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ITIL Foundation (syllabus 2011)

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QUESTION NO: 1

Which process would you MOST expect to be involved in the management of underpinning contracts?

A. Change management

B. Service catalogue management

C. Supplier management

D. Release and deployment management

ANSWER: C

Explanation:

Supplier management is the process most directly involved in managing underpinning contracts. In ITIL, supplier management ensures that suppliers and the services they provide are managed appropriately so they support agreed business needs and service targets. An underpinning contract is a formal agreement between an IT service provider and an external supplier; it defines the supplier's obligations and helps ensure that external commitments align with the provider's commitments to its customers, often documented in service level agreements.

Supplier management maintains supplier and contract information, negotiates and reviews contractual arrangements, monitors supplier performance, and manages relationships and risks throughout the contract lifecycle. This process is therefore essential for confirming that third parties can deliver the components, support, or capabilities required to meet service levels. Effective management of underpinning contracts also provides clear accountability, measurable targets, escalation routes, and mechanisms for addressing supplier performance issues. ITIL's description of supplier management identifies the management of contracts and supplier performance as central process responsibilities. See the ITIL supplier management practice overview from AXELOS and the ITIL Foundation certification overview from PeopleCert.

QUESTION NO: 2

What is most likely to cause a loss of faith in the Service Level Management process?

A. Measurements that match the customer's perception of the service

B. Clear, concise, unambiguous wording in the Service Level Agreements(SLAs)

C. Inclusion of items in the SLA that cannot be effectively measured

D. Involving customers in drafting Service Level Requirements

ANSWER: C

Explanation:

Inclusion of items in the SLA that cannot be effectively measured is most likely to undermine confidence in Service Level Management. An SLA is an agreed, documented commitment for a service, and Service Level Management must be able to monitor, report on, and review whether those commitments have been achieved. If a target is vague, subjective, lacks a defined measurement method, or cannot be supported by reliable data, neither the provider nor the customer can objectively establish performance. Discussions then become based on opinion rather than evidence, making reports difficult to trust and preventing meaningful service reviews or improvement actions.

Effective SLAs therefore need measurable targets, clearly defined metrics, data sources, reporting periods, responsibilities, and agreed calculation methods. This enables transparent communication of actual service performance and supports informed decisions about corrective action and continual improvement. The ITIL definition of a service level agreement emphasizes that it is an agreement between an IT service provider and a customer, while service level management ensures that agreed service levels are delivered and managed. Measurability is essential for demonstrating that this agreement is being met in practice. See the AXELOS definition of a service level agreement and the AXELOS description of service level management.

QUESTION NO: 3

Which process would ensure that utility and warranty requirements are properly addressed in service designs?

A. Availability management

B. Capacity management

C. Design coordination

D. Release management

ANSWER: C

Explanation:

Design coordination is correct because its purpose in ITIL Service Design is to coordinate the design activities, processes, resources, and suppliers needed to create or change services. It ensures that service designs are consistent and effective, and that all relevant requirements are incorporated into the Service Design Package before the service proceeds toward transition. This includes utility—the functionality a service provides to meet a business need, often described as “fit for purpose”—and warranty—the assurances that the service will be available, have sufficient capacity, be continuous, and be secure, or “fit for use.” By providing a single point of coordination across the Service Design lifecycle stage, design coordination makes sure these requirements are considered together rather than being handled in isolation. The resulting service design should therefore define how the service will deliver the required outcomes and how its agreed service levels and operational assurances will be achieved. This reflects the ITIL Foundation view that value is created when utility and warranty are both present. See the official PeopleCert ITIL Foundation certification overview and the ITIL best-practice overview from AXELOS.

QUESTION NO: 4

Which of the following is concerned with fairness and transparency?

A. Capacity management

B. Governance

C. Service design

D. Service level management

ANSWER: B

Explanation:

Governance is concerned with fairness and transparency because it provides the framework through which an organization is directed, controlled, and held accountable. In the ITIL framework, governance establishes decision-making structures, defines authority and accountability, and ensures that organizational policies and strategy are implemented appropriately. These controls support transparent decision making: stakeholders can understand who makes decisions, on what basis those decisions are made, and how performance and compliance are monitored. Fairness is supported by consistent application of policies, clear responsibilities, appropriate oversight, and equitable consideration of stakeholder interests. Governance also includes evaluating organizational needs, directing priorities and policies, and monitoring whether intended outcomes are achieved. This makes it a management-level discipline that ensures IT services and service-management practices align with business objectives while operating responsibly and openly. ITIL describes governance as the means by which an organization is directed and controlled, including the evaluation, direction, and monitoring activities needed to ensure accountability and value delivery. See the AXELOS governance glossary entry and the ITIL governance overview for further context.

QUESTION NO: 5

Which one of the following is the CORRECT set of steps for the continual service improvement approach?

A. Devise a strategy; Design the solution; Transition into production; Operate the solution; Continually improve

B. Where do we want to be?; How do we get there?; How do we check we arrived?; How do we keep the momentum going?

C. Identify the required business outcomes; Plan how to achieve the outcomes; Implement the plan; Check the plan has been properly implemented; Improve the solution

D. What is the vision?; Where are we now?; Where do we want to be?; How do we get there?; Did we get there?; How do we keep the momentum going?

ANSWER: D

Explanation:

The correct set is **"What is the vision?; Where are we now?; Where do we want to be?; How do we get there?; Did we get there?; How do we keep the momentum going?"** ITIL's Continual Service Improvement approach is a structured, iterative method for measuring and improving services, processes, and overall service-management performance. It starts by establishing the vision and organizational objectives, so that improvement activity is aligned with the desired business direction. The organization then establishes its current baseline, defines measurable targets for the desired future state, and plans and executes the actions needed to reach those targets. Measurement and evaluation are essential: confirming whether the target was achieved provides the evidence needed to assess the results of improvement work. Finally, maintaining momentum ensures that improvement becomes an ongoing practice rather than a one-time project, with successful changes embedded and further opportunities identified. This sequence is commonly presented in ITIL 2011 as the CSI improvement approach and supports the Plan-Do-Check-Act principle underlying continual improvement. See the AXELOS overview of continual service improvement and the ITIL UK resources for further ITIL guidance.

QUESTION NO: 6

The remediation plan should be evaluated at what point in the change lifecycle?

