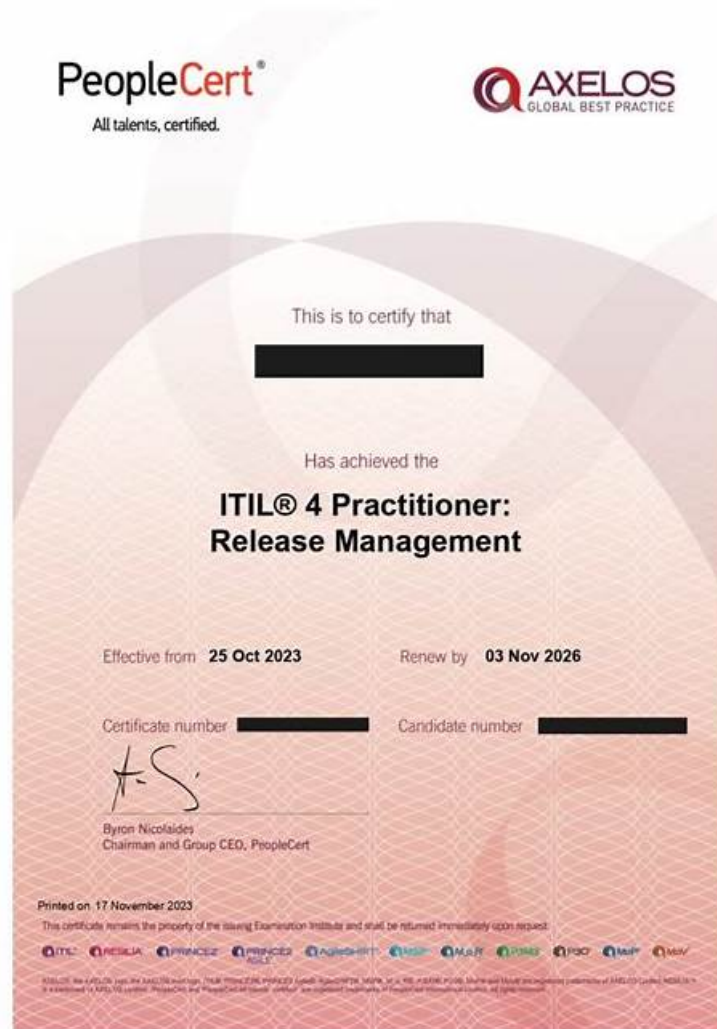


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Peoplecert ITIL 4 Practitioner: Release Management Exam Sample Questions (Q11-Q16):

NEW QUESTION # 11

An organization's project and operational teams are concerned that individual releases involve some unnecessary activities and are missing some important activities. What is the BEST action for the organization to take to improve this situation?

- A. Ensure that release management key metrics are integrated with metrics relating to deployment management and change enablement
- **B. Review current release models, create additional models where appropriate, and automate where possible**
- C. Automate the release management activities together with development activities
- D. Introduce proactive communication channels for the service provider to make release management processes more efficient

Answer: B

Explanation:

The concern about unnecessary and missing activities in releases points to issues with the release models being used. The ITIL 4 Practitioner: Release Management document advises: "To address inefficiencies in release processes, such as unnecessary or missing activities, organizations should review current release models, create additional models where appropriate to address gaps, and automate repetitive tasks to improve efficiency" (Section 3.2.2).

* Option A (Introduce proactive communication channels) improves stakeholder engagement but doesn't directly address the issue of unnecessary or missing activities.

* Option B (Review current release models, create additional models, and automate) directly tackles the problem by refining the release models to eliminate unnecessary activities, add missing ones, and enhance efficiency through automation.

* Option C (Integrate metrics with deployment and change enablement) focuses on performance measurement, not process improvement.

* Option D (Automate with development activities) addresses automation but doesn't specifically tackle the issue of refining release activities.

The correct answer is B, as it directly addresses the root cause by improving release models.

NEW QUESTION # 12

A service provider is receiving poor feedback from customers about releases of updates to a software product.

A review has shown that releases are often delayed or have to be repeated due to a lack of information about their impact on business processes and on other IT systems. The service provider is reviewing the value streams involving the software releases.

Which step of the value stream analysis should the service provider use to understand the required information and dependencies?

- A. Identifying the workflow steps
- **B. Reflecting on the 'as is' value stream map**
- C. Creating a 'to be' value stream map
- D. Identifying the scope of the value stream analysis

Answer: B

Explanation:

Value stream analysis in ITIL 4 helps identify inefficiencies and dependencies in processes like release management. The ITIL 4 Practitioner: Release Management document notes: "Reflecting on the 'as is' value stream map allows organizations to understand the current state, including dependencies and impacts on business processes and IT systems, which can reveal gaps in information that lead to delays or failures" (Section 4.3).

