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ITIL 4 Managing Professional Transition is a certification exam that is designed for IT professionals who are already certified in ITIL v3. ITIL-4-Transition exam is intended to help them transition to the ITIL 4 framework. ITIL 4 Managing Professional Transition certification demonstrates that the candidate has the knowledge and skills required to manage and operate IT services in line with the ITIL 4 framework.

ITIL 4 Managing Professional Transition Certification Exam is an essential step for IT professionals who want to stay relevant in the ever-changing IT industry. It provides a comprehensive understanding of the ITIL 4 framework and its applications in real-world situations. Passing the exam demonstrates to employers that you have the knowledge and skills to provide high-quality IT services that meet the needs of today's businesses.

NO.30 An organization is implementing new technology that will significantly improve how they interact with their customers.

Which term BEST describes this situation?
* Digital organization
* High velocity IT
* Digital transformation
* IT transformation

Explanation

Digital transformation is the process of using digital technologies to create new or modify existing business processes, culture, and customer experiences to meet changing business and market requirements1. It is not just about implementing new technology, but also about changing the way an organization operates and delivers value to its customers. High velocity IT is one of the four dimensions of service management in ITIL

4, which refers to the rapid delivery and operation of IT-enabled products and services that can continuously evolve2. Digital organization and IT transformation are not specific terms defined in ITIL 4, but they could be related to digital transformation in some contexts. References:

ITIL 4 and Digital Transformation

[ITIL 4 Foundation: High Velocity IT]

NO.31 Which statement is CORRECT when considering a transformation to high velocity IT?
* All organizations benefit from high velocity
* High performance is usually part of the change
* High-velocity IT should be applied throughout the organization
* Customer-facing systems should be excluded from the change

Explanation

A transformation to high velocity IT is a change that involves adopting digital operating models and practices that enable organizations to deliver products and services faster, better, and cheaper. High velocity IT is not suitable for all organizations or all parts of an organization, as it depends on the context, culture, and objectives of each situation. Therefore, statements A and C are incorrect. High velocity IT is especially relevant for customer-facing systems, as they need to meet the changing needs and expectations of customers in a competitive and dynamic environment. Therefore, statement D is also incorrect. High performance is usually part of the change, as high velocity IT aims to improve the quality, value, and outcomes of the products and services delivered, as well as the efficiency, effectiveness, and agility of the processes and practices involved. Therefore, statement B is correct. References:

ITIL 4 Specialist: High-velocity IT | Axelos

ITIL 4 High-velocity IT: the digital enterprise | Axelos

ITIL 4 High Velocity IT (HVIT) Book – EVERYONE – Skillsoft

ITIL 4 Specialist: High Velocity IT – Good e-Learning

NO.32 Which guiding principle would help the MOST in breaking down silos and elimating conflicting goals?
* Start where you are
* Progress iteratively with feedback
* Optimize and automate
* Collaborate and promote visibility

Explanation

Collaborate and promote visibility is the guiding principle that would help the most in breaking down silos and eliminating conflicting goals. This principle encourages working together across boundaries and sharing information and knowledge with relevant stakeholders. By doing so, the organization can achieve a common understanding of the vision, objectives, and progress of the service value system. This also helps to avoid duplication of work, reduce errors, and improve efficiency and effectiveness. Collaborate and promote visibility also fosters a culture of trust, openness, and learning, which are essential for continual improvement and innovation. References:

ITIL 4 Foundation: ITIL 4 Edition, section 4.3.4

6 reasons why ITIL 4’s guiding principle of collaborate and promote visibility is important, section

“Collaboration and value co-creation”

NO.33 Which two stakeholders co-create value in the service relationship?
* The consumer and provider
* The provider and supplier
* The investor and consumer
* The investor and supplier