A. Before the change is approved

B. Immediately after the change has failed and needs to be backed out

C. After implementation but before the post implementation review

D. After the post implementation review has identified a problem with the change

ANSWER: A

Explanation:

Before the change is approved is correct because a remediation plan is an essential part of assessing whether a proposed change can be authorized safely. In ITIL change management, the change authority needs sufficient information to evaluate the change's risks, expected business value, implementation approach, resource requirements, and the practical means of recovering service if implementation does not achieve the intended result. Evaluating the remediation plan during authorization confirms that recovery actions are realistic, appropriately resourced, understood by the relevant teams, and proportionate to the change's potential impact. This allows the organization to make an informed decision about whether the residual risk is acceptable before implementation begins. The plan may include back-out or rollback activities, restoration steps, communications, escalation arrangements, and criteria for deciding when remediation must be invoked. Treating remediation planning as an approval input supports controlled change enablement: the organization has considered how to restore an acceptable service state before exposing live services to the change. This is consistent with ITIL guidance that change control balances value realization with risk management and service stability. See the ITIL best-practice overview from AXELOS and the PeopleCert ITIL Foundation certification overview.

QUESTION NO: 7

To add value to the business, what are the four reasons to monitor and measure?

A. Validate; Direct; Justify; Improve

B. Evaluate; Diagnose; Justify; Intervene

C. Validate; Direct; Justify; Intervene

D. Evaluate; Direct; Justify; Improve

ANSWER: C

Explanation:

Validate; Direct; Justify; Intervene is correct. In ITIL Continual Service Improvement, monitoring and measurement are not performed merely to collect operational data; they provide information that enables informed management action and demonstrable business value. Measurement validates whether service and process objectives, targets, and expected outcomes have been achieved. It directs activity by revealing where attention, resources, or priorities should be focused. It justifies decisions and investments by supplying objective evidence about performance, costs, trends, and achieved benefits. Finally, it enables intervention when performance deviates from agreed targets or when corrective action is needed to protect or improve service quality. These four purposes connect metrics to governance and continual improvement: data is collected, interpreted against defined goals, and used to make timely decisions that sustain or enhance value for customers and the business. This wording is part of the ITIL 2011 Continual Service Improvement approach to measurement and reporting. See the ITIL overview from PeopleCert and AXELOS guidance on continual improvement.

QUESTION NO: 8

Implementation of ITIL Service Management requires preparing and planning the effective and efficient use of:

A. People, Process, Partners, Suppliers

B. People, Process, Products, Technology

C. People, Process, Products, Partners

D. People, Products, Technology, Partners

ANSWER: C

Explanation:

“People, Process, Products, Partners” is correct because it states the four “Ps of Service Management” defined in ITIL 2011. These four perspectives provide the balanced preparation needed when designing, transitioning, operating, and improving services. People covers the staff, roles, competencies, communication, and organizational culture required to deliver and support services. Process covers the coordinated activities, procedures, controls, and responsibilities that enable repeatable service-management outcomes. Products refers to the technology, tools, systems, and other resources that support the service and its management. Partners covers external suppliers, contracts, and relationships that contribute capabilities or services.

ITIL emphasizes that effective service management cannot be achieved by focusing on only one of these areas. A process may be well designed but fail without capable people; technology must support the process and service objectives; and supplier relationships need to be managed as part of the overall service capability. Planning across all four perspectives helps an organization establish an integrated service-management approach that supports value creation for customers. The ITIL framework is described by AXELOS as guidance for managing IT-enabled services and aligning service delivery with business needs. See AXELOS: What is ITIL? and EXIN IT Service Management certifications.

QUESTION NO: 9

Which process is responsible for discussing reports with customers showing whether services have met their targets?

A. Continual service improvement

B. Change management

C. Service level management

D. Availability management

ANSWER: C

Explanation:

Service level management is responsible for ensuring that agreed IT service targets are defined, monitored, measured, reported, and reviewed with customers. Its purpose is to negotiate achievable service level agreements, monitor actual service performance against those commitments, and maintain an ongoing relationship with customers regarding service quality. A key activity is producing and reviewing service reports that show whether agreed targets—such as availability, response time, resolution time, or throughput—have been achieved during the reporting period. These discussions enable the service provider and customer to confirm performance, identify trends or improvement opportunities, and agree any necessary actions where targets require attention. In ITIL 2011 terminology, this customer-facing review of service achievement is therefore a core responsibility of service level management, rather than merely collecting operational measurements. Official ITIL guidance identifies service level management as the process that negotiates, agrees, and documents service targets, then monitors and reports against them. See AXELOS: ITIL service level management and the PeopleCert ITIL Foundation certification overview.

QUESTION NO: 10

Which of the following might be used to manage an Incident?

1. Incident Model

2. Known Error Record

A. 1 only

B. 2 only

C. Both of the above

D. Neither of the above

ANSWER: C

Explanation:

Both of the above is correct. In ITIL 2011 Incident Management, an incident model may be used when an incident is recurring or can be handled through a defined, repeatable approach. The model documents the steps, responsibilities, timescales, escalation paths, and any required communications for handling that type of incident. This enables support teams to restore normal service consistently and efficiently, particularly for common incidents.

A known error record may also be used while managing an incident. A known error is a problem with a documented root cause and/or workaround. The known error record provides the Service Desk or resolver group with diagnostic information and practical workaround details that can restore service quickly, even where a permanent solution has not yet been implemented. Consulting known errors is therefore an important means of reducing incident resolution time and minimizing business impact. ITIL distinguishes the goal of Incident Management—restoring normal service operation as soon as possible—from the longer-term elimination of underlying causes through Problem Management. See PeopleCert ITIL Foundation and AXELOS Incident Management practice guidance.

QUESTION NO: 11

Which of the following is NOT a recognized example of a service provider type within the ITIL framework?

A. Internal

B. External

C. Service desk

D. Shared services unit

ANSWER: C

Explanation:

Service desk is the correct answer because ITIL identifies it as a function, rather than as a type of service provider. A service desk is the single point of contact between users and the IT service provider. Its purpose is to manage communication with users and to restore normal service operation as quickly as possible by handling incidents and service requests, as well as providing information and coordination. It can be structured in several ways, such as a local, centralized, virtual, or follow-the-sun service desk, but these operating models do not make it a provider category.

