
- B.** A routine replacement of a failed disk using an approved procedure
- C.** An urgent security fix required to resolve a major incident
- D.** A planned software update that has been assessed and pre-authorized as low risk

ANSWER: A B D

Explanation:

The correct answers are **1, 2 and 4**. A standard change is a pre-authorized change that is low risk, relatively common and follows a documented procedure or work instruction. Standard changes are commonly used for well-understood, repeatable activities where the risk and impact have already been assessed.

An urgent security fix required to resolve a major incident is normally handled as an emergency change because it must be assessed and authorized using an expedited process. Standard changes still require appropriate recording and control, even though they do not need individual authorization on each occasion. See [AXELOS ITIL glossary resources](#) and [PeopleCert ITIL certification information](#).

QUESTION NO: 35

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 responsible for moving new or changed services into operation in a controlled, repeatable manner. Its purpose is to ensure that service changes create the expected business value while risks are assessed, knowledge is available, and the operational environment is prepared to support the service. Effective transition practices coordinate planning, build and test activities, change evaluation, deployment, release management, configuration management, and knowledge transfer. These controls allow a provider to standardize the path from design to live operation, reduce avoidable rework, and manage a greater throughput of authorized changes and releases without sacrificing quality or service stability. In ITIL 2011 terminology, a release is a collection of new or changed configuration items deployed together, while change management provides the control needed to assess and authorize alterations. Service Transition therefore creates the organizational capability to process substantial volumes of these related items consistently and safely. This lifecycle focus is reflected in ITIL's description of practices for enabling and controlling service changes. See [PeopleCert's ITIL certification overview](#) and [AXELOS ITIL guidance](#).

QUESTION NO: 36

Which of the following are objectives of IT service continuity management?

1. To support the overall business continuity management process
 2. To ensure that agreed service continuity targets can be met
 3. To manage the recovery of IT services following a major disruption
 4. To authorize all emergency changes
- A.** To support the overall business continuity management process
- B.** To ensure that agreed service continuity targets can be met
- C.** To manage the recovery of IT services following a major disruption
- D.** To authorize all emergency changes

ANSWER: A B C

Explanation:

Statements **1, 2 and 3** are correct. IT service continuity management supports business continuity management by ensuring that the IT service provider can recover the IT services required by the business following a disaster or other major disruption. It identifies continuity requirements, assesses risks, develops and tests plans, and maintains the capability to meet agreed recovery targets.

Emergency changes are assessed and authorized through change management, using the appropriate emergency change authority or ECAB where necessary. This is not an objective of IT service continuity management.

QUESTION NO: 37

Which of the following are included in the seven R's of change management?

1. Who **RAISED** the change?
 2. What is the **RETURN** expected from the change?
 3. What **RESOURCES** are required to deliver the change?
 4. Which service desk **RESOLVED** the change?
- A.** Who **RAISED** the change?

- B. What is the RETURN expected from the change?
- C. What RESOURCES are required to deliver the change?
- D. Which service desk RESOLVED the change?

ANSWER: A B C

Explanation:

The correct answers are **1, 2 and 3**. The seven R's are a set of questions used to assess a change: who raised it, what return is required, what risks are involved, what resources are required, who is responsible for building, testing and implementing it, what is the relationship between the change and other changes, and what is the required change schedule.

These questions help change management evaluate the value, risk, impact, dependencies and implementation requirements of a proposed change. Resolution by a service desk is not one of the seven R's. Further ITIL terminology is available in the [AXELOS glossary](#).

QUESTION NO: 38

Which statement BEST describes the stakeholders in service management?

- A. A stakeholder can only be the customer of a service
- B. A stakeholder is any individual or group that has invested their money and time in the services
- C. A stakeholder can only be the provider of a service
- D. A stakeholder is any individual or group who has an interest in the management of the services

ANSWER: D

Explanation:

"A stakeholder is any individual or group who has an interest in the management of the services" is correct because ITIL uses stakeholder as a broad term for people or organizations with an interest in an IT service, service-management activity, project, or its outcomes. Stakeholders are relevant because their needs, expectations, influence, and feedback help shape how services are designed, transitioned, operated, and improved. In service management, this interest can arise from receiving a service, funding it, using it, supporting it, governing it, supplying components, or being affected by its results. The key point is not a particular commercial investment or a single role in the service relationship; it is the presence of a legitimate interest in the service and its management. This definition supports ITIL's emphasis on understanding business outcomes and managing relationships across the service lifecycle. Service providers therefore identify and engage stakeholders so that service requirements, risks, priorities, and performance expectations are understood and appropriately managed. ITIL is a service-management best-practice framework maintained within the PeopleCert portfolio; see [PeopleCert's ITIL certification overview](#) and [AXELOS's ITIL overview](#).

QUESTION NO: 39

Which of the following are activities within the seven-step improvement process?

- 1. Define what should be measured
- 2. Gather the data
- 3. Process the data
- 4. Authorize emergency changes
- A. Define what should be measured
- B. Gather the data

C. Process the data

D. Authorize emergency changes

ANSWER: A B C

Explanation:

The correct answers are **1, 2 and 3**. The seven-step improvement process includes identifying the strategy for improvement, defining what should be measured, gathering data, processing data, analysing the information and data, presenting and using the information, and implementing corrective action.

The process ensures that improvement decisions are based on relevant, processed and analysed information. Authorizing emergency changes is an activity within change management and is not part of the seven-step improvement process. See [AXELOS guidance on continual service improvement](#).