Explanation

According to ITIL 4, value is co-created by two stakeholders in the service relationship: the consumer and the provider. The consumer is the person or organization that defines the requirements for a service and takes responsibility for the outcomes of service consumption. The provider is the person or organization that provides services to consumers. Value is co-created when the consumer and the provider collaborate and communicate to ensure that the service meets the consumer’s needs, expectations, and outcomes. Value is not delivered by the provider alone, but rather emerges from the interactions between the provider and the consumer. The other options are not correct, as they do not involve the consumer and the provider. The supplier is a person or organization that provides goods or services to the provider, but does not directly co-create value with the consumer. The investor is a person or organization that provides funding or resources for the provider, but does not directly co-create value with the consumer. References:

ITIL 4 and value co-creation | Axelos1

ITIL 4 – from creating value to co-creating value | Axelos2

What is co-creation in ITIL 4? – QRP International – Belgium3

Deriving Value Through Cocreation: ITIL And Other Best Practices Frameworks4

NO.34 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?
* Review skills and competencies of user support staff to ensure they have the required capability
* Improve the integration of tools to ensure there are no gaps between processes
* Use value stream mapping to help understand the end-to-end flow of user support
* Encourage teams to collaborate so they can focus on value of users

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

NO.35 A large service provider with many staff has built a relationship with a customer and agreed a 10-year contract. Both organizations have shared information freely and responded to requests.

Which is MOST LIKELY to be a threat to maintaining the relationship?
* Scheduling interactions between customer and service provider
* Changes in service provider and customer staff
* Failing to explain service provider actions that impact the customer
* Failing to deal with communication in a timely fashion

NO.36 Which is an example of a digital organization?
* An organization which uses IT to support its operational processes
* An organization which has undergone an IT transformation
* An organization which uses IT to change its strategic direction
* An organization which uses IT to improve its ‘service desk’ practice

Explanation

A digital organization is an organization that leverages digital technology to create value for its customers, employees, and other stakeholders. A digital organization is not just an organization that uses IT to support its operational processes, or an organization that has undergone an IT transformation, or an organization that uses IT to improve its ‘service desk’ practice. These are examples of IT-enabled organizations, but not necessarily digital organizations. A digital organization is an organization that uses IT to change its strategic direction, to create new business models, to innovate and differentiate itself from competitors, and to deliver value faster and more effectively. A digital organization is an organization that adopts a digital mindset, culture, andcapabilities to thrive in the digital era. References:

https://www.axelos.com/resource-hub/blog/itil-4-leader-dits-guide-for-digital-transformation

https://assets.website-files.com/6372a610b17ef0b86547d1ae/6400e103a11a9d3d6dc0abb7_ITIL4_Digital%20an

NO.37 An organization’s customers have historically been satisfied with the functionality and performance of its service. Recently, hovewer, the organization is getting complaints about both the performance of the services and areas such as sales and customer support. How BEST can the organization collect the information needed to address these complaints?
* Collect customer experience and service level metrics
* Use feedback from service reviews to assess value realization
* Gather customer service performance metrics and map to SLAs
* Conduct satisfaction surveys after service interactions

Explanation

The best way for the organization to collect the information needed to address the complaints is to collect customer experience and service level metrics. Customerexperience metrics are measures of how customers perceive the quality and value of the service and the interactions they have with the service provider. Service level metrics are measures of how well the service meets the agreed requirements and expectations of the customers and users. By collecting both types of metrics, the organization can identify the gaps and issues in the service delivery and the customer journey, and take actions to improve them. Some examples of customer experience metrics are customer satisfaction, net promoter score, customer effort score, and customer loyalty.

Some examples of service level metrics are availability, reliability, performance, and incident resolution time.

References:https://www.axelos.com/resource-hub/blog/itil-4-leads-to-value

https://www.genroe.com/blog/what-is-the-role-of-customer-feedback-in-the-itil-framework/861

NO.38 An organization is compiling information about how a new service will be used. It is considering how each set of stakeholders will experience the service. In the past, the suppliers have been unreliable, so the organization wants to identify the main risks and dependencies for the introduction of the service. What is this an example of?
* An agile approach
* Value stream mapping
* Workforce planning
* Shift left

NO.39 Which is included in onboarding?