In ITIL 2011 terminology, service provider types describe the organizational relationship of the provider to its customer: an internal provider operating within a business unit, a shared-services provider serving multiple business units, or an external provider serving external customers. The service desk instead performs an operational support role within, or on behalf of, one of those provider organizations. This distinction between organizational provider type and IT service-management function is central to accurate ITIL terminology. See the ITIL glossary material from AXELOS and the official ITIL information at PeopleCert.

QUESTION NO: 12

Which of these statements about Service Desk staff is CORRECT?

A. Service Desk staff should be recruited from people who have high levels of technical skill to minimize the cost of training them

B. Service Desk staff should be discouraged from applying for other roles as it is more cost effective to keep them in the role where they have been trained

C. The Service Desk can often be used as a stepping stone for staff to move into other more technical or supervisory roles

D. The Service Desk should try to have a high level of staff turnover as the training requirements are low and this helps to minimize salaries

ANSWER: C

Explanation:

The Service Desk can often be used as a stepping stone for staff to move into other more technical or supervisory roles. In ITIL guidance, the Service Desk is not merely a call-handling function; its personnel develop a broad understanding of business users, services, incidents, requests, support procedures, communication, prioritization, and service-management tools. This combination of practical technical exposure and customer-facing experience makes Service Desk work a valuable development opportunity. Staff who demonstrate aptitude can progress into specialist technical teams, such as infrastructure or application support, or into coordination and supervisory positions, including Service Desk leadership roles. Supporting this progression also benefits the organization: experienced Service Desk personnel carry knowledge of user needs and operational service issues into their future roles, while internal career paths can help motivate and retain employees. ITIL's Service Operation publication specifically identifies the Service Desk as a common entry point and development route for people moving into other IT functions or management positions. This reflects the Service Desk's central role as the interface between users and IT service management processes. See the AXELOS ITIL overview and the PeopleCert ITIL certification overview for information on ITIL service-management practices and roles.

QUESTION NO: 13

A single Release unit, or a structured set of Release units can be defined within:

A. The RACI Model

B. A Release Package

C. A Request Model

D. The Plan, Do, Check, Act (PDCA) cycle

ANSWER: B

Explanation:

A Release Package is correct because ITIL Service Transition defines it as a single release unit or a structured set of release units that are built, tested, and deployed together. A release unit is the portion of a service, IT infrastructure, or other configuration items that is normally released together according to the organization's release policy. The release package provides the practical container for organizing those units into a controlled deployment, including the associated release documentation, build information, and implementation requirements. This enables Release and Deployment Management to plan the release, verify that it is fit for deployment, coordinate its rollout, and maintain traceability of what has entered the live environment. The exact composition and size of a release package can vary: it may contain one unit for a small, focused change, or multiple interdependent units for a larger deployment. This flexibility supports an organization's chosen release policy and risk profile while retaining control over the deployment of new or changed services. The concept is part of the ITIL Service Transition lifecycle guidance, which addresses building, testing, and deploying releases into operation. See the ITIL Service Transition guidance and the AXELOS overview of ITIL.

QUESTION NO: 14

Which of the following activities are responsibilities of a Supplier Manager?

1) Negotiating and agreeing Contracts

2) Updating the Supplier and Contract database

3) Planning for possible closure, renewal or extension of contracts

4) Managing relationships with internal suppliers

A. 1, 2 and 3 only

B. 1, 3 and 4 only

C. 2, 3 and 4 only

D. None of the above

ANSWER: A

Explanation:

1, 2 and 3 only is correct because these activities directly support the ITIL Supplier Management process objective: ensuring that supplier contracts support business needs and that suppliers meet their contractual commitments. A Supplier Manager is responsible for negotiating and agreeing contracts so that service, quality, cost, security, and performance requirements are explicitly defined and controlled. The role also maintains accurate supplier and contract information in the Supplier and Contract Database, enabling the organization to identify applicable agreements, monitor commitments, and make informed sourcing decisions. In addition, planning for contract closure, renewal, or extension is essential contract-lifecycle management. This planning provides sufficient time to review performance, reassess requirements, manage commercial risks, and preserve continuity of services before an agreement expires or changes. Together, these activities establish the controls needed to obtain consistent value from external supplier arrangements and to ensure that underpinning commitments remain aligned with the services delivered to customers. This reflects the Supplier Management coverage in the ITIL Foundation syllabus published by EXIN and ITIL's service-management guidance from PeopleCert.

QUESTION NO: 15

Which one of the following is NOT a responsibility of the service transition stage of the service lifecycle?

A. To ensure that a service can be managed and operated in accordance with constraints specified during design

B. To design and develop capabilities for service management

C. To provide good-quality knowledge and information about services

D. To plan the resources required to manage a release

ANSWER: B

Explanation:

“To design and develop capabilities for service management” is the correct choice because this is a core responsibility of the Service Design stage in the ITIL 2011 service lifecycle. Service Design develops and maintains the designs, architectures, processes, policies, documentation, and capabilities needed to support services throughout their lifecycles. In particular, it ensures that the service-management capability required to deliver and support services is deliberately designed, rather than being created only when a service is moved into the live environment.

Service Transition uses the designs produced earlier to build, test, evaluate, deploy, and transfer new or changed services into operation in a controlled manner. Its purpose includes making sure that services can be operated and managed within the constraints established during design, and that reliable knowledge and information are available to those who must support and use the service. Therefore, designing and developing service-management capabilities belongs to Service Design, making it the item that is not a Service Transition responsibility. ITIL lifecycle guidance is maintained by AXELOS ITIL resources; the ITIL 2011 Service Design publication is also catalogued by the WorldCat library record.

QUESTION NO: 16

The group that authorizes changes that must be installed faster than the normal process is called the?

A. Emergency CAB (ECAB)

B. Urgent Change Authority (UCA)

C. Urgent Change Board (UCB)

D. CAB Emergency Committee (CAB/EC)

ANSWER: A

Explanation:

Emergency CAB (ECAB) is correct because ITIL defines the Emergency Change Advisory Board as the group used to assess and authorize emergency changes when the standard change-management timescales cannot be followed. An ECAB is normally a smaller, appropriate subset of the Change Advisory Board, selected so that the people with the necessary authority and technical or business knowledge can make a prompt decision. It may include the change manager and relevant representatives from areas affected by the proposed change, with membership determined by the nature and urgency of the change.

