IT Service Management for Busy People

Flashcards and Practice Questions

1,000 questions to strengthen recall, understanding, and practical judgment.

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Bare Metal Cyber Academy

Publication notes

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This independent learning companion supports IT Service Management for Busy People and the Bare Metal Cyber Academy audio course. The seven topics organize this question bank for study. They are not presented as an official examination blueprint.

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The material is provided for education. The workplace situations are instructional examples. Apply service management concepts in the context of your organization, its obligations, and the needs of the people using its services.

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The questions are independently written practice material. Results identify areas to revisit; they do not establish readiness for, or predict a score on, any certification examination.

Contents Start practice

How to use the learning system

Read and listen

Read a related chapter for depth, then use its Listen and Reinforce lessons to revisit the ideas. The answer page names the relevant book chapter, section, and audio episode so you can return to an explanation when you need it.

Recall before revealing

Work through a small set. Choose one best answer and explain your reasoning before selecting Show answer. Read the explanation even when you answered correctly. Check why the other choices do not fit the situation.

Apply and revisit

Connect the idea to a service you know, or use a hypothetical example. Record the question numbers you want to revisit. Return to difficult items after a break, and mix familiar and unfamiliar topics as your understanding improves.

Move around the PDF

Each question is followed by its answer page. Show answer and Return to question keep the pair together. Next card opens the next question. Topic index returns to the current set, and Contents opens all seven topics.

Open the connected resources

Chapter links open the relevant section in the companion main-book PDF. Keep both PDFs together after extracting the package. Audio links open a lesson page or the course directory; use the displayed episode number and title when the directory opens. Link handling depends on your PDF viewer.

Choose a topic

Select a topic, then choose any question number in that set.

1. Service management fundamentals and value

Questions 1-160 | 160 questions

2. The four dimensions in practice

Questions 161-280 | 120 questions

3. The product and service lifecycle

Questions 281-420 | 140 questions

4. Governance, principles, and the value system

Questions 421-560 | 140 questions

5. Continual improvement and value streams

Questions 561-700 | 140 questions

6. AI-enabled service management

Questions 701-880 | 180 questions

7. Working with other management frameworks

Questions 881-1000 | 120 questions

Topic 1

Service management fundamentals and value

Distinguish products, services, roles, and value. Connect the terminology to the decisions people make when they provide and use services.

Select a question. Return here with Topic index on either card face.

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Practice: card 1 of 1,000

Question 1

Choose the best answer.

A company's product, support, risk, and supplier teams use different terms for the same service activities. What is the PRIMARY benefit of adopting a shared service management vocabulary?

A. It standardizes tools for recording each team's work.

B. It establishes which team has authority to approve changes to a service.

C. It defines the operational steps each team must follow during service delivery.

D. It gives teams consistent meanings for service concepts and responsibilities.

Show answer Next card

Topic index Contents

Practice: card 1 of 1,000

Answer 1

Correct Answer: D. It gives teams consistent meanings for service concepts and responsibilities.

Why this answer

Shared vocabulary lets teams discuss the same concepts without repeatedly translating conflicting definitions. Choosing tools, assigning approval authority, and specifying procedures require additional management decisions.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

Return to question Next card

Topic index Contents

Practice: card 2 of 1,000

Question 2

Choose the best answer.

Which description BEST fits a digital product?

A. A description of service commitments agreed with a particular consumer group.

B. A technical component recorded and maintained in a configuration database.

C. A managed combination of resources and capabilities that enables consumer value.

D. A sequence of support activities used to restore an interrupted service.

Show answer Next card

Topic index Contents

Practice: card 2 of 1,000

Answer 2

Correct Answer: C. A managed combination of resources and capabilities that enables consumer value.

Why this answer

A product combines resources such as technology, information, people, and supporting arrangements. A component, support workflow, or agreement may contribute to that product but does not describe the complete resource combination.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 05: Distinguish Digital Products and Services to Think in Modern ITIL Terms

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Practice: card 3 of 1,000

Question 3

Choose the best answer.

What does describing technical work in terms of business value help a team explain?

A. How its work contributes to outcomes that stakeholders need.

B. How many operational tasks the team completed.

C. Which technical standards the team followed when implementing the solution.

D. Which infrastructure components account for the largest share of operating expense.

Show answer Next card

Topic index Contents

Practice: card 3 of 1,000

Answer 3

Correct Answer: A. How its work contributes to outcomes that stakeholders need.

Why this answer

A value-focused description connects work to the result people need. Component costs, activity counts, and standards compliance can inform a review, but none alone explains whether the work helped stakeholders achieve that result.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 04: Master Digital Product and Service Management Concepts Without Drowning in Jargon

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Practice: card 4 of 1,000

Question 4

Choose the best answer.

In a service relationship, which person is acting as the customer?

A. The technical specialist maintaining the platform and resolving faults reported by users.

B. The manager defining requirements and accepting accountability for service outcomes.

C. The employee using the portal to complete daily work.

D. The executive authorizing the budget needed to consume the service.

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Practice: card 4 of 1,000

Answer 4

Correct Answer: B. The manager defining requirements and accepting accountability for service outcomes.

Why this answer

The customer defines service requirements and accepts responsibility for consumption outcomes. The employee using the portal is a user, the budget authorizer is a sponsor, and the maintenance specialist performs provider work. One person can hold several roles, but their responsibilities remain distinct.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders
Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Topic index Contents

Practice: card 5 of 1,000

Question 5

Choose the best answer.

Which statement BEST captures value co-creation?

A. The supplier establishes value through the performance of its contracted components.

B. The provider establishes value by completing the agreed delivery activities.

C. Value is established when a customer accepts the initial service specification.

D. Value emerges as provider capabilities and consumer actions combine in use.

Show answer Next card

Topic index Contents

Practice: card 5 of 1,000

Answer 5

Correct Answer: D. Value emerges as provider capabilities and consumer actions combine in use.

Why this answer

Providers contribute capabilities while consumers contribute goals, context, decisions, and use. Delivery completion, specification acceptance, and supplier performance can support value, but none establishes the consumer outcome on its own.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 10: Grasp Value Co-Creation Beyond Delivery and Into Shared Outcomes

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Contents

Practice: card 6 of 1,000

Question 6

Choose the best answer.

Why should a service review consider outcomes, costs, and risks together?

A. The lowest purchase price indicates the most efficient route to the outcome.

B. The largest expected benefit provides the clearest basis for choosing an option.

C. The benefit must justify the burden and exposure involved in achieving it.

D. The provider can compare options using the same operational performance targets.

Show answer Next card

Topic index Contents

Practice: card 6 of 1,000

Answer 6

Correct Answer: C. The benefit must justify the burden and exposure involved in achieving it.

