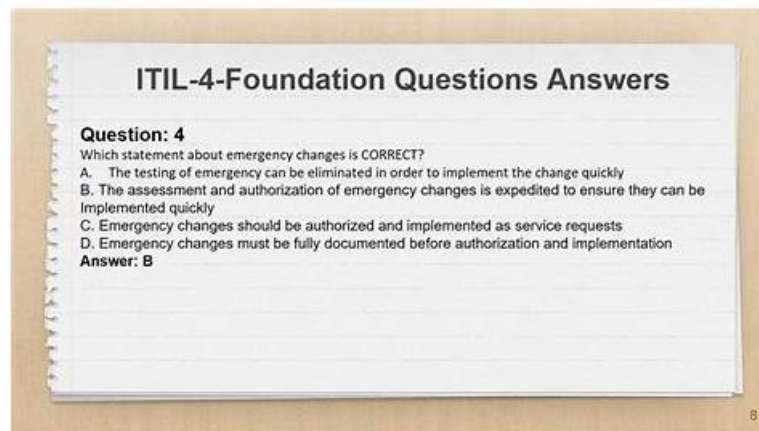


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ITIL 4 Specialist: Create, Deliver and Support Exam Sample Questions (Q38-Q43):

NEW QUESTION # 38

Which is an example of a divisional organizational structure?

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

Answer: D

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 # 39

A service provider is aiming to optimize service management activities to ensure high quality of services and eliminate waste. Each practice and team have been working on continual improvement and implemented a large number of improvements. However, improvement in overall efficiency and in service quality has been lower than expected. What is the BEST approach for the service provider to take to resolve this?

- A. Use value stream mapping to analyze and optimize end-to-end workflows
- B. Implement the continual improvement model for all teams to follow
- C. Use automation to optimize service value streams
- D. Implement Agile methods to improve software development

Answer: A

Explanation:

The best approach is to use value stream mapping to analyze and optimize end-to-end workflows (B). The ITIL 4 Specialist: Create, Deliver and Support study guide (Section 2.3.2) states: "Value stream mapping provides a holistic view of workflows, identifying waste and inefficiencies across practices, even when individual improvements are in place, to enhance overall service quality and efficiency." This addresses the disconnect between team-level efforts and system-wide results, unlike option A (already in use), option C (a tool, not a strategy), or option D (software-specific). The guide adds: "Mapping ensures alignment of improvements with value stream goals." Reference: ITIL 4 Specialist: Create, Deliver and Support, Section 2.3.2 - Value Stream Mapping for Optimization.

NEW QUESTION # 40

Which statement about 'service integration as a service' is CORRECT?

- A. The service integrator provides services and manages other vendors
- B. Multiple vendors provide the service integration and management function
- C. The service integrator does not deliver any services to the organization
- D. The service integrator can be easily replaced by other vendors to leverage better pricing

Answer: A

Explanation:

In service integration as a service, the service integrator both provides services and manages other vendors, ensuring seamless delivery across multiple suppliers.

NEW QUESTION # 41

A software development company wants to improve its service delivery by implementing a value stream for a new service creation. The company aims to balance speed and quality of service delivery. How should the company structure its value stream to meet this objective?

- A. Use comprehensive complex simulations to test the workflow
- B. Enable variance of quality and cost of services
- C. Define and optimize an individual value stream for each team involved in service creation
- D. Integrate feedback loops and escalation mechanisms in the workflow

Answer: D

Explanation:

The company should integrate feedback loops and escalation mechanisms in the workflow (B). The ITIL 4 Specialist: Create, Deliver and Support study guide (Section 2.2.2) explains that effective value stream design requires iterative feedback to ensure quality while maintaining speed, and escalation mechanisms to address issues promptly. This approach allows for continuous improvement and adjustment during service creation, balancing the trade-off between rapid delivery and high standards. Option A creates silos, reducing coordination; option C compromises consistency; and option D, while useful, is a testing method rather than a

structural solution. The guide stresses that feedback loops, such as user testing or peer reviews, are essential for optimizing value streams.

Reference: ITIL 4 Specialist: Create, Deliver and Support, Section 2.2.2 - Feedback Loops in Value Stream Design.

NEW QUESTION # 42

During a service design workshop, a development team come up with lots of different possible design solutions, and then analyze these to select one of them to proceed with.

What 'design thinking' activity is this an example of?

- A. Inspiration and empathy
- B. Implementation
- C. Prototyping
- D. Ideation

Answer: D

Explanation:

Ideation involves generating a wide range of ideas and then analyzing and selecting the best solution to move forward in the design thinking process.

NEW QUESTION # 43

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