The purpose is not simply to make a change quickly; it is to balance the urgent need to restore or protect a service with appropriate control of risk. Emergency changes still require recording, assessment, authorization, implementation, and subsequent review, but these activities are expedited and performed proportionately to the circumstances. This use of an ECAB supports ITIL’s change-management objective of enabling beneficial changes while minimizing disruption to live services. The ECAB terminology and role are documented in ITIL process reference material at IT Process Wiki: Emergency Change Advisory Board and align with AXELOS’s ITIL guidance resources at AXELOS ITIL.

QUESTION NO: 17

Which of the following is an objective of business relationship management?

A. To identify patterns of business activity

B. To ensure high levels of customer satisfaction

C. To secure funding to manage the provision of services

D. To ensure strategic plans for IT services exist

ANSWER: B

Explanation:

To ensure high levels of customer satisfaction is an objective of business relationship management because this process is responsible for establishing and maintaining a constructive relationship between the service provider and its customers. In the ITIL 2011 lifecycle, this means understanding customers' business outcomes, needs, priorities, and constraints, then ensuring that the services delivered continue to support those needs. Customer satisfaction is not merely measured after a service interaction; it is actively managed through regular communication, expectation management, review of service performance, and identification of changing business requirements.

A strong relationship allows the provider to confirm that agreed services deliver value and that customers perceive the service quality and outcomes positively. This includes addressing dissatisfaction, capturing improvement opportunities, and maintaining trust between the customer and provider. The objective therefore directly reflects the customer-facing and value-focused role of business relationship management. The ITIL Foundation qualification covers the service-management concepts and processes used to create value for customers; see the PeopleCert ITIL Foundation certification page and the AXELOS ITIL overview.

QUESTION NO: 18

Staff in an IT department are experts in managing specific technology, but none of them know what services are offered to the business. What imbalance does this represent?

A. Extreme focus on cost

B. Extreme focus on responsiveness

C. Vendor focused

D. Extreme internal focus

ANSWER: D

Explanation:

Extreme internal focus is correct because the staff's knowledge is centred on the technologies they operate rather than on the services those technologies enable for business users. ITIL treats a service as a means of enabling customers to achieve desired outcomes without the customer having to manage the associated costs and risks directly. Consequently, service management requires IT staff to understand the business-facing services, their customers, their intended outcomes, and the value they provide. When personnel are highly capable in individual technical domains but cannot identify the services delivered to the business, the organization is looking inward at components, teams, and technical specialization instead of outward at customer value and service outcomes. This is the classic internal-versus-external imbalance described by ITIL: technical capability remains important, but it must be organized and managed in the context of end-to-end services. A service-oriented view helps connect operational work to business priorities, agreed service levels, and continual improvement of customer value. See the ITIL overview from PeopleCert and the ITIL best-practice overview from AXELOS.

QUESTION NO: 19

Which of the following are valid parts of the service portfolio?

1. Service pipeline

2. Service knowledge management system (SKMS)

3. Service catalogue

A. 1 and 2 only

B. 3 only

C. 1 and 3 only

D. All of the above

ANSWER: C

Explanation:

1 and 3 only is correct. In ITIL 2011, the service portfolio represents the complete set of services managed by a service provider across their lifecycle. It comprises three defined sections: the service pipeline, the service catalogue, and retired services. The service pipeline contains services that are proposed or in development and have not yet become available to customers. It gives the provider visibility of future service investments and planned capabilities. The service catalogue is the customer-facing portion of the portfolio: it describes live services, including those available for deployment or currently offered to customers, together with relevant service information. Therefore, both the service pipeline and service catalogue are valid parts of the service portfolio. This structure supports service strategy by enabling decisions about which services should be developed, delivered, maintained, or retired, while maintaining a complete view of the provider's service offerings and commitments. The service portfolio concept and lifecycle perspective are central ITIL service-management practices; see the AXELOS glossary and the PeopleCert ITIL Foundation overview.

QUESTION NO: 20

Which of the following are types of service defined in ITIL?

1. Enabling

2. Core

3. Enhancing

4. Computer

A. 1, 3 and 4 only

B. 2, 3 and 4 only

C. 1, 2 and 4 only

D. 1, 2 and 3 only

ANSWER: D

Explanation:

"1, 2 and 3 only" is correct. In the ITIL 2011 Service Strategy guidance, services are categorized as core services, enabling services, and enhancing services. A core service delivers the basic outcomes that customers want and is the principal reason they use a service provider. Enabling services are necessary for the delivery of a core service; customers may not perceive them as valuable on their own, but the core service cannot be provided effectively without them. Enhancing services add extra value to a core service and can help differentiate one provider's offering from another, for example through added convenience, attractiveness, or functionality. This categorization supports service portfolio and service design decisions by clarifying the role each service plays in delivering customer value and utility. ITIL's service-management framework focuses on co-creating value through services, and these legacy ITIL 2011 terms remain important for understanding the syllabus terminology used in this question. See the ITIL best-practice overview from AXELOS and the PeopleCert ITIL certification overview for the ITIL framework context.

QUESTION NO: 21

Understanding what to measure and why it is being measured are key contributors to which part of the Service Lifecycle?

A. Service Strategy

B. Continual Service Improvement

C. Service Operation

D. Service Design

ANSWER: B

Explanation:

Continual Service Improvement is correct because measurement is a foundational activity for identifying, prioritizing, and validating improvements across services and service-management processes. In the ITIL Service Lifecycle, continual improvement begins by establishing a clear vision and then determining the current position through meaningful measurement. Knowing what to measure ensures that metrics relate directly to service targets, process performance, customer outcomes, and improvement objectives. Knowing why the measurement is needed gives the data context: it allows the organization to decide whether a result demonstrates value, reveals a gap, or supports a particular improvement decision.

ITIL's continual improvement approach uses measurement to establish baselines, assess progress toward defined targets, and confirm whether implemented changes have produced the intended benefit. Measurements are therefore not collected simply because data is available; they must support informed action and demonstrate that improvement efforts align with business and service requirements. This principle is reflected in the Continual Service Improvement lifecycle publication and remains central to modern ITIL guidance on measurement, reporting, and improvement. See the AXELOS ITIL overview and the PeopleCert ITIL certification overview.

QUESTION NO: 22

Which of the following is the BEST description of a service-based service level agreement (SLA)?