Why this answer

A useful outcome can still be a poor choice when its cost or risk is unacceptable. Price, benefit size, and operational targets each describe part of the decision and need to be assessed together.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 7 of 1,000

Question 7

Choose the best answer.

Which statement BEST distinguishes utility from warranty?

A. Utility means fitness for purpose; warranty means fitness for use.

B. Utility concerns the cost of consumption; warranty concerns agreed service responsibilities.

C. Utility concerns reliability in operation; warranty concerns the functions provided.

D. Utility concerns the functions provided; warranty concerns ownership of supporting assets.

Show answer Next card

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Practice: card 7 of 1,000

Answer 7

Correct Answer: A. Utility means fitness for purpose; warranty means fitness for use.

Why this answer

Utility asks whether the service enables the required task or outcome. Warranty addresses dependable use through characteristics such as availability, capacity, continuity, and security. Asset ownership and cost matter but do not define this distinction.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 8 of 1,000

Question 8

Choose the best answer.

A service review considers ease of use, staff workload, energy consumption, and whether the operating model can be sustained. Which perspective is it applying?

A. Considering experience and long-term viability when judging service value.

B. Assessing the provider resources needed to meet current availability commitments.

C. Comparing the contracted service scope with the features currently available.

D. Checking conformity with the technical specification accepted before release.

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Practice: card 8 of 1,000

Answer 8

Correct Answer: A. Considering experience and long-term viability when judging service value.

Why this answer

Experience includes the effort and confidence involved in using a service, while sustainability considers its continuing effects on people, resources, and finances. A specification, availability review, or scope comparison would cover only part of this assessment.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 13: Bring Experience and Sustainability Into the Conversation About Value

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Practice: card 9 of 1,000

Question 9

Choose the best answer.

Why review the stakeholder journey as well as individual support contacts?

A. To establish which support team completes the largest share of requests.

B. To compare incident resolution performance against the agreed response targets.

C. To see how connected interactions shape the experience over time.

D. To identify the technical dependencies used by each support resolver group.

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Practice: card 9 of 1,000

Answer 9

Correct Answer: C. To see how connected interactions shape the experience over time.

Why this answer

A journey review includes discovery, onboarding, ordinary use, support, and follow-up. Team workload, incident targets, and dependencies are useful operational views, but they do not show the complete experience across those touchpoints.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 10 of 1,000

Question 10

Choose the best answer.

Why assess service value beyond the release date?

A. The delivery team needs a consistent completion point for measuring its output.

B. Later use, support, improvement, and exit can change the overall result.

C. The initial acceptance decision provides a stable baseline for reporting success.

D. The release review confirms that continuing support arrangements will remain adequate.

Show answer Next card

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Practice: card 10 of 1,000

Answer 10

Correct Answer: B. Later use, support, improvement, and exit can change the overall result.

Why this answer

A release is one event in a service lifetime. Support costs, changing needs, improvement decisions, and retirement arrangements can strengthen or weaken value after launch; an initial acceptance record cannot establish those later results.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Seeing Value Across the Full Lifecycle

Main book, page 26

Episode 06: Trace How Value Creation Happens Across the Product and Service Lifecycle

Open the course directory and select this episode.

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Practice: card 11 of 1,000

Question 11

Choose the best answer.

Which description BEST fits a management practice?

A. A sequence of activities that transforms defined inputs into specified outputs.

B. Organizational resources brought together to achieve a management objective.

C. A policy defining a team's operating boundaries.

D. A department whose members have responsibility for a particular service activity.

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Practice: card 11 of 1,000

Answer 11

Correct Answer: B. Organizational resources brought together to achieve a management objective.

Why this answer

A practice combines people, processes, information, technology, and other resources to achieve its objective. A process, policy, or department can contribute, but each represents only part of the capability.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Practice: card 12 of 1,000

Question 12

Choose the best answer.

What does reviewing an activity as part of a management practice help a team examine?

A. The organizational reporting lines of the people assigned to the activity.

B. The tool features used to record and route the work.

C. The sequence of tasks needed to complete one defined transaction.

D. The roles, inputs, actions, outputs, and measures that make the work effective.

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Practice: card 12 of 1,000

Answer 12

Correct Answer: D. The roles, inputs, actions, outputs, and measures that make the work effective.

Why this answer

A practice review connects the resources and responsibilities needed for reliable work. A task sequence, reporting structure, or tool description can inform the review, but none covers the complete capability.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 13 of 1,000

Question 13

Choose the best answer.

Which description BEST captures the purpose of a service?

A. Defining the activities and handoffs needed to produce a specified output.

B. Enabling consumer outcomes by managing agreed costs and risks.

C. Describing the features and terms made available to a target consumer group.

D. Combining resources into a product that the provider maintains and improves.

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Practice: card 13 of 1,000

Answer 13

Correct Answer: B. Enabling consumer outcomes by managing agreed costs and risks.

Why this answer

A service helps consumers achieve outcomes without managing every underlying cost and risk themselves. The alternatives describe a product, an offering, and a process; consumers still retain responsibilities within the service relationship.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 05: Distinguish Digital Products and Services to Think in Modern ITIL Terms

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Question 14

Choose the best answer.

A service meets uptime targets, but users abandon it because completing a critical task takes too long. What is the BEST conclusion?

A. The team should prioritize completing the remaining planned technical features.

B. The adoption campaign needs stronger messages about the service availability results.

C. The technical measures are insufficient to establish value for users.

D. The availability target needs to be tightened before other measures are reviewed.

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Practice: card 14 of 1,000

Answer 14

Correct Answer: C. The technical measures are insufficient to establish value for users.

Why this answer

Availability does not establish that users can achieve the intended outcome with acceptable effort. The review needs task and experience evidence; tighter uptime targets, more features, or promotion may fail to address the observed friction.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 15 of 1,000

Question 15

Choose the best answer.

What should an introductory understanding of service management primarily enable a learner to do?

A. Approve complex service designs without consulting specialists in the affected areas.

B. Explain core concepts and apply their relationships to straightforward workplace decisions.

C. Configure the workflow rules used by a particular service management platform.

D. Develop detailed statistical models for measuring every aspect of service performance.

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Practice: card 15 of 1,000

Answer 15

Correct Answer: B. Explain core concepts and apply their relationships to straightforward workplace decisions.

Why this answer

A practical foundation supports shared language, interpretation, and informed questions. Detailed configuration, complex design approval, and specialist analytics require additional expertise and authority.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Building a Practical Foundation

Main book, page 15

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Question 16

Choose the best answer.