* Option A (Creating a 'to be' value stream map) focuses on designing the future state, which comes after understanding the current

state.

* Option B (Reflecting on the 'as is' value stream map) is the correct step to understand current impacts and dependencies, identifying the root cause of delays and repeats.

* Option C (Identifying the scope of the value stream analysis) is an initial step but doesn't directly address understanding impacts.

* Option D (Identifying the workflow steps) is part of mapping but doesn't emphasize reflection on impacts and dependencies.

The correct answer is B, as reflecting on the current value stream map helps uncover the missing information about impacts.

NEW QUESTION # 13

A large organization is adjusting its IT organizational structure to optimize for faster, more collaborative, and less bureaucratic working practices. There is a significant number of changes and related releases that are handled by the product and project teams. What is the BEST way for the organization to position release management in the new organizational structure?

- A. Delegate most release management responsibilities to product and project teams but appoint a release manager to coordinate and coach the teams
- B. Delegate all release management responsibilities to product and project teams
- C. Appoint a release manager in every product team to coordinate and coach the team members
- D. Establish a centralized release management team to manage all releases

Answer: A

Explanation:

In a collaborative, less bureaucratic structure, release management needs to balance decentralization with oversight to ensure consistency and alignment. The ITIL 4 Practitioner: Release Management document advises: "In organizations adopting collaborative practices, release management responsibilities can be delegated to product and project teams to enable faster decision-making, but a release manager should be appointed to coordinate and coach the teams, ensuring consistency and adherence to standards" (Section 3.3.2).

* Option A (Centralized team) contradicts the goal of reducing bureaucracy and enabling faster, collaborative practices.

* Option B (Delegate all responsibilities) risks inconsistency and lack of oversight, which can lead to uncoordinated releases.

* Option C (Delegate most responsibilities but appoint a release manager to coordinate and coach) balances decentralization with oversight, aligning with the goal of faster, collaborative practices while maintaining consistency.

* Option D (Appoint a release manager in every team) is overly resource-intensive and may lead to fragmented approaches across teams.

The correct answer is C, as it best supports the new organizational structure while ensuring effective release management.

NEW QUESTION # 14

A release manager has noticed that the organization has many standardized services provided to international organizations. Which aspect of release management will this situation directly affect?

- A. Continuous delivery
- B. The release models
- C. The release plans
- D. Continuous integration

Answer: B

Explanation:

Standardized services provided to international organizations imply a need for consistency and scalability in how releases are managed across diverse contexts. The ITIL 4 Practitioner: Release Management document explains that release models are used to standardize the approach to releases: "Release models define the structure, contents, and schedule of releases... They ensure consistent and repeatable processes, which is particularly important for organizations with standardized services" (Section 3.2.2).

* Option A (The release plans) refers to specific plans for individual releases, which may be affected indirectly but are not the primary aspect impacted by standardization needs.

* Option B (Continuous integration) and Option C (Continuous delivery) are development practices that may interact with release management but are not directly affected by the need for standardization across international services.

* Option D (The release models) is directly affected, as standardized services require well-defined release models to ensure consistency, repeatability, and scalability across international contexts.

The situation directly impacts the design and application of release models to accommodate standardized services globally. Thus, the correct answer is D.

NEW QUESTION # 15

A service provider is conducting a capability assessment of the release management practice. It has been found that although the practice's performance is regularly reported and reviewed, most recommendations based on the reports are never implemented. What is the MAXIMUM capability level that could be given to the release management practice?

- A. Level 2
- B. Level 3
- C. Level 4
- D. Level 5

Answer: A

Explanation:

The ITIL capability model assesses practices based on their maturity and ability to improve. The ITIL 4 Practitioner: Release Management document outlines the capability levels: "Level 2 (Managed) indicates that the practice is planned and tracked, with performance regularly reported. Level 3 (Defined) requires standardized processes and the ability to improve based on feedback. If recommendations from performance reviews are not implemented, the practice cannot achieve Level 3" (Section 5.2).

* The scenario indicates that performance is reported and reviewed (meeting Level 2 requirements), but recommendations are not implemented, meaning there's no improvement or standardization beyond basic management.

* Level 3 requires consistent improvement and standardization, which is not met due to the lack of implementation.

* Levels 4 (Quantitatively Managed) and 5 (Optimizing) require even higher maturity, including data-driven improvements and continuous optimization, which are not applicable here.

The maximum capability level is A (Level 2), as the practice is managed but not improving.

NEW QUESTION # 16

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