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ITIL 4 Specialist: Create, Deliver and SupportExam Sample Questions (Q68-Q73):

NEW QUESTION # 68
Which is an example of a divisional organizational structure?

- A. An organization which uses a grid of reporting relationships
- B. An organization which has a different business unit for each of its products
- C. An organization which has arranged its teams in a hierarchical authority structure
- D. An organization which does not have a layered management structure

Answer: B

Explanation:
An organization with a different business unit for each of its products is an example of a divisional organizational structure, where divisions are typically based on products, services, or markets.

NEW QUESTION # 69
An organization experiences delays when creating and changing products and services. This is largely because software developers store code in their individual repositories.

- A. Continual improvement
- B. Continuous delivery
- C. Continuous deployment
- D. Continuous integration

Answer: D

Explanation:
Continuous integration (CI) is a practice that involves frequently integrating code changes into a shared repository, allowing teams to detect and resolve issues early. In the context of the scenario, where delays occur due to developers using individual repositories, CI would help by enabling regular integration of code, reducing conflicts, and streamlining the development process. This aligns with the ITIL 4 Specialist: Create, Deliver and Support guidance on optimizing value streams through effective planning and building practices.
The official ITIL 4 CDS study guide (Section 2.2.1) emphasizes that CI reduces delays by automating integration and testing, which is critical when managing service creation and changes. Other options like continuous delivery (B) and continuous deployment (C) are subsequent steps that build on CI, while continual improvement (D) is a broader practice not specifically addressing the repository issue.
Reference: ITIL 4 Specialist: Create, Deliver and Support, Section 2.2.1 - Value Stream Optimization.

NEW QUESTION # 70
A service provider involves suppliers to resolve incidents related to third-party software. Resolution of such incidents typically takes longer because of the time required to contact a supplier and other delays. The service provider needs to involve the supplier every time a similar incident occurs again. The incident manager wants to reduce the costs and improve the timeliness of incident resolution. What is the BEST way for the incident manager to achieve this?

- A. Ensure that solutions provided by the supplier are tested
- B. Avoid transferring incidents to an external supplier as long as possible
- C. Ensure that solutions provided by suppliers are captured and shared in the support team
- D. Ensure that errors in the software that caused incidents are fixed

Answer: C

Explanation:
The best way is to ensure that solutions provided by suppliers are captured and shared within the support team (B). The ITIL 4 Specialist: Create, Deliver and Support guide (Section 4.3.4) recommends knowledge management as a key practice to reduce reliance on external suppliers by documenting and disseminating resolutions, thereby decreasing response times and costs for recurring incidents. This approach builds internal capability, minimizing delays from supplier coordination. Option A delays resolution; option C depends on supplier action beyond the manager's control; and option D, while beneficial, is a validation step that doesn't address knowledge retention. The guide underscores the importance of a knowledge base in incident management.
Reference: ITIL 4 Specialist: Create, Deliver and Support, Section 4.3.4 - Knowledge Management in Incident Resolution.

NEW QUESTION # 71
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 should the organization do FIRST to start to improve the situation?

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

Answer: B

Explanation:
The organization should first use value stream mapping to help understand the end-to-end flow of user support (A). The ITIL 4 Specialist: Create, Deliver and Support study guide (Section 2.3.1) states: "Value stream mapping is the initial step to visualize and analyze the flow of activities, identifying inefficiencies and delays in service delivery processes." This provides a foundation for addressing user complaints by pinpointing bottlenecks before implementing solutions like collaboration (B), tool integration (C), or skill reviews (D). The guide emphasizes: "Mapping ensures a holistic view, essential for effective planning and improvement."
Reference: ITIL 4 Specialist: Create, Deliver and Support, Section 2.3.1 - Value Stream Mapping.

NEW QUESTION # 72
An organization prioritizes its work on a 'last-in, first-out' basis.
Which work item should be actioned NEXT?

- A. An item logged yesterday at 09:00
- B. An item logged today at 09:00
- C. An item logged yesterday at 11:00
- D. An item logged today at 11:00

Answer: D

Explanation:
In a last-in, first-out approach, the most recently logged work item is actioned next, which is the item logged today at 11:00.

NEW QUESTION # 73
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