A team delivers a working feature. What additional evidence is MOST important before claiming the intended value was achieved?

A. Evidence that people used it successfully to achieve the desired outcome.

B. Evidence that the supplier invoice matched the agreed purchase specification.

C. Confirmation that the delivery team closed the associated implementation tasks.

D. Confirmation that the feature was recorded in the current service catalog.

Show answer Next card

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Practice: card 16 of 1,000

Answer 16

Correct Answer: A. Evidence that people used it successfully to achieve the desired outcome.

Why this answer

A functioning feature is an output; value depends on what happens when people use it. Catalog entries, task closure, and correct invoicing document delivery but do not demonstrate the intended consumer result.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 15: Reinforce Value Co-Creation Concepts for Faster Recall and Better Judgment

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Question 17

Choose the best answer.

Which approach BEST reflects connected digital product and service management?

A. Transfer ownership between specialist teams when their assigned activities are complete.

B. Measure product teams by delivery speed and support teams by ticket closure.

C. Coordinate planning, delivery, support, and improvement around the intended consumer outcomes.

D. Use the approved requirement document as the principal measure of continuing success.

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Practice: card 17 of 1,000

Answer 17

Correct Answer: C. Coordinate planning, delivery, support, and improvement around the intended consumer outcomes.

Why this answer

Connected management follows how decisions and handoffs affect outcomes throughout the service lifetime. Separate activity targets, ownership transfers, and initial requirements need feedback and coordination to remain useful.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 04: Master Digital Product and Service Management Concepts Without Drowning in Jargon

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Practice: card 18 of 1,000

Question 18

Choose the best answer.

Which change MOST directly improves warranty rather than utility?

A. Adding failover capacity to maintain service availability during an outage.

B. Adding a search function that locates records across more repositories.

C. Adding a dashboard that helps managers compare monthly sales performance.

D. Enabling field staff to approve requests from their mobile devices.

Show answer Next card

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Practice: card 18 of 1,000

Answer 18

Correct Answer: A. Adding failover capacity to maintain service availability during an outage.

Why this answer

Failover strengthens dependable use by supporting availability and continuity. The other changes add functions that help users perform tasks, which primarily improves utility.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 19 of 1,000

Question 19

Choose the best answer.

Which measure MOST directly describes a stakeholder outcome?

A. The number of service requests fulfilled during the month.

B. The number of incidents assigned to specialist support teams.

C. The proportion of change records completed within the reporting deadline.

D. The reduction in time sales staff need to prepare a customer quote.

Show answer Next card

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Practice: card 19 of 1,000

Answer 19

Correct Answer: D. The reduction in time sales staff need to prepare a customer quote.

Why this answer

Reduced quote preparation time describes a change in the stakeholder result. Request volumes, routing counts, and record completion describe service activity or outputs and need an explicit connection to the intended outcome.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 20 of 1,000

Question 20

Choose the best answer.

Why might an organization consume a managed service instead of operating all supporting resources itself?

A. To place its requirement-setting responsibility with the supplier operating the platform.

B. To obtain needed capabilities while the provider manages agreed supporting complexity.

C. To use the provider service measures in place of its own outcome measures.

D. To base future service decisions on the standard provider implementation model.

Show answer Next card

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Practice: card 20 of 1,000

Answer 20

Correct Answer: B. To obtain needed capabilities while the provider manages agreed supporting complexity.

Why this answer

A service can reduce the resources and operational complexity the consumer manages directly. The consumer still defines needs, evaluates outcomes, and retains responsibilities; those duties are not transferred automatically with the technology.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 05: Distinguish Digital Products and Services to Think in Modern ITIL Terms

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Practice: card 21 of 1,000

Question 21

Choose the best answer.

Which person is acting as the user in this service relationship?

A. The employee using the service to complete a work task.

B. The supplier specialist responsible for maintaining the underlying hosting platform.

C. The manager authorizing the budget for the department to consume the service.

D. The customer representative defining required outcomes and service requirements.

Show answer Next card

Topic index Contents

Practice: card 21 of 1,000

Answer 21

Correct Answer: A. The employee using the service to complete a work task.

Why this answer

A user interacts with the service to perform work, whether frequently or occasionally. The other descriptions concern supplier support, sponsorship, and the customer role.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Practice: card 22 of 1,000

Question 22

Choose the best answer.

What does service consumer describe?

A. The supplier organization providing a component of the delivered service.

B. The receiving party, including customer, user, and sponsor roles.

C. The users who access the service during normal business operations.

D. The team operating and supporting the service.

Show answer

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Practice: card 22 of 1,000

Answer 22

Correct Answer: B. The receiving party, including customer, user, and sponsor roles.

Why this answer

Consumer identifies the receiving side of a service relationship and may include several roles. Users are part of that side, while provider staff and supporting suppliers have different responsibilities in the relationship being described.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Question 23

Choose the best answer.

What is the provider responsible for in a service relationship?

A. Authorizing the budget that allows a department to consume the service.

B. Defining the consumer requirements and accepting responsibility for consumption outcomes.

C. Using the service to perform the tasks required by the business.

D. Managing the offering so consumers can achieve the intended outcomes.

Show answer Next card

Topic index Contents

Practice: card 23 of 1,000

Answer 23

Correct Answer: D. Managing the offering so consumers can achieve the intended outcomes.

Why this answer

The provider offers, delivers, supports, and improves the service. Requirement and outcome ownership, budget authorization, and direct use describe customer, sponsor, and user responsibilities respectively.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Contents

Practice: card 24 of 1,000

Question 24

Choose the best answer.

Which description BEST defines a stakeholder?

A. A party affecting, affected by, or perceiving an effect from the service.

B. A person authorized to approve funding and accept its financial commitments.

C. A person using the service or representing direct users in requirements discussions.

D. A supplier under contract to provide part of the service.

Show answer Next card

Topic index Contents

Practice: card 24 of 1,000

Answer 24

Correct Answer: A. A party affecting, affected by, or perceiving an effect from the service.

Why this answer

Stakeholders include parties with actual or perceived effects and interests around the service. Sponsors, users, and suppliers are examples, but the term also includes people such as auditors and affected business teams.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Question 25

Choose the best answer.

How are a product and a service distinguished in service management?

A. The product defines the user journey; the service defines the technical release schedule.

B. The product combines managed resources; the service enables outcomes through their use.

C. The product records completed activities; the service records the costs of those activities.

D. The product describes agreed consumer terms; the service describes the underlying resource inventory.

Show answer Next card

Topic index Contents

Practice: card 25 of 1,000

Answer 25

Correct Answer: B. The product combines managed resources; the service enables outcomes through their use.