1. Negotiating service targets with customers

2. Building awareness of the new consumer

3. Ensuring resources are prepared for service provision

4. Designing the service components and infrastructure
* 1 and 2
* 2 and 3
* 3 and 4
* 1 and 4

Explanation

Onboarding is one of the six activities in the service value chain, which is the set of interconnected activities that an organization performs to deliver a valuable product or service to its consumers and other stakeholders1. Onboarding involves providing the consumer with the agreed service and ensuring that they can use it as intended1. This includes building awareness of the new consumer, such as informing them about theservice features, benefits, and costs, as well as ensuring resources are prepared for service provision, such as allocating staff, equipment, and facilities2. Negotiating service targets with customers is part of the engage activity, which involves understanding the needs and expectations of the stakeholders and establishing agreements on how to meet them1. Designing the service components and infrastructure is part of the design and transition activity, which involves ensuring that products and services continually meet stakeholder expectations for quality, costs, and time to market1. References:

ITIL 4 Foundation: Service Value Chain

Transforming customer journeys with ITIL 4 DSV

NO.40 Which are elements of the service value system?
* Service provision, service consumption, service relationship management
* Governance, service value chain, practices
* Outcomes, utility, warranty
* Customer value, stakeholder value, organization

Explanation

The service value system is a model that describes how all the components and activities of an organization work together as a system to enable value creation. The service value system consists of five elements:

governance, service value chain, practices, guiding principles, and continual improvement. Governance is the means by which an organization is directed and controlled. It ensures that the organization’s strategy, policies, and objectives are aligned with the value proposition and the stakeholder needs. Service value chain is a set of interconnected activities that an organization performs to deliver a valuable product or service to its consumers and to facilitate value realization. Practices are sets of organizational resources designed for performing work or accomplishing an objective. Practices include processes, roles, tools, techniques, and methods that enable the organization to carry out its work effectively and efficiently. The other two elements of the service value system are guiding principles and continual improvement, which are not part of the answer options.

References:

The ITIL 4 Service Value System Explained – ITSM.tools

Service Value System in ITIL 4 Explained | Sprintzeal

NO.41 Which concept is PRIMARILY concerned with multiple teams moving to a cross-functional way of working?
* Organizational structure
* Employee satisfaction measurement
* Working to a customer oriented mindset
* The value of positive communications

NO.42 What is the MOST LIKELY reason for an organization to delay a transformation to high velocity?
* The organization is not ready for a cultural change
* The organization is facing rapidly changing customer needs
* The organization needs high levels of IT service availability
* The organization needs to maintain high levels of information security

Explanation

The most likely reason for an organization to delay a transformation to high velocity is that the organization is not ready for a cultural change. High velocity IT requires a significant shift in the mindset, values, and behaviors of the organization and its people, as well as the adoption of new ways of working, such as agile, lean, and DevOps. These changes can be challenging and disruptive for some organizations, especially those that have a traditional, hierarchical, or siloed culture. Therefore, the organization may need to assess its readiness and willingness for a cultural change before embarking on a transformation to high velocity IT. This reason is supported by the following references:

ITIL 4 Specialist: High-velocity IT explores the ways in which digital organizations and digital operating models function in high velocity environments1 ITIL 4 High-velocity IT: the digital enterprise2 ITIL4 Specialist: High Velocity IT3

NO.43 An organization supports the users of its services using a tiered structure. There are many specialists in the second- and third-line resolution teams who have worked for the organization for a long time. The organization is in the process of deploying

many changes to services. This is likely to result in a large number of complex incidents. In addition, there are long backlogs of work for the second and third-line resolution teams to complete.