A. The SLA covers one service, for all the customers of that service

B. The SLA covers an individual customer group for all services they use

C. An SLA that covers all customers for all services

D. An SLA for a service with no customers

ANSWER: A

Explanation:

The SLA covers one service, for all the customers of that service. In ITIL service level management, a service-based SLA is organized around a particular service rather than around a particular customer or department. It therefore defines the agreed service targets, such as availability, support hours, response times, and other measurable performance commitments, that apply consistently to every customer receiving that service. This structure is useful where the same standard service is provided to multiple customers and the agreed level of service does not need to differ between them. The agreement remains focused on the service itself and makes its expected outcomes clear, measurable, and reviewable for the full customer population using it. ITIL describes service level management as establishing clear, business-based targets for service utility, warranty, and experience, supported by agreed measures and ongoing review. A service-based agreement is a practical way to document those targets when they are common to all users of one service. See the ITIL service level management practice guidance from PeopleCert and the EXIN ITIL Foundation certification overview.

QUESTION NO: 23

How many people should be accountable for a process as defined in the RACI model?

A. As many as necessary to complete the activity

B. Only one - the process owner

C. Two - the process owner and the process enactor

D. Only one - the process architect

ANSWER: B

Explanation:

Only one - the process owner is correct. In a RACI model, accountability is the ultimate ownership of an activity, decision, or outcome. Although several people or teams can perform process activities, contribute expertise, or be consulted and informed, accountability must have a single, unambiguous owner. This prevents gaps in ownership, competing authority, and uncertainty about who must ensure that the process is designed, governed, measured, and improved to meet its objectives.

For an ITIL process, that single accountable role is normally the process owner. The process owner is responsible for ensuring that the process is fit for purpose, documented, operated consistently, monitored through appropriate measures, and improved where needed. The process owner may delegate work and assign responsibility for individual tasks, but delegation does not transfer ultimate accountability for the process outcome. This one-owner principle is a central practical use of RACI: it creates clear decision authority and an identifiable escalation point. ITIL's emphasis on defined roles, responsibilities, and ownership supports effective service management governance. See AXELOS ITIL best-practice guidance and PeopleCert's ITIL certification overview.

QUESTION NO: 24

What are customers of IT services who work in the same organization as the service provider known as?

A. Strategic customers

B. External customers

C. Valued customers

D. Internal customers

ANSWER: D

Explanation:

Internal customers is correct. In ITIL terminology, a customer is a person who defines requirements for a service and takes responsibility for the outcomes resulting from its consumption. Customers may be internal or external to the organization that provides the service. When the customer and the IT service provider are both part of the same organization, such as an internal IT department delivering services to Finance, Human Resources, or Sales, the customer is an internal customer. This distinction helps IT service management identify the nature of the service relationship, including the relevant business priorities, funding arrangements, governance, and service-level expectations. An internal service provider delivers IT services to business units within its own organizational boundary, and those business units are its internal customers. ITIL 2011 defines the customer role and explains the relationship between service providers and the customers they support. See the ITIL glossary entry for customer terminology and the official ITIL guidance overview from PeopleCert.

QUESTION NO: 25

Service design emphasizes the importance of the "Four Ps". These "Four Ps" include Partners, People, Processes and one other "P". Which of the following is the additional "P"?

A. Profit

B. Preparation

C. Products

D. Potential

ANSWER: C

Explanation:

Products is the fourth element of ITIL 2011 Service Design's "Four Ps of Service Design": People, Processes, Products (technology), and Partners (suppliers). This model stresses that successful service design requires a balanced consideration of all four dimensions. In this context, products refers principally to the technology, tools, management systems, architectures, and other technical capabilities required to support and deliver services. Technology must be selected and designed in a way that enables service requirements, supports operational processes, and integrates appropriately with supplier-provided capabilities.

The Four Ps help ensure that a service is not designed only from a process or technical perspective. Service design considers the people who operate and use the service, the processes that govern its delivery and support, the products or technology that enable it, and the partners that contribute products or services. This broad view supports the design of services that are fit for purpose and fit for use throughout their lifecycle. The ITIL 2011 Service Design publication identifies the Four Ps as a foundational consideration for service design. See the AXELOS overview of ITIL service design and the PeopleCert ITIL Foundation certification overview.

QUESTION NO: 26

Which of the following are classed as stakeholders in service management?

1. Customers

2. Users

3. Suppliers

A. All of the above

B. 1 and 3 only

C. 1 and 2 only

D. 2 and 3 only

ANSWER: A

Explanation:

All of the above is correct because ITIL service management treats a stakeholder as any person or organization with an interest in, involvement with, or exposure to the outcomes of a service. Customers are stakeholders because they define requirements, agree service levels, and are accountable for purchasing or approving services. Users are stakeholders because they directly use the service and experience its utility and warranty in day-to-day work. Suppliers are also stakeholders because they provide products, services, or supporting components that enable the service provider to deliver the agreed service. Effective service management therefore requires the provider to identify and manage relationships with each of these groups, ensuring that their needs, responsibilities, expectations, and contributions are understood. This supports value creation and reliable service delivery across the full service lifecycle. The ITIL Foundation syllabus includes customers, users, and suppliers among the key roles and relationships used in service management. See the official EXIN ITIL Foundation certification page and the AXELOS ITIL glossary for ITIL terminology and service-management context.

QUESTION NO: 27

Which stage of the change management process deals with what should be done if the change is unsuccessful?

A. Remediation planning

B. Categorization

C. Prioritization

D. Review and close

ANSWER: A

Explanation:

Remediation planning is correct because it establishes the actions to take if a change does not achieve its intended outcome or causes an unacceptable service impact. Before implementation, the change should have a practical recovery approach that identifies how the service can be returned to a safe, stable state. Depending on the nature of the change, this may involve backing out the implementation, restoring a previous configuration or release, recovering data, invoking contingency arrangements, and defining the authority and communication needed to make that decision promptly.

In ITIL change management, planning is not limited to scheduling technical work. It also considers implementation risks, required resources, test results, expected outcomes, and the arrangements for handling failure. A well-defined remediation plan reduces the duration and business impact of an unsuccessful change because the team does not need to invent a recovery approach during an incident. It therefore supports the change-management objective of enabling beneficial changes while controlling risk to live services. The ITIL guidance describes change enablement as ensuring changes are assessed, authorized, prioritized, planned, implemented, documented, and reviewed in a controlled manner. See PeopleCert's ITIL Foundation overview and AXELOS ITIL resources.