Why this answer

A product brings resources and capabilities together, while a service helps consumers achieve outcomes using provider capabilities. Offering terms, journeys, schedules, and records are related management views but do not define this distinction.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 05: Distinguish Digital Products and Services to Think in Modern ITIL Terms

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Question 26

Choose the best answer.

Two departments use the same service but rate its value differently. What is the BEST explanation?

A. The department with the higher transaction volume has the more accurate view.

B. Standardizing their success measures would make the service equally valuable.

C. Their goals, costs, risks, and working conditions may differ.

D. Meeting the availability target establishes equal value for both departments.

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Practice: card 26 of 1,000

Answer 26

Correct Answer: C. Their goals, costs, risks, and working conditions may differ.

Why this answer

Value depends on the consumer context as well as the offering. A single availability result or volume measure cannot settle differences in what each department needs or what burdens it bears.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 27 of 1,000

Question 27

Choose the best answer.

Which description BEST fits a desired outcome?

A. The agreed performance target used to monitor a supporting component.

B. The technical resources assembled to support a particular service offering.

C. The result a stakeholder wants to achieve through the service.

D. The completed activity recorded when a service request is fulfilled.

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Practice: card 27 of 1,000

Answer 27

Correct Answer: C. The result a stakeholder wants to achieve through the service.

Why this answer

A desired outcome is the result the stakeholder is trying to achieve. Resources, completed tasks, and component targets may contribute to that result, but they should not be treated as equivalent evidence.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks
Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Topic index Contents

Practice: card 28 of 1,000

Question 28

Choose the best answer.

Which change MOST directly improves utility?

A. Shortening the approval database's recovery time target.

B. Allowing staff to attach required receipts to expense requests.

C. Increasing capacity so the approval service meets its current peak-load commitment.

D. Adding a separate recovery site for the existing approval service.

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Practice: card 28 of 1,000

Answer 28

Correct Answer: B. Allowing staff to attach required receipts to expense requests.

Why this answer

Receipt attachment adds a capability needed to submit complete expense requests. Recovery arrangements and capacity commitments primarily improve whether the existing functionality can be relied on, which concerns warranty.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 29 of 1,000

Question 29

Choose the best answer.

Why coordinate provider, consumer, and supplier contributions?

A. To let each party close its work when its contractual output is complete.

B. To give the provider a single internal performance target for every party.

C. To align shared contributions around the intended consumer outcome.

D. To establish a common reporting schedule before changes are made to the service.

Show answer Next card

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Practice: card 29 of 1,000

Answer 29

Correct Answer: C. To align shared contributions around the intended consumer outcome.

Why this answer

Value depends on connected contributions, such as clear requirements, usable capabilities, and reliable dependencies. Common targets or reporting schedules may help coordination, but closing each output independently can leave gaps in the overall result.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 10: Grasp Value Co-Creation Beyond Delivery and Into Shared Outcomes

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Contents

Practice: card 30 of 1,000

Question 30

Choose the best answer.

Which activity BEST demonstrates human-centred service design?

A. Comparing the proposed feature list with the leading supplier product catalogs.

B. Asking technical specialists to identify the most efficient system architecture.

C. Observing how people complete tasks and testing the design against their needs.

D. Selecting a common interface standard for all of the provider's applications.

Show answer Next card

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Practice: card 30 of 1,000

Answer 30

Correct Answer: C. Observing how people complete tasks and testing the design against their needs.

Why this answer

Human-centred work starts with how people actually use the service and experience the result. Interface consistency, architecture, and supplier features can support that work but cannot substitute for evidence from users and their context.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience, Relationships, and the Service Journey

Main book, page 175

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 31 of 1,000

Question 31

Choose the best answer.

A capable service has low voluntary adoption because users distrust its results. What should the provider recognize?

A. Trust influences whether people use the capability and realize its value.

B. The adoption measure should be replaced with a measure of available features.

C. The launch campaign should be the primary response.

D. Technical capability should remain the main evidence of whether the service has value.

Show answer Next card

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Practice: card 31 of 1,000

Answer 31

Correct Answer: A. Trust influences whether people use the capability and realize its value.

Why this answer

A service creates value through use, so distrust can prevent a capable offering from helping people. The provider should investigate the reasons for distrust; promotion or different metrics would not establish that the results are dependable.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience, Relationships, and the Service Journey

Main book, page 175

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 32 of 1,000

Question 32

Choose the best answer.

Why is a workflow diagram insufficient to establish a complete management practice?

A. It shows the sequence of work before each activity has a separate team.

B. It does not establish the people, information, resources, and ownership needed to operate it.

C. It records a common process instead of allowing each specialist to choose a method.

D. It describes activities before the organization has purchased a dedicated workflow tool.

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Practice: card 32 of 1,000

Answer 32

Correct Answer: B. It does not establish the people, information, resources, and ownership needed to operate it.

Why this answer

A practice requires the resources and responsibilities that make the depicted work effective. Neither a dedicated tool nor a separate team for every activity is required, and shared methods can support consistent performance.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Topic index

Contents

Practice: card 33 of 1,000

Question 33

Choose the best answer.

How can knowledge management support the product and service lifecycle?

A. By assigning knowledge records to the team that originally created them.

B. By supplying useful knowledge across design, transition, support, and improvement.

C. By retaining operational knowledge until the support activity needs it.

D. By documenting each activity after the next lifecycle activity has started.

Show answer Next card

Topic index Contents

Practice: card 33 of 1,000

Answer 33

Correct Answer: B. By supplying useful knowledge across design, transition, support, and improvement.

Why this answer

A practice can contribute across several lifecycle activities. Restricting knowledge by phase, delaying its availability, or retaining it within the originating team can prevent others from using it when decisions are made.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: How Practices Support Lifecycle Activities

Main book, page 132

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Contents

Practice: card 34 of 1,000

Question 34

Choose the best answer.

Which statement BEST describes the possible forms of business value?

A. Value may include reliable outcomes, reduced exposure, saved time, and improved experience.

B. Technical performance gives the most direct measure of value for internal services.

C. Revenue growth is the common basis for comparing the value of every service.

D. The provider's operating cost indicates how much value consumers obtain.

Show answer Next card

Topic index Contents

Practice: card 34 of 1,000

Answer 34

Correct Answer: A. Value may include reliable outcomes, reduced exposure, saved time, and improved experience.

Why this answer

Value includes meaningful effects beyond direct revenue. Cost and technical performance inform the assessment, but their significance depends on the outcomes and consequences for the people using or affected by the service.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Understanding Value Co-Creation

Main book, page 20

Episode 13: Bring Experience and Sustainability Into the Conversation About Value

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Contents

Practice: card 35 of 1,000

Question 35

Choose the best answer.

