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## ITIL 4 Managing Professional Transition Sample Questions (Q28-Q33):

### NEW QUESTION # 28

The CIO of a large multi-national organization has noticed that the whole IT department are performing poorly. The CIO is committed to changing the behaviour patterns of their staff to improve performance across the whole IT department. Which of the following will BEST help to improve staff behaviour?

- A. Running safe to fail experiments that provide learning opportunities
- B. Implementing CI/CD tools to deploy software quickly
- C. Comparing the cost of delay' between work items to ensure that financially valuable work is prioritized
- D. Adopting Kanban boards to visualise the flow of work across software development teams

Answer: A

Explanation:

Explanation

Running safe to fail experiments that provide learning opportunities is the best option to improve staff behaviour, as it aligns with the ITIL 4 guiding principle of progress iteratively with feedback<sup>1</sup>. This principle encourages the use of experimentation and learning from failures to improve the service and the organization. By running safe to fail experiments, the staff can test new ideas, learn from the outcomes, and adapt their behaviour accordingly. This can foster a culture of innovation, collaboration, and continuous improvement in the IT department. The other options are not directly related to improving staff behaviour, but rather to improving the efficiency and effectiveness of the service delivery. Comparing the cost of delay between work items to ensure that financially valuable work is prioritized is a technique for value stream optimization, which is part of the ITIL 4 practice of service value stream management<sup>2</sup>. Implementing CI/CD tools to deploy software quickly is a method for achieving high-velocity IT, which is one of the ITIL 4 specialist modules<sup>3</sup>. Adopting Kanban boards to visualize the flow of work across software development teams is a tool for implementing agile and lean approaches, which are also part of the ITIL 4 framework<sup>3</sup>. While these options may have some positive impact on staff behaviour, they are not the primary focus or the best way to achieve it. References: 3, 2, 1

### NEW QUESTION # 29

A software development team is intending to develop many new applications and services. They will need contributions from various practices to achieve this. How should these activities be combined?

- A. The software development manager should define requirements for all practices and ensure that they contribute to the overall service
- B. Practices should operate as suppliers to each other, using guidance from the 'supplier management' practice
- C. A value stream should be designed to include activities from all practices that are needed
- D. Each practice should define the outputs it will produce and the required inputs it needs to succeed

**Answer: C**

### NEW QUESTION # 30

Which value chain activity ensures that products deliver stakeholder expectations for quality?

- A. Engage
- B. Design and transition
- C. Plan
- D. Obtain/build

**Answer: B**

Explanation:

Explanation

The value chain activity that ensures that products and services continually meet stakeholder expectations for quality, costs and time to market is design and transition. This activity involves the following steps<sup>12</sup>:

Defining the requirements and specifications of the products and services based on the demand and feedback from the customers and other stakeholders.

Designing the products and services according to the requirements and specifications, as well as the best practices and standards of the organization and the industry.

Developing and testing the products and services to ensure that they meet the quality criteria and the expected outcomes.

Deploying and releasing the products and services to the customers and users, ensuring that they are ready for use and operation.

Validating and evaluating the products and services to ensure that they deliver the intended value and meet the stakeholder expectations.

Transitioning the products and services from the development stage to the operational stage, ensuring that they are integrated with the existing processes, systems and resources of the organization.

References: 1: ITIL 4 Create, Deliver and Support, AXELOS, 2019, p. 23-24 2: Value Chain Activity:

Design & Transition - Altvista, 3

### NEW QUESTION # 31

Which can act as an operating model for an organization?

- A. The ITIL guiding principles

- B. The four dimensions of service management
- **C. The service value chain**
- D. Continual improvement

**Answer: C**

Explanation:

Explanation

The correct answer is B. The service value chain because it is the core component of the ITIL 4 service management framework that describes how an organization orchestrates its IT capabilities to achieve its strategic objectives. The service value chain is an operating model that covers all the key activities to flexibly manage products and services<sup>1</sup>. It consists of six interconnected value chain activities: plan, improve, engage, design and transition, obtain/build, and deliver and support<sup>2</sup>.

Option A is not correct because the four dimensions of service management are not an operating model, but rather a holistic perspective that should be considered for the effective and efficient facilitation of value co-creation<sup>2</sup>. The four dimensions are: organizations and people, information and technology, partners and suppliers, and value streams and processes<sup>2</sup>.

Option C is not correct because the ITIL guiding principles are not an operating model, but rather a set of recommendations that can guide an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure<sup>2</sup>. The ITIL guiding principles are: focus on value, start where you are, progress iteratively with feedback, collaborate and promote visibility, think and work holistically, keep it simple and practical, and optimize and automate<sup>2</sup>.

Option D is not correct because continual improvement is not an operating model, but rather a recurring organizational activity performed at all levels to ensure that an organization's performance continually meets stakeholders' expectations<sup>2</sup>. Continual improvement is based on the continual improvement model, which consists of four steps: what is the vision, where are we now, where do we want to be, and how do we get there<sup>2</sup>.

References: : ITIL 4 Models - A New Operating Model in ITIL 4 - KnowledgeHut : ITIL 4 Managing Professional Transition Course Online - Simplilearn

### NEW QUESTION # 32

What BEST describes the relationship between planning and risk?

- A. Planning focuses on what needs to be accomplished, risk management is part of how work is to be performed
- B. Risk management is the exclusive domain of dedicated risk managers
- C. Planning is a high level function, risk management is a tactical activity
- **D. Planning should always consider risks and how to mitigate them**

**Answer: D**

### NEW QUESTION # 33

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