QUESTION NO: 28

Check, Act and Plan are three of the stages of the Deming Cycle. Which is the fourth?

A. Do

B. Perform

C. Implement

D. Measure

ANSWER: A

Explanation:

The correct answer is **Do**. The Deming Cycle, also called the Plan-Do-Check-Act cycle (PDCA), is a continual-improvement model used throughout ITIL service management. It provides a structured, repeatable way to introduce improvements, evaluate their results, and make successful practices part of normal operations. After planning an improvement or change, the organization performs the planned activity on an appropriate scale during the Do stage. It then checks the outcome against the expected results, and acts on what was learned by standardizing a successful improvement or taking further corrective action. In ITIL Foundation 2011, continual service improvement uses this cycle to support measurement, evaluation, and ongoing improvement of services and processes. The ordering may be expressed as Plan, Do, Check, Act, but all four stages are essential components of the same iterative cycle. Further background on the PDCA model is available from the IT Governance PDCA overview and the American Society for Quality's PDCA-cycle resource.

QUESTION NO: 29

Which one of the following is the BEST description of a major incident?

A. An incident which is so complex that it requires root cause analysis before a workaround can be found

B. An incident which requires a large number of people to resolve

C. An incident logged by a senior manager

D. An incident which has a high priority or a high impact on the business

ANSWER: D

Explanation:

"An incident which has a high priority or a high impact on the business

” is the best description because ITIL treats a major incident as the highest-impact category of incident, requiring urgent attention and a specifically defined handling process. A major incident is identified primarily through its business impact and/or priority: it may disrupt a critical business service, affect a substantial number of users, create significant financial, regulatory, safety, or reputational exposure, or require restoration within an exceptionally short target timeframe. The designation ensures that the organization mobilizes the appropriate coordination, communication, technical resources, and management attention to restore service as quickly as possible. ITIL recognizes that organizations must define detailed thresholds for what constitutes “major” in their own incident-management policy, since business-critical services and acceptable levels of disruption differ by organization. However, the common principle remains that major incidents are distinguished by exceptional urgency and business impact, not by the seniority of the caller, the number of people assigned, or whether a root-cause investigation is needed. Root-cause analysis is ordinarily associated with problem management and may occur after service restoration. See the AXELOS incident management overview and the PeopleCert ITIL Foundation certification overview.

QUESTION NO: 30

In Service Operation, if too much emphasis is placed on 'Stability', what might the likely outcome be in terms of responsiveness to customer needs?

A. Customers needs will be met more easily because of the improved stability of the services with fewer failures to disrupt timely delivery

B. From the information given, it is not possible to comment regarding the impact on responsiveness of over-emphasis on stability

C. There is only likely to be a positive outcome from improved stability - the customers must be made fully aware of this and their expectations regarding responsiveness must be managed

D. It is possible that responsiveness may suffer and customers needs may not be met within business timescales

ANSWER: D

Explanation:

It is possible that responsiveness may suffer and customers needs may not be met within business timescales. ITIL Service Operation requires a deliberate balance between maintaining stable, reliable services and responding promptly to changing business requirements, user requests, incidents, and operational circumstances. Stability is essential because it protects agreed service levels and reduces disruption; however, pursuing it too rigidly can make operational teams reluctant or slow to make necessary changes, adapt procedures, or react to urgent customer needs. In practice, this can create excessive controls, approval delays, and an operational culture that prioritizes avoiding change over delivering timely business value. The result may be that a customer’s valid need is not addressed within the timeframes the business considers acceptable, even though the existing service remains technically stable. This reflects the ITIL principle that Service Operation must achieve an appropriate balance among conflicting priorities rather than optimizing a single objective in isolation. The ITIL framework describes service management as enabling value co-creation through services and emphasizes balancing reliability with responsiveness to stakeholder needs. See the PeopleCert ITIL certification overview and the AXELOS resource hub for ITIL guidance and resources.

QUESTION NO: 31

At which stage of the service lifecycle should the processes necessary to operate a new service be defined?

A. Service design: Design the processes

B. Service strategy: Develop the offerings

C. Service transition: Plan and prepare for deployment

D. Service operation: IT operations management

ANSWER: A

Explanation:

Service design: Design the processes is correct because Service Design is the lifecycle stage responsible for turning agreed service requirements into a complete, supportable service design. This includes defining the management processes, roles, responsibilities, tools, measurement approach, documentation, and supplier arrangements that will be required throughout the service's operational life. Establishing these elements during design ensures that the new or changed service can be delivered consistently and supported effectively from the point at which it goes live.

In the ITIL service lifecycle, a service design package brings together the information needed to build, test, deploy, operate, and improve the service. Operational processes must therefore be designed as an integral part of that package rather than treated as an afterthought. The design must consider how incidents will be handled, how changes will be controlled, how performance will be monitored, and how the service will meet its agreed targets. This creates a service that is not only fit for its intended business purpose, but also fit for use by the teams responsible for running it. The ITIL 2011 Service Design publication is available through the official publisher at TSO Shop; the ITIL best-practice framework is maintained by AXELOS.

QUESTION NO: 32

The experiences, ideas, insights and values of individuals are examples of which level of understanding within knowledge management?

A. Data

B. Information

C. Knowledge

D. Governance

ANSWER: C

Explanation:

Knowledge is correct because, in ITIL knowledge management, knowledge is the level of understanding that incorporates human experience, context, interpretation, ideas, insights, and values. It enables people to make informed decisions and take appropriate action; it is not merely a collection of facts or processed records. ITIL describes knowledge as the application of information and data, combined with experience, skills, and judgement, to support decision-making. This includes tacit knowledge: personal, experience-based understanding that may be difficult to document fully but is highly valuable to the organization. Knowledge management is therefore concerned with ensuring that useful knowledge is captured where practical, shared with those who need it, maintained, and made available at the appropriate time. In the DIKW-style hierarchy used in ITIL Foundation material, data consists of discrete facts, information is data given context and meaning, and knowledge adds the ability to interpret and apply that information based on experience and insight. This makes individual experiences, ideas, insights, and values clear examples of knowledge. See the ITIL glossary entry for knowledge management at IT Process Wiki and the ITIL 2011 publication overview from AXELOS.