Which is the BEST approach or technique to resolve this situation?
* Service integration and management
* Machine learning
* Swarming
* An information model

Explanation

Swarming is a technique to more effectively resolve complicated and complex issues, which typically require more than one person or group to complete an activity effectively1. Swarming involves stakeholders working together to resolve the issue, rather than escalating it through a tiered structure2. Swarming can reduce the time toresolution, improve the customer experience, and enhance the knowledge sharing and collaboration among the support teams3. Swarming is also a concept used in Agile and DevOps methodologies, which are part of the ITIL 4 framework4.

Service integration and management (SIAM) is a management methodology that can help coordinate multiple service providers and ensure consistent and seamless service delivery to the customers. However, SIAM is not a technique to resolve complex incidents within an organization, but rather a way to manage the relationships and interactions among different service providers.

Machine learning is a branch of artificial intelligence that enables systems to learn from data and improve their performance without explicit programming. Machine learning can help automate some aspects of service management, such as incident classification, routing, and resolution. However, machine learning is not a technique to resolve complex incidents that require human intervention and collaboration.

An information model is a representation of concepts, relationships, constraints, rules, and operations to specify the semantics of something. An information model can help define and structure the data and information used in service management, such as configuration items, incidents, problems, changes, etc.

However, an information model is not a technique to resolve complex incidents, but rather a way to organize and manage the information.

Therefore, the best approach or technique to resolve the situation described in the question is swarming.

References: 1: ITIL 4 Foundation, page 77 2: ITIL 4 & swarming – finding the right people & process | Axelos 3: Swarming vs Tiered Support Models Explained – BMC Software 4: ITIL 4 Specialist: Create, Deliver and Support, page 33 : ITIL 4 Foundation, page 81 : ITIL 4 Specialist: High-Velocity IT, page 36 :

ITIL 4 Specialist: High-Velocity IT, page 37 : ITIL 4 Foundation, page 83 : ITIL 4 Specialist: Create, Deliver and Support, page 35

NO.44 The CIO of a large multi-national organization has noticed that the whole IT department are performing poorly. The CIO is committed to changing the behaviour patterns of their staff to improve performance across the whole IT department.

Which of the following will BEST help to improve staff behaviour?
* Running safe to fail experiments that provide learning opportunities
* Comparing the cost of delay’ between work items to ensure that financially valuable work is prioritized
* Implementing CI/CD toots to deploy software quickly
* Adopting Kanban boards to visualise the flow of work across software development teams

Explanation

Running safe to fail experiments that provide learning opportunities is the best option to improve staff behaviour, as it aligns with the ITIL 4 guiding principle of progress iteratively with feedback1. This principle encourages the use of experimentation and learning from failures to improve the service and the organization. By running safe to fail experiments, the staff can test new ideas, learn from the outcomes, and adapt their behaviour accordingly. This can foster a culture of innovation, collaboration, and continuous improvement in the IT department. The other options are not directly related to improving staff behaviour, but rather to improving the efficiency and effectiveness of the service delivery. Comparing the cost of delay between work items to ensure that financially valuable work is prioritized is a technique for value stream optimization, which is part of the ITIL 4 practice of service value stream management2. Implementing CI/CD tools to deploy software quickly is a method for achieving high-velocity IT, which is one of the ITIL 4 specialist modules3. Adopting Kanban boards to visualize the flow of work across software development teams is a tool for implementing agile and lean approaches, which are also part of the ITIL 4 framework3. While these options may have some positive impact on staff behaviour, they are not the primary focus or the best way to achieve it. References: 3, 2, 1

NO.45 Which can act as an operating model for an organization?
* The four dimensions of service management
* The service value chain
* The ITIL guiding principles
* Continual improvement

NO.46 Which is an example of results-based measurement and reporting?
* Measuring and reporting the number of hours worked by service desk employees
* Measuring and reporting the number of supplier-related interruptions to a service
* Measuring and reporting the customer satisfaction with closed incidents
* Measuring and reporting the cost of providing a service to customers and users

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