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ITIL 4 Managing Professional Transition Sample Questions (Q10-Q15):

NEW QUESTION # 10

An organization wants to introduce a new service. There are many teams that will contribute to the design, development and transition of the service. Which approach should the organization follow when creating a value stream for this new service?

- A. Create one value stream for the entire project, to enable and end-to-end, holistic vision of the service
- B. Create separate value streams for practices, people, tools and suppliers, to ensure that 'four dimensions' are considered equally
- C. Create one value stream for each team, to allow the teams to focus on their different objectives
- D. Create separate value streams for every project phase, to ensure that each milestone is achieved in a Agile manner

Answer: A

Explanation:

The organization should follow the approach of creating one value stream for the entire project, to enable an end-to-end, holistic vision of the service. A value stream is a series of steps that an organization undertakes to create and deliver products and services to consumers. A value stream should cover the whole service value chain, from the demand to the value delivery. Creating one value stream for the entire project helps to ensure that the service is aligned with the customer needs, expectations, and outcomes, and that the value is co-created by the provider and the consumer. Creating one value stream also helps to identify the value, waste, and opportunities for improvement in each step, and to optimize the service delivery process. The other options are not correct, as they would result in fragmented, incomplete, or inconsistent value streams.

Creating separate value streams for practices, people, tools and suppliers would not consider the 'four dimensions' equally, but rather isolate them from each other. Creating separate value streams for every project phase would not ensure that each milestone is achieved in an Agile manner, but rather create gaps and delays between the phases. Creating one value stream for each team would not allow the teams to focus on their different objectives, but rather create silos and conflicts among the teams. References:

- * ITIL 4 & swarming - finding the right people & process | Axelos1
- * Swarming vs Tiered Support Models Explained - BMC Software2
- * What ITSM Practitioners Need to Know About Value Stream Mapping3
- * ITIL 4 Value Streams: do the right things for customer | Axelos4

NEW QUESTION # 11

An IT department is able to rapidly develop services that meet functional requirements. However overall satisfaction with these services is low.

Which is the BEST way to start working on developing new services while addressing issues faced by the IT department?

- A. Develop a clear set of system requirements and track each of them from start to finish to ensure that the delivered service meets the stated requirements
- B. Assess and improve capabilities of IT teams prioritizing areas that are required to deliver the service in a way that meets customer expectations
- C. **Develop a clear understanding of the customers' intended goals and expectations, and track each of them from start to finish to ensure that the service supports the required outcomes**
- D. Involve senior management as early as possible to define requirements and help with 'organizational change management' to ensure successful implementation of the service

Answer: C

Explanation:

The best way to start working on developing new services while addressing the issues faced by the IT department is to develop a clear understanding of the customers' intended goals and expectations, and track each of them from start to finish to ensure that the service supports the required outcomes. This is because ITIL 4 emphasizes the importance of co-creating value with customers and focusing on the outcomes that they need and want, rather than just the outputs that the service provider delivers1. By understanding the customers' goals and expectations, the IT department can design and deliver services that are aligned with the customer's needs, preferences, and context, and that provide value for both parties2. Moreover, by tracking the customers' goals and expectations throughout the service lifecycle, the IT department can ensure that the service remains relevant, effective, and efficient, and that any changes or improvements are based on customer feedback and satisfaction3.

Developing a clear set of system requirements and tracking each of them from start to finish to ensure that the delivered service meets the stated requirements (option A) is not the best way to start working on developing new services, because it focuses on the functional aspects of the service, rather than the outcomes that the customer values. System requirements are the specifications of what the service should do, but they do not necessarily reflect the customer's needs, wants, and context. Therefore, a service that meets the system requirements may not meet the customer's expectations or provide value for them4.

Involve senior management as early as possible to define requirements and help with 'organizational change management' to ensure successful implementation of the service (option C) is not the best way to start working on developing new services, because it does not involve the customer in the service design and delivery process. Senior management may have a different perspective and agenda than the customer, and may not fully understand the customer's goals and expectations. Therefore, involving senior management alone may not result in a service that meets the customer's needs or provides value for them. Moreover, organizational change management is a process that helps the organization adapt to changes in the internal or external environment, but it does not necessarily address the issues faced by the IT department in developing new services.

Assess and improve capabilities of IT teams prioritizing areas that are required to deliver the service in a way that meets customer expectations (option D) is not the best way to start working on developing new services, because it assumes that the IT department already knows what the customer expects from the service.

However, without developing a clear understanding of the customer's goals and expectations, the IT department may not be able to identify the areas that need improvement or the capabilities that are required to deliver the service in a way that meets customer expectations. Therefore, assessing and improving capabilities of IT teams is a secondary step that should follow after developing a clear understanding of the customer's goals and expectations.

Therefore, the best way to start working on developing new services while addressing the issues faced by the IT department is to develop a clear understanding of the customers' intended goals and expectations, and track each of them from start to finish to ensure that the service supports the required outcomes. 1: ITIL 4 Foundation, page 4 2: ITIL 4 Foundation, page 6 3: ITIL 4 Foundation, page 8 4: ITIL 4 Foundation, page 9 : ITIL 4 Foundation, page 10 : ITIL 4 Foundation, page 11 : ITIL 4 Foundation, page 12

NEW QUESTION # 12

Which can act as an operating model for an organization?