QUESTION NO: 33

Which one of the following is NOT a responsibility of the service transaction stage of the service lifecycle?

A. To ensure that a service managed and operated accordance with constraints specified during design

B. To design and develop capabilities for service management

C. To provide good-quality knowledge and information about services

D. To plan the resources required to manage a release

ANSWER: B

Explanation:

“To design and develop capabilities for service management” is the correct answer because this is principally an activity of the Service Design stage, rather than Service Transition. Service Design is responsible for creating or changing services and for designing the management capabilities needed to support them, including processes, technology, architectures, measurement methods, and supporting arrangements. Its purpose is to ensure that new or changed services can be introduced into the live environment in a controlled, supportable way and will meet agreed business requirements.

Service Transition takes the designs produced earlier in the lifecycle and builds, tests, evaluates, and deploys them into operation. Its focus is on managing the transition of new or changed services while maintaining the integrity of existing services. It also ensures that the people who will operate and support the service have appropriate information, knowledge, and readiness for the release. Therefore, designing and developing the underlying service-management capabilities belongs to the design work that precedes transition, making the stated activity outside Service Transition’s responsibility. See the ITIL lifecycle overview from AXELOS and the ITIL certification overview from PeopleCert.

QUESTION NO: 34

Which of the following activities is be performed by access management?

A. Providing physical security for staff data centers and other buildings

B. Managing access to computer rooms and other secure locations

C. Managing access to the service desk

D. Managing the rights to use a service or group of services

ANSWER: D

Explanation:

Managing the rights to use a service or group of services is an Access Management activity. In ITIL 2011, Access Management is the process responsible for granting authorized users the right to use a service, while preventing access by unauthorized users. It implements the policies established through Information Security Management and makes sure that access rights are applied appropriately throughout the service lifecycle. In practice, this includes receiving and processing requests for access, verifying authorization, creating or modifying user identities and permissions where required, and revoking rights when they are no longer needed. The process therefore connects a user’s approved role or entitlement with the specific services, applications, data, and functions that the user is permitted to use. This supports confidentiality, integrity, availability, and the organization’s security policies without defining those policies itself. ITIL’s terminology describes access management in terms of managing access rights to services, which directly matches the stated activity. See the AXELOS ITIL glossary and the PeopleCert ITIL Foundation certification overview.

QUESTION NO: 35

What is a RACI model used for?

A. Performance analysis

B. Recording configuration items

C. Monitoring services

D. Defining roles and responsibilities

ANSWER: D

Explanation:

Defining roles and responsibilities is correct. In ITIL, a RACI model is a responsibility-assignment matrix used to make clear who participates in an activity, process, or decision and in what capacity. RACI stands for Responsible, Accountable, Consulted, and Informed. The person or role that is Responsible performs the work; the Accountable role owns the outcome and is answerable for ensuring it is completed; Consulted parties provide input through two-way communication; and

Informed parties receive updates through one-way communication. Applying this model to IT service management processes helps avoid ambiguity, gaps, and duplicated effort by documenting ownership and communication expectations. For example, a RACI chart can clarify which role performs incident resolution, which service owner is accountable for the process outcome, which technical specialists must be consulted, and which stakeholders need status updates. This is especially useful where several teams, suppliers, or business units contribute to a service. ITIL Foundation materials identify the RACI model as a technique for defining roles and responsibilities within service management. See the AXELOS overview of the RACI matrix and the PeopleCert ITIL Foundation certification overview.

QUESTION NO: 36

Which of the following BEST describes technical management?

A. A function responsibilities for facilities management and building control systems

B. A function that provides hardware repair services for technology involved in the delivery of service to customers

C. Senior managers responsibilities for all staff within the technical support function

D. A function that includes providing technical expertise and overall management of the IT infrastructure

ANSWER: D

Explanation:

The correct description is “A function that includes providing technical expertise and overall management of the IT infrastructure.” In ITIL 2011, Technical Management is a function responsible for providing the technical skills, resources, and expertise needed to manage the IT infrastructure. It ensures that the organization has suitable technical knowledge available to support the design, testing, operation, and improvement of IT services. Technical Management also has an important role in the lifecycle management of infrastructure components and in maintaining the technical standards required for reliable service delivery.

“Overall management” in this context does not mean that Technical Management solely owns every service-management activity. Rather, it means the function coordinates and applies technical management of the infrastructure as a whole, including the specialist teams and technical capabilities required to keep it effective. This is consistent with ITIL’s function-based view of organizing people and specialized capabilities to support service management. The ITIL framework is maintained by PeopleCert/AXELOS and describes how service-management practices and organizational capabilities work together to create value: AXELOS ITIL overview. For the ITIL 2011 syllabus context and terminology, see EXIN’s ITIL certification information: EXIN IT Service Management based on ITIL.

QUESTION NO: 37

A process owner is responsible for which of the following?

1. Defining the process strategy

2. Assisting with process design

3. Improving the process

4. Performing all activities involved in a process

A. 2, 3 and 4 only

B. All of the above

C. 1, 2 and 3 only

D. 1, 2 and 4 only

ANSWER: C

Explanation:

1, 2 and 3 only is correct. In ITIL 2011, the process owner is accountable for ensuring that a process is fit for purpose, is designed appropriately, achieves its objectives, and is continually improved. This accountability includes establishing the process vision and strategy, helping to define and maintain the process design, and identifying or sponsoring improvements based on performance, business needs, and feedback. The process owner provides the overall direction and governance needed for the process to deliver consistent value and to remain aligned with service-management objectives.

Process ownership is an end-to-end accountability role rather than a role that requires one person to carry out every operational task within the process. The owner ensures that responsibilities, measurements, documentation, controls, and improvement activities are in place, while process practitioners and other assigned roles execute the individual activities. This distinction allows the process owner to focus on outcomes, effectiveness, and ongoing optimization across the entire lifecycle of the process. ITIL's process-management concepts are reflected in the official AXELOS ITIL glossary and in PeopleCert's ITIL Foundation certification overview.

QUESTION NO: 38

Which of the following is an example of a standard change?