Which consumer action MOST directly helps realize value after a service launches?

A. Use it in real work and provide feedback on the results.

B. Ask the supplier to report component availability at the next contract review.

C. Confirm that the provider has recorded all agreed implementation tasks as complete.

D. Accept the documentation and close the delivery project.

Show answer Next card

Topic index Contents

Practice: card 35 of 1,000

Answer 35

Correct Answer: A. Use it in real work and provide feedback on the results.

Why this answer

Consumer use, decisions, and feedback help turn provider capability into useful outcomes. Implementation records, supplier reports, and release acceptance can support the relationship, but they do not demonstrate value through actual use.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 15: Reinforce Value Co-Creation Concepts for Faster Recall and Better Judgment

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Topic index Contents

Practice: card 36 of 1,000

Question 36

Choose the best answer.

Why include sustainability when assessing service value?

A. It establishes whether the launch budget can absorb the full implementation cost.

B. It compares suppliers' published environmental commitments.

C. It confirms that current service targets match the requirements approved at design.

D. The service must remain beneficial and supportable over time.

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Practice: card 36 of 1,000

Answer 36

Correct Answer: D. The service must remain beneficial and supportable over time.

Why this answer

Sustainability considers continuing effects on people, finances, resources, and the operating environment. Supplier policies, launch budgets, and target alignment matter, but each covers a narrower question than whether the service remains viable.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 13: Bring Experience and Sustainability Into the Conversation About Value

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Topic index Contents

Practice: card 37 of 1,000

Question 37

Choose the best answer.

A provider uses an external hosting company for part of its service. How should these roles be understood?

A. The hosting company becomes accountable for the complete consumer service relationship.

B. The provider becomes a customer of its users because another company runs the platform.

C. The host supplies a supporting service; the provider manages the consumer-facing service.

D. The consuming department becomes the provider when it approves the hosting expense.

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Practice: card 37 of 1,000

Answer 37

Correct Answer: C. The host supplies a supporting service; the provider manages the consumer-facing service.

Why this answer

A supplier can provide a component or supporting service within a larger offering. The provider still needs to manage how that dependency affects its own service responsibilities and consumer outcomes.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Practice: card 38 of 1,000

Question 38

Choose the best answer.

Which description BEST reflects the ongoing nature of a service relationship?

A. Use, support, feedback, and improvement as needs and experience evolve.

B. The commercial commitments reviewed when the service contract is renewed.

C. The agreed specification and the acceptance decision recorded at initial delivery.

D. The transactions recorded when users submit requests through the portal.

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Practice: card 38 of 1,000

Answer 38

Correct Answer: A. Use, support, feedback, and improvement as needs and experience evolve.

Why this answer

The relationship continues through ordinary use, support, communication, and adjustment. Initial acceptance, contract reviews, and request transactions are individual parts of that continuing interaction.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 39 of 1,000

Question 39

Choose the best answer.

Which information BEST describes a consumer context for evaluating value?

A. The consumer's goals, constraints, environment, and ways of working.

B. The provider's architecture, hosting arrangements, and operational support schedule.

C. The service feature list, configuration inventory, and planned release dates.

D. The supplier's product roadmap, licensing model, and technical support commitments.

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Practice: card 39 of 1,000

Answer 39

Correct Answer: A. The consumer's goals, constraints, environment, and ways of working.

Why this answer

Consumer context explains what the consuming party needs and the conditions under which it works. Provider and supplier details influence the service, but they do not describe the consumer context by themselves.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 40 of 1,000

Question 40

Choose the best answer.

What is a service journey?

A. The sequence of technical dependencies supporting a service transaction.

B. The connected touchpoints through which a stakeholder engages with the service.

C. The sequence of resolver groups used to escalate a support incident.

D. The sequence of internal approvals required to authorize service expenditure.

Show answer Next card

Topic index Contents

Practice: card 40 of 1,000

Answer 40

Correct Answer: B. The connected touchpoints through which a stakeholder engages with the service.

Why this answer

The journey follows stakeholder engagement before, during, and after the main task. Technical dependencies, financial approvals, and escalation routes may shape it, but they are narrower internal views.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey
Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 41 of 1,000

Question 41

Choose the best answer.

An internal platform team consumes cloud identity services from another group while also providing a portal to employees. What does this MOST clearly show?

A. Roles depend on the relationship: the team consumes one service and provides another.

B. The team should be classified as a provider because its portal has direct users.

C. The cloud identity group becomes a supplier of the employees using the portal.

D. The team should be classified as a consumer because it depends on external capabilities.

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Practice: card 41 of 1,000

Answer 41

Correct Answer: A. Roles depend on the relationship: the team consumes one service and provides another.

Why this answer

A party can consume a supporting service while providing a different service to others. Provider and consumer roles describe a specific relationship, so a single organization-wide label would obscure its different responsibilities.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Practice: card 42 of 1,000

Question 42

Choose the best answer.

A low-priced service requires extensive retraining and changes to local procedures. What should its cost assessment include?

A. The cost of operating the platform before users begin consuming it.

B. The subscription plus transition, training, and continuing consumer effort.

C. The subscription fee allocated to the departments expected to use the service.

D. The provider's implementation expense recorded in the commercial proposal.

Show answer Next card

Topic index Contents

Practice: card 42 of 1,000

Answer 42

Correct Answer: B. The subscription plus transition, training, and continuing consumer effort.

Why this answer

Consumer cost includes time, staffing, training, transition, and daily friction as well as price. A fee or provider expense alone leaves out the burden carried by the consuming organization.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Contents

Practice: card 43 of 1,000

Question 43

Choose the best answer.

What does risk describe in a service value assessment?

A. The difference between the planned service output and the delivered output.

B. The expenditure needed to obtain and operate the service.

C. The possibility that uncertain events or conditions affect objectives.

D. The backlog of operational work awaiting assignment to a support team.

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Practice: card 43 of 1,000

Answer 43

Correct Answer: C. The possibility that uncertain events or conditions affect objectives.

Why this answer

Risk concerns uncertainty and its potential effects on objectives, including service disruption or harmful consequences. Expenditure, delivery variance, and a backlog can be relevant evidence, but none is the definition of risk.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 44 of 1,000

Question 44

Choose the best answer.

An internal payroll service consistently pays employees accurately and on time, even though it generates no direct revenue. What does this BEST demonstrate?