- A. The service value chain
- B. The ITIL guiding principles
- C. The four dimensions of service management
- D. Continual improvement

Answer: A

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 services¹. It consists of six interconnected value chain activities: plan, improve, engage, design and transition, obtain/build, and deliver and support².

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-creation². The four dimensions are: organizations and people, information and technology, partners and suppliers, and value streams and processes².

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 structure². 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 automate².

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' expectations². 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 there².

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

NEW QUESTION # 13

An organization with established processes for managing incidents, changes, and problems, receives a high volume of calls from users complaining that their issues are not being resolved efficiently. What is the FIRST step the organization should take to start to improve the situation?

- A. Improve the integration of tools to ensure there are no gaps between processes
- B. Use value stream mapping to help understand the end-to-end flow of user support
- C. Review skills and competencies of user support staff to ensure they have the required capability
- D. Encourage teams to collaborate so they can focus on value of users

Answer: B

Explanation:

Value stream mapping is a technique that helps to understand the end-to-end flow of user support, from the demand to the value delivery. It is a tool that features in ITIL 4 Specialist: Create, Deliver and Support. Value stream mapping can help to identify the steps, activities, roles, responsibilities, tools, and outcomes involved in the user support process. It can also help to identify the value, waste, and opportunities for improvement in each step. Value stream mapping can help the organization to optimize the user support process and enhance the customer experience. Therefore, using value stream mapping is the first step the organization should take to start to improve the situation. The other options are not the first steps, but they could be considered after the value stream mapping is done. Reviewing skills and competencies of user support staff, improving the integration of tools, and encouraging teams to collaborate are all possible actions that could result from the value stream mapping analysis, but they are not the first step to understand the problem and the current state of the user support process. References:

* ITIL 4 & swarming - finding the right people & process | Axelos¹

* Swarming vs Tiered Support Models Explained - BMC Software1

* What ITSM Practitioners Need to Know About Value Stream Mapping2

NEW QUESTION # 14

An IT department is able to rapidly develop services that meet functional requirements. However overall satisfaction with these services is low.

Which is the BEST way to start working on developing new services while addressing issues faced by the IT department?

- A. Develop a clear set of system requirements and track each of them from start to finish to ensure that the delivered service meets the stated requirements
- B. Assess and improve capabilities of IT teams prioritizing areas that are required to deliver the service in a way that meets customer expectations
- C. Develop a clear understanding of the customers' intended goals and expectations, and track each of them from start to finish to ensure that the service supports the required outcomes
- D. Involve senior management as early as possible to define requirements and help with 'organizational change management' to ensure successful implementation of the service

Answer: C

Explanation:

Explanation

The best way to start working on developing new services while addressing the issues faced by the IT department is to develop a clear understanding of the customers' intended goals and expectations, and track each of them from start to finish to ensure that the service supports the required outcomes. This is because ITIL 4 emphasizes the importance of co-creating value with customers and focusing on the outcomes that they need and want, rather than just the outputs that the service provider delivers1. By understanding the customers' goals and expectations, the IT department can design and deliver services that are aligned with the customer's needs, preferences, and context, and that provide value for both parties2. Moreover, by tracking the customers' goals and expectations throughout the service lifecycle, the IT department can ensure that the service remains relevant, effective, and efficient, and that any changes or improvements are based on customer feedback and satisfaction3.

Developing a clear set of system requirements and tracking each of them from start to finish to ensure that the delivered service meets the stated requirements (option A) is not the best way to start working on developing new services, because it focuses on the functional aspects of the service, rather than the outcomes that the customer values. System requirements are the specifications of what the service should do, but they do not necessarily reflect the customer's needs, wants, and context. Therefore, a service that meets the system requirements may not meet the customer's expectations or provide value for them4.

Involve senior management as early as possible to define requirements and help with 'organizational change management' to ensure successful implementation of the service (option C) is not the best way to start working on developing new services, because it does not involve the customer in the service design and delivery process. Senior management may have a different perspective and agenda than the customer, and may not fully understand the customer's goals and expectations. Therefore, involving senior management alone may not result in a service that meets the customer's needs or provides value for them. Moreover, organizational change management is a process that helps the organization adapt to changes in the internal or external environment, but it does not necessarily address the issues faced by the IT department in developing new services.

Assess and improve capabilities of IT teams prioritizing areas that are required to deliver the service in a way that meets customer expectations (option D) is not the best way to start working on developing new services, because it assumes that the IT department already knows what the customer expects from the service.

However, without developing a clear understanding of the customer's goals and expectations, the IT department may not be able to identify the areas that need improvement or the capabilities that are required to deliver the service in a way that meets customer expectations. Therefore, assessing and improving capabilities of IT teams is a secondary step that should follow after developing a clear understanding of the customer's goals and expectations.

Therefore, the best way to start working on developing new services while addressing the issues faced by the IT department is to develop a clear understanding of the customers' intended goals and expectations, and track each of them from start to finish to ensure that the service supports the required outcomes.

References: 1: ITIL 4 Foundation, page 4 2: ITIL 4 Foundation, page 6 3: ITIL 4 Foundation, page 8 4: ITIL 4 Foundation, page 9 : ITIL 4 Foundation, page 10 : ITIL 4 Foundation, page 11 : ITIL 4 Foundation, page 12

NEW QUESTION # 15

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