A. A pre-authorized change to reset a user password

B. A change to introduce a new customer-facing application

C. A change required to resolve a major incident

D. A change with unknown impact on a live service

ANSWER: A

Explanation:

A pre-authorized change to reset a user password is correct. A standard change is a pre-authorized change that is low risk, relatively common and follows a documented procedure or work instruction. Once the procedure and authorization have been established, each occurrence does not require the full assessment and authorization associated with a normal change.

A change that introduces a new application or resolves a critical service outage requires individual assessment and authorization. Standard changes remain subject to defined controls, recording and review. See the AXELOS ITIL glossary for related terminology.

QUESTION NO: 39

A configuration model can be used to help

1) Assess the impact and cause of incidents and problems

2) Assess the impact of proposed changes

3) Plan and design new or changed services

4) Plan technology refresh and software upgrades

A. 1, 2 and 3 only

B. All of the above

C. 1, 2 and 4 only

D. 3 and 4 only

ANSWER: B

Explanation:

All of the above is correct. In ITIL 2011, a configuration model represents configuration items and the relationships among them. This relationship information provides a dependable view of service components, including infrastructure, applications, documentation, suppliers, and the services that rely on them. During incident and problem management, the model helps teams trace dependencies to identify likely causes and understand which services or users may be affected. For change management, the same dependency information supports impact assessment by showing the components and services that could be affected by a proposed change.

The configuration model also supports service strategy and design activities. Accurate configuration information enables teams to design or modify services with an understanding of the existing environment and its dependencies. It is equally useful for lifecycle planning, such as technology refreshes and software upgrades, because teams can identify affected configuration items, related versions, service dependencies, and required implementation sequencing. ITIL describes service asset and configuration management as maintaining configuration information needed to support efficient and effective service management processes, including planning and impact analysis. See the AXELOS overview of service configuration management and the PeopleCert ITIL Foundation certification overview.

QUESTION NO: 40

Which one of the following includes four stages called Plan, Do, Check and Act?

A. The Deming Cycle

B. The continual service improvement approach

C. The seven-step improvement process

D. The service lifecycle

ANSWER: A

Explanation:

The Deming Cycle is correct because it is the well-established continuous-improvement model comprising the four iterative stages Plan, Do, Check, and Act, commonly abbreviated as PDCA. In ITIL 2011, Continual Service Improvement uses this cycle as a core quality-management method for planning improvements, implementing them on an appropriate scale, evaluating results against expected outcomes, and taking action to standardize successful changes or make further adjustments. The cyclical nature is important: improvement is not treated as a one-time project but as an ongoing process in which each completed cycle provides information for the next. The model originated with W. Edwards Deming's promotion of a management cycle based on earlier work by Walter Shewhart, and it is broadly used in service management and quality management. ITIL's continual improvement guidance explicitly presents the Deming Cycle as Plan–Do–Check–Act and applies it to managing and improving services over time. See the ITIL guidance resources and the ASQ overview of the PDCA cycle.

QUESTION NO: 41

Which two processes will contribute MOST to enabling effective problem detection?

A. Incident and financial management

B. Change and release and deployment management

C. Incident and event management

D. Knowledge and service level management

ANSWER: C

Explanation:

Incident and event management contribute most directly to effective problem detection because they provide the operational signals and evidence from which problems are identified. Event management monitors configuration items and services for significant state changes. It can identify exceptions, threshold breaches, warnings, and failures, then generate notifications or automated actions. These events can reveal potential underlying faults before they cause widespread business impact.

Incident management supplies another essential source of problem-detection information. It records, categorizes, prioritizes, and tracks service interruptions and degradations reported by users, technical teams, or monitoring tools. Analysis of recurring incidents, incident trends, and major incidents enables Problem Management to recognize that multiple individual disruptions may share an underlying cause. This supports both reactive problem management, following one or more incidents, and proactive identification of weaknesses that could cause future incidents.

Together, these processes create timely, structured operational data: event monitoring identifies symptoms and anomalies, while incident records show their user and service impact over time. Problem Management can then investigate, diagnose root causes, document known errors, and coordinate permanent resolution where appropriate. This relationship is consistent with ITIL service-management practices described by PeopleCert's ITIL certification overview and the AXELOS glossary.

QUESTION NO: 42

Which of the following should be documented in an incident model?

1. Details of the service level agreement (SLA) pertaining to the incident

2. Chronological order of steps to resolve the incident

A. 1 only

B. 2 only

C. Both of the above

D. Neither of the above

ANSWER: B

Explanation:

The correct answer is **"2 only"**. In ITIL, an incident model is a documented, repeatable approach for handling a particular type of incident, especially incidents that occur frequently or have an established resolution method. Its purpose is to help the service desk and support teams restore normal service efficiently, consistently, and with an appropriate level of control. An incident model can include the sequence of steps to be taken, the responsibilities of involved support groups, escalation requirements, expected timescales, and any necessary procedures for closure. Therefore, documenting the chronological order of steps to resolve the incident directly supports the model's role as an operational workflow or script for incident handling.

Using a defined sequence reduces variation in how recurring incidents are managed, enables quicker restoration, and makes it easier for less experienced analysts to follow an approved resolution path. The model may also support automation and standardized communication where appropriate. ITIL 2011 describes incident models as ways of determining the steps that should be taken to handle particular types of incident. See the AXELOS ITIL best-practice overview and the PeopleCert ITIL certification information.

QUESTION NO: 43

Which two elements of financial management for IT services are mandatory?

A. Budgeting and charging

B. Accounting and charging

C. Budgeting and accounting

D. Costing and charging

ANSWER: C

Explanation:

Budgeting and accounting are the mandatory elements of ITIL Financial Management for IT Services. Budgeting is the process of predicting and controlling the money required to deliver and support IT services. It ensures that the service provider can plan its expenditure, allocate funds appropriately, and operate within agreed financial constraints. Accounting supports this by identifying, recording, and reporting the actual costs associated with providing services. Together, these practices give IT management the financial visibility needed to make informed decisions about service provision, investment, and cost control.

Charging, in contrast, concerns recovering costs from customers for services consumed and is applied only when it supports the organization's chosen funding model. An IT organization can therefore operate Financial Management effectively without implementing customer charging, but it cannot manage services responsibly without budgeting and accounting. This reflects the ITIL 2011 definition of Financial Management, which covers budgeting, accounting, and charging, while treating charging as conditional rather than universally required. See the ITIL guidance overview from AXELOS and the PeopleCert ITIL Foundation certification page.