A. The payroll service creates value through the operating costs charged to departments.

B. Reliable internal outcomes can create value without generating direct revenue.

C. Payroll value is best measured through transaction volume.

D. The payroll service should be evaluated through the utilization of its infrastructure.

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Topic index Contents

Practice: card 44 of 1,000

Answer 44

Correct Answer: B. Reliable internal outcomes can create value without generating direct revenue.

Why this answer

Accurate, timely payroll is a meaningful internal outcome even when no sale occurs. Transaction counts, internal charges, and infrastructure use may inform management, but none alone explains the benefit to employees and the organization.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 04: Master Digital Product and Service Management Concepts Without Drowning in Jargon

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Practice: card 45 of 1,000

Question 45

Choose the best answer.

Which of the following is NOT required to establish a shared service management vocabulary?

A. Agreeing on the meaning of important service terms.

B. Distinguishing service roles when discussing responsibility for expected outcomes.

C. Applying common definitions in discussions about service value and performance.

D. Using identical tools and organizational structures across teams.

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Topic index Contents

Practice: card 45 of 1,000

Answer 45

Correct Answer: D. Using identical tools and organizational structures across teams.

Why this answer

Shared vocabulary requires agreement about meaning and consistent use of those definitions. Teams can use different tools and structures while discussing service concepts clearly, so identical implementation is not required.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Practice: card 46 of 1,000

Question 46

Choose the best answer.

Users finish their tasks but find the service confusing, stressful, and difficult to navigate. Which aspect is MOST directly weak?

A. The scope of functions listed in the service catalog.

B. The financial sustainability of the supplier arrangement.

C. The availability of the supporting infrastructure.

D. The experience of consuming the service.

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Practice: card 46 of 1,000

Answer 46

Correct Answer: D. The experience of consuming the service.

Why this answer

The described friction concerns the lived experience of using the service. Task completion does not establish a good experience, and the scenario does not supply evidence of an availability, catalog-scope, or financial problem.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 47 of 1,000

Question 47

Choose the best answer.

A department head defines the required service outcomes and also uses the service to perform daily work. What does this show?

A. The customer role is transferred to the support team after the service launches.

B. The same person can perform both customer and user roles.

C. The department head acts as provider whenever the service is used personally.

D. The department head is acting as sponsor whenever requirements are discussed.

Show answer Next card

Topic index Contents

Practice: card 47 of 1,000

Answer 47

Correct Answer: B. The same person can perform both customer and user roles.

Why this answer

Customer and user describe responsibilities, not necessarily separate people. Defining requirements and accepting outcome responsibility concern the customer role; direct interaction with the service concerns the user role.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Practice: card 48 of 1,000

Question 48

Choose the best answer.

A service is rated more favorably six months after launch. Which explanation is MOST consistent with a journey view?

A. Learning, support, and improvement have changed how people use and experience it.

B. The provider has had more time to count completed requests and operational tasks.

C. The release acceptance record now provides a stronger basis for measuring value.

D. The initial specification now has less influence on the provider's reporting targets.

Show answer Next card

Topic index Contents

Practice: card 48 of 1,000

Answer 48

Correct Answer: A. Learning, support, and improvement have changed how people use and experience it.

Why this answer

Experience and realized outcomes can change as people learn and the service improves. The passing of time, a release record, or accumulated activity counts does not by itself establish better value.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey
Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Topic index Contents

Practice: card 49 of 1,000

Question 49

Choose the best answer.

Which question MOST directly identifies a desired consumer outcome?

A. What delivery activities must be completed before the service launches?

B. Which operational measures can the provider collect from the platform?

C. Which existing products could meet the proposed technical requirements?

D. What should people be able to achieve when the service works well?

Show answer Next card

Topic index Contents

Practice: card 49 of 1,000

Answer 49

Correct Answer: D. What should people be able to achieve when the service works well?

Why this answer

Asking what people should achieve establishes the result before selecting a solution or measure. Product choices, delivery tasks, and telemetry should then be related to that outcome.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks
Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Topic index Contents

Practice: card 50 of 1,000

Question 50

Choose the best answer.

A security team depends on HR portal records for audits but neither provides the portal nor supplies its components. Which broad role applies?

A. A supplier supporting the portal service.

B. A sponsor authorizing the portal service budget.

C. A provider managing the portal service.

D. A stakeholder affected by the portal service.

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Topic index Contents

Practice: card 50 of 1,000

Answer 50

Correct Answer: D. A stakeholder affected by the portal service.

Why this answer

The security team has an interest in and is affected by the service, so it is a stakeholder. The scenario does not assign supplier, provider, or funding-authorization responsibilities to that team.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Practice: card 51 of 1,000

Question 51

Choose the best answer.

A provider directs consumers to its hosting supplier for every service concern, including issues with the complete offering. What is the main risk?

A. Ownership of the full outcome and supplier handoffs may be lost.

B. The provider will need to collect more detailed component performance records.

C. The supplier may receive less useful component feedback.

D. The consumer will have insufficient information about the hosting supplier price.

Show answer Next card

Topic index Contents

Practice: card 51 of 1,000

Answer 51

Correct Answer: A. Ownership of the full outcome and supplier handoffs may be lost.

Why this answer

The provider needs to manage how supplier dependencies contribute to its consumer-facing service. Redirecting the entire relationship to a component supplier can leave integration, communication, and end-to-end outcomes without clear ownership.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Practice: card 52 of 1,000

Question 52

Choose the best answer.

Why connect product decisions with the experience of consuming the service?

A. To give the product backlog priority over operational feedback during planning.

B. To use delivery completion as the common success measure for both teams.

C. To assign support issues to the team that implemented the affected feature.

D. To align the managed capabilities with how people actually achieve outcomes.

Show answer Next card

Topic index Contents

Practice: card 52 of 1,000

Answer 52

Correct Answer: D. To align the managed capabilities with how people actually achieve outcomes.

Why this answer

Product capabilities and service use influence each other throughout the lifetime of an offering. Delivery measures, backlog ownership, and issue routing help organize work but do not establish that the complete offering fits consumer needs.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Practice: card 53 of 1,000

Question 53

Choose the best answer.

Which task would usually require implementation expertise beyond an introductory service management understanding?

A. Identifying customer, user, and sponsor responsibilities in a workplace example.

B. Explaining why an attractive service outcome may involve unacceptable risk.

C. Describing how confusing support interactions can reduce the value of a service.

D. Writing and validating automation scripts for a particular vendor platform.

Show answer Next card

Topic index Contents

Practice: card 53 of 1,000

Answer 53

Correct Answer: D. Writing and validating automation scripts for a particular vendor platform.

