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ITIL 4 Managing Professional Transition Sample Questions (Q22-Q27):

NEW QUESTION # 22

A software development team makes many hundreds of small changes every week. Who can BEST make the decision of whether to accept each change?

- A. The software development manager
- B. The other members of the software development team
- C. The sponsor in the service consumer organization
- D. The IT change manager

Answer: B

NEW QUESTION # 23

What is a user?

- A. The role that directs and controls an organization
- B. The role that defines the requirements for a service
- C. The role that authorizes budget for service consumption
- D. The role that uses services

Answer: D

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of ITIL 4 Managing Professional Transition:

According to ITIL 4, a user is defined as "a person who uses services."

* Users are distinct from customers or sponsors.

* A customer is the person who defines the requirements for a service and takes responsibility for outcomes.

* A sponsor is the role that authorizes the budget for service consumption. Therefore, the role that uses the service is referred to as a user, making Option B correct.

NEW QUESTION # 24

An organization's lead times and the flow of tasks across value streams are being impacted because tasks often sit waiting in queues. Which technique can be used to overcome this challenge?

- A. Increasing batch sizes
- B. Limiting work-in-progress
- C. Clarifying definition of done'
- D. Introducing a push system

Answer: B

Explanation:

Explanation

Limiting work-in-progress (WIP) is a technique that involves setting a maximum number of tasks that can be in progress at any given stage of the workflow. This helps to reduce the amount of time that tasks spend waiting in queues, which improves the flow of work and reduces the lead time. Limiting WIP also encourages the team to focus on completing the tasks that are already started, rather than starting new ones, which improves the quality and value of the work. Limiting WIP is a key practice of Kanban, which is one of the methods covered in the ITIL 4 Managing Professional Transition module. References:

Limiting Work in Progress (WIP) in Scrum with Kanban - What / When / Who / How The Surprising Impact of Limiting Work in Progress on the Flow of Work ...

NEW QUESTION # 25

When an organization has initiated an IT transformation project, which 'organizational change management' activity should it carry out FIRST?

- A. Create a clear picture of what is changing and why it is valuable
- B. Create corrective action plans for staff who are resistant to the change
- C. Develop a value stream map of the desired future changes
- D. Communicate areas of waste that can be eliminated

Answer: A

Explanation:

Explanation

The correct answer is A because creating a clear picture of what is changing and why it is valuable is the first step in organizational change management. Organizational change management is the practice of ensuring that changes are effectively and smoothly implemented, and that the lasting benefits of change are achieved.

Creating a clear picture of the change involves defining the vision, scope, objectives, and benefits of the change, and communicating them to the stakeholders. This helps to create a sense of urgency, alignment, and commitment for the change, and to overcome resistance and ambiguity.

The other options are not correct because they are not the first activity in organizational change management.

Developing a value stream map of the desired future changes (option B) is a useful technique to identify and optimize the flow of value, but it is not the first activity. It requires a clear understanding of the change and its value proposition, which is established in option A. Creating corrective action plans for staff who are resistant to the change (option C) is a reactive and punitive approach to change management, which can create more resentment and distrust. It is not the first activity, nor the best practice, in organizational change management.

Communicating areas of waste that can be eliminated (option D) is a part of the lean approach to service management, which aims to optimize value by reducing waste and inefficiencies. However, it is not the first activity in organizational change management, as it does not address the vision, scope, objectives, and benefits of the change, which are essential for creating a clear picture of the change.

References:

ITIL 4 Managing Professional Transition Module Sample Paper - English, Question 3, Page 5 ITIL 4 Managing Professional Transition Module | Axelos, Section "What is the ITIL 4 Managing Professional Transition Module?", Paragraph 3 ITIL 4 Managing Professional Transition Course Online - Simplilearn, Section "Course Overview", Paragraph 2

[ITIL 4 Foundation: ITIL 4 Edition], Chapter 7, Section 7.2.1, Page 146
[ITIL 4 Foundation: ITIL 4 Edition], Chapter 7, Section 7.2.2, Page 147
[ITIL 4 Foundation: ITIL 4 Edition], Chapter 7, Section 7.2.3, Page 148
[ITIL 4 Foundation: ITIL 4 Edition], Chapter 7, Section 7.2.4, Page 149
[ITIL 4 Foundation: ITIL 4 Edition], Chapter 7, Section 7.2.5, Page 150
[ITIL 4 Foundation: ITIL 4 Edition], Chapter 7, Section 7.2.6, Page 151
[ITIL 4 Foundation: ITIL 4 Edition], Chapter 7, Section 7.2.7, Page 152
[ITIL 4 Foundation: ITIL 4 Edition], Chapter 7, Section 7.2.8, Page 153

NEW QUESTION # 26

A designer has been asked by an organization to design a new office chair. The designer has proposed a plan that they have been asked to validate. In 'design thinking', what should the designer do to BEST validate the plan

- A. Ask the user to communicate their needs for the chair
- B. Adopt the user's point of view of using the chair
- C. Ask the user to provide feedback on a prototype of the chair
- D. Decide for the user what is important for the chair

Answer: A

Explanation:

Large batch sizes of work are considered a barrier to high performance in Lean and Agile because they increase the amount of work in progress (WIP), which leads to longer cycle times, higher variability, lower quality, and reduced feedback and learning. Large

batches also increase the risk of waste, rework, and delays, as well as the complexity and uncertainty of the work. Lean and Agile advocate for reducing batch sizes and limiting WIP, which enables faster flow, shorter feedback loops, higher quality, and more value delivery.

Some of the practices that help reduce batch sizes and limit WIP are:

- * Pulling versus pushing work, which means that work is initiated only when there is a demand and capacity for it, rather than being assigned or scheduled in advance.
- * Making work visible, which means that the status and progress of work are transparent and accessible to all stakeholders, using tools such as Kanban boards, burn-down charts, and dashboards.
- * Limiting work-in-progress, which means that the number of work items in each stage of the workflow is restricted, based on the available resources and throughput, to prevent bottlenecks and overloading.

References:

- * Integrating ITIL 4 and Design Thinking | Cognixia, section "What is Design Thinking?"
- * Service design: ITIL 4 practice guide | Axelos, section 2.1.1
- * ITIL 4 , DESIGN THINKING & RAPID - Devoteam, section "Design Thinking"
- * ITIL4 meets design thinking | Axelos, section "Design thinking"

NEW QUESTION # 27

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