Why this answer

Vendor-specific automation requires technical knowledge of the platform and its implementation. Introductory service management supports interpreting outcomes, responsibilities, and experience, but it does not replace that specialist skill.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Building a Practical Foundation

Main book, page 15

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 54 of 1,000

Question 54

Choose the best answer.

A team is adapting practice guidance for routine requests. Which approach BEST supports consistent, usable work?

A. Allow each resolver to choose a method and compare their results each quarter.

B. Keep the structure needed for clear responsibilities and decisions, and test its usability.

C. Begin with detailed task instructions and defer measures until the practice is established.

D. Adopt the full guidance unchanged so reviewers can compare every activity.

Show answer Next card

Topic index Contents

Practice: card 54 of 1,000

Answer 54

Correct Answer: B. Keep the structure needed for clear responsibilities and decisions, and test its usability.

Why this answer

Useful guidance provides enough structure for dependable decisions and adapts to the work context. Unchanged adoption, postponed measurement, or unrelated individual methods can leave unnecessary burden or gaps in consistency.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 55 of 1,000

Question 55

Choose the best answer.

A continuity service limits disruption during a regional outage without increasing sales. Which result demonstrates its value?

A. The number of recovery activities recorded during the reporting period.

B. The proportion of annual continuity funding allocated to infrastructure teams.

C. The number of continuity documents stored in the knowledge repository.

D. The business continues critical work with less interruption and exposure.

Show answer Next card

Topic index Contents

Practice: card 55 of 1,000

Answer 55

Correct Answer: D. The business continues critical work with less interruption and exposure.

Why this answer

Continuity creates value when it protects the outcomes the organization depends on. Documents, spending allocations, and activity counts can support that work, but they are not evidence of reduced disruption on their own.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 56 of 1,000

Question 56

Choose the best answer.

A component becomes faster, but the overall request journey still contains long approval waits. What does this show?

A. The approval queues should be excluded when comparing old and new performance.

B. The service should use component performance as its principal outcome measure.

C. Local improvement may leave the main end-to-end delay unchanged.

D. Further component tuning should remain the priority.

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Practice: card 56 of 1,000

Answer 56

Correct Answer: C. Local improvement may leave the main end-to-end delay unchanged.

Why this answer

The consumer experiences the complete journey, including waiting between activities. Improving a component does not resolve approval delays elsewhere; the review needs the full path to identify what limits the outcome.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 57 of 1,000

Question 57

Choose the best answer.

Users repeatedly contact support because they cannot tell whether their requests are progressing. Which change MOST directly addresses this problem?

A. Provide clear, consistent status messages that explain progress and the next step.

B. Add infrastructure capacity to the platform hosting the request workflow.

C. Increase the number of internal reporting fields completed by support staff.

D. Expand the service catalog to include additional request types and options.

Show answer Next card

Topic index Contents

Practice: card 57 of 1,000

Answer 57

Correct Answer: A. Provide clear, consistent status messages that explain progress and the next step.

Why this answer

Visible, understandable status reduces uncertainty and unnecessary contacts. Capacity, reporting detail, and catalog expansion might support other needs, but the evidence identifies a communication problem.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 58 of 1,000

Question 58

Choose the best answer.

Provider metrics look strong, but a service does not fit the consumer's approval process and deadlines are missed. What should the review prioritize?

A. Examining how the service fits the consumer workflow and required outcomes.

B. Comparing the provider's results with the performance of similar platforms.

C. Expanding the provider's dashboard with more technical indicators of stability.

D. Explaining the current targets to consumer managers before changing the service.

Show answer Next card

Topic index Contents

Practice: card 58 of 1,000

Answer 58

Correct Answer: A. Examining how the service fits the consumer workflow and required outcomes.

Why this answer

Value must be assessed in the conditions in which the consumer works. Strong provider metrics can coexist with poor outcomes when the service creates friction in the actual workflow.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks
Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 59 of 1,000

Question 59

Choose the best answer.

A service is ready, but the consumer has not trained staff or updated its local procedures. What is the main concern?

A. The provider's technical acceptance criteria need revision before the service can operate.

B. The supplier will need to revise its commercial service commitments before use.

C. The provider will lack evidence that every technical component is deployed.

D. The capability may not produce the intended outcomes until users can apply it effectively.

Show answer Next card

Topic index Contents

Practice: card 59 of 1,000

Answer 59

Correct Answer: D. The capability may not produce the intended outcomes until users can apply it effectively.

Why this answer

Consumers contribute knowledge, use, and local decisions to value realization. Technical readiness is important, but it does not ensure that staff can work effectively with the service in their own environment.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 15: Reinforce Value Co-Creation Concepts for Faster Recall and Better Judgment

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Practice: card 60 of 1,000

Question 60

Choose the best answer.

Why is introductory service management knowledge useful in a discussion involving security, operations, and business teams?

A. It provides one set of technical measures that every specialist can use.

B. It helps teams discuss roles, value, and tradeoffs in shared terms.

C. It establishes the detailed procedures each function should apply during delivery.

D. It identifies which function should have final authority in each situation.

Show answer Next card

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Practice: card 60 of 1,000

Answer 60

Correct Answer: B. It helps teams discuss roles, value, and tradeoffs in shared terms.

Why this answer

A shared conceptual baseline helps different specialists interpret the same service situation. Authority, detailed procedures, and suitable measures still require context-specific decisions and expertise.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Practice: card 61 of 1,000

Question 61

Choose the best answer.

A team calls its ticketing application the complete support service. What is the BEST correction?

A. The application is the service once the required workflows are built.

B. The application is the service once its availability meets the agreed target.

C. The tool is one part of a service that also needs people and workflows.

D. The application becomes the service when its configuration records are complete.

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Topic index Contents

Practice: card 61 of 1,000

Answer 61

Correct Answer: C. The tool is one part of a service that also needs people and workflows.

Why this answer

Technology is one part of the capability that enables a service. Availability, workflows, and configuration records matter, but the service also requires responsibilities and arrangements that help people achieve the intended result.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 05: Distinguish Digital Products and Services to Think in Modern ITIL Terms

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Practice: card 62 of 1,000

Question 62

Choose the best answer.

An access request is completed correctly, but the requester finds the process confusing and stressful. How are outcome and experience distinguished?

A. The outcome is satisfaction with the request; the experience is the permission level obtained.

B. The outcome is whether approval was recorded; the experience is whether access was granted.

C. The outcome is the result achieved; the experience is how the interaction is perceived.

D. The outcome is whether access works; the experience is whether uptime targets are met.

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Practice: card 62 of 1,000

Answer 62

Correct Answer: C. The outcome is the result achieved; the experience is how the interaction is perceived.

Why this answer

Outcome concerns the result achieved, while experience concerns how the interaction is perceived. Correct access can coexist with confusion and stress. Availability targets concern warranty, approval records document work, and satisfaction belongs to experience rather than defining the access result.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 13: Bring Experience and Sustainability Into the Conversation About Value

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Practice: card 63 of 1,000

Question 63

Choose the best answer.

Which statement BEST distinguishes cost from risk when assessing a service?

A. Cost concerns provider resources; risk concerns consumer resources.

B. Cost concerns expected outages; risk concerns the time needed for recovery.

C. Cost concerns purchase commitments; risk concerns the later operating budget.

D. Cost is resource use; risk is uncertainty about meeting objectives.

Show answer Next card

Topic index Contents

Practice: card 63 of 1,000

Answer 63

Correct Answer: D. Cost is resource use; risk is uncertainty about meeting objectives.

Why this answer

Costs include financial spending, time, staffing, and other effort. Risk concerns uncertain events or conditions that may affect objectives; both providers and consumers can bear costs and risks.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 64 of 1,000

Question 64

Choose the best answer.

A collaboration service is reviewed only through storage, processor, and network capacity. Which question is most likely to remain unanswered?

A. Can teams use the service effectively to accomplish their work?

B. How much infrastructure demand does the current workload generate?

C. How much additional capacity is required for the projected workload?

D. Which resources are close to their expected utilization limits?

Show answer Next card

Topic index Contents

Practice: card 64 of 1,000

Answer 64

Correct Answer: A. Can teams use the service effectively to accomplish their work?

Why this answer

Capacity measures describe important technical conditions but do not establish user outcomes or experience. A service review also needs evidence of whether people can collaborate effectively in their actual work.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 65 of 1,000

Question 65

Choose the best answer.

An onboarding workflow is documented, but nobody has defined ownership, required information, or measures of success. What is missing?

A. A supplier contract that specifies the standard task descriptions.

B. The roles, information, and measures that make a practice work.

C. A more detailed diagram of the existing task sequence.

D. A single department to perform every activity in the workflow.

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Topic index Contents

Practice: card 65 of 1,000

Answer 65

Correct Answer: B. The roles, information, and measures that make a practice work.

Why this answer

A practice requires more than a documented flow. Ownership, usable information, supporting resources, and measures make that flow repeatable and effective; a larger diagram or a particular organizational arrangement cannot substitute for them.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Practice: card 66 of 1,000

Question 66

Choose the best answer.

Why involve consumers before the service design is largely fixed?

A. Their early approval can establish a fixed basis for later acceptance.

B. Their availability can determine the sequence of planned design workshops.

C. Their preferred features can become the initial delivery backlog for the provider.

D. Their outcomes, constraints, and usage patterns can change what the design needs to support.

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Practice: card 66 of 1,000

Answer 66

Correct Answer: D. Their outcomes, constraints, and usage patterns can change what the design needs to support.

Why this answer

Early consumer involvement tests whether the proposed service fits real work and needs. Approval, feature preferences, and workshop scheduling can be useful inputs, but they are not the central reason to engage consumers before major design choices are settled.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 10: Grasp Value Co-Creation Beyond Delivery and Into Shared Outcomes

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Practice: card 67 of 1,000

Question 67

Choose the best answer.

Testing shows that a self-service function works, yet employees avoid it because they distrust its status messages. Which factor is directly limiting its use?

A. The amount of technical detail in the configuration inventory.

B. The balance of work allocated to external support suppliers.

C. The confidence users have in the service information and behavior.

D. The number of functions available in the self-service catalog.

Show answer

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Practice: card 67 of 1,000

Answer 67

Correct Answer: C. The confidence users have in the service information and behavior.

Why this answer

Trust affects whether people rely on an available capability. Successful functional tests do not establish that users understand or believe its messages, so the provider should investigate the perceived inconsistency.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 68 of 1,000

Question 68

Choose the best answer.

Which question MOST directly supports human-centred review of a request service?

A. Which platform features are included in the current supplier license?

B. Which workflow fields are easiest for the provider to report?

C. Where do users hesitate, repeat steps, or abandon the task?

D. Which interface labels match the names of the internal resolver teams?

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Practice: card 68 of 1,000

Answer 68

Correct Answer: C. Where do users hesitate, repeat steps, or abandon the task?

Why this answer

Observing user difficulty reveals how the service fits real human goals and capabilities. Reporting convenience, internal labels, and licensed features are provider-side information and need to be evaluated against that experience.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Human-Centred Thinking in Digital Services

Main book, page 179

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Question 69

Choose the best answer.

Why review utility and warranty together?

A. The service must support the required task and be dependable under real conditions.

B. The provider must agree the service price before reviewing operational performance.

C. The consumer must choose between functional scope and service reliability.

D. The service needs a feature list before support commitments can be recorded.

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Topic index Contents

Practice: card 69 of 1,000

Answer 69

Correct Answer: A. The service must support the required task and be dependable under real conditions.

Why this answer

Useful functions and dependable performance address different requirements for value. A service may offer the right capability but fail in use, or operate reliably while lacking the capability the consumer needs.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 70 of 1,000

Question 70

Choose the best answer.

A team uses incident records as its sole source for understanding the service journey. What important evidence is missing?

A. Time from incident logging to resolution.

B. The priority and routing history recorded for each reported incident.

C. The resolver groups involved when reported incidents were escalated.

D. How people find and use the service without raising an incident.

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Topic index Contents

Practice: card 70 of 1,000

Answer 70

Correct Answer: D. How people find and use the service without raising an incident.

Why this answer

Incident records describe reported disruptions and support activity. They do not capture many discovery, onboarding, ordinary-use, or abandonment experiences that shape the wider journey.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Question 71

Choose the best answer.

A service change reduces employee effort and audit exceptions. How should the review treat these results?

A. Select the efficiency result because it is easier to express as time saved.

B. Assess both benefits alongside the change costs and any new risks.

C. Use the audit result as the outcome and record the effort change as activity.

D. Choose the result favored by the department funding the implementation.

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Practice: card 71 of 1,000

Answer 71

Correct Answer: B. Assess both benefits alongside the change costs and any new risks.

Why this answer

One service can create several meaningful effects for different stakeholders. The review should recognize both benefits without overlooking implementation costs or new exposures introduced by the change.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 72 of 1,000

Question 72

Choose the best answer.

An organization consumes a managed platform. Which decision remains on the consumer side of the relationship?

A. How the provider configures monitoring for its contracted hosting components.

B. How the provider staffs its infrastructure operations and repair shifts.

C. How the service supports the organization's goals, usage, and accepted tradeoffs.

D. How the provider schedules maintenance of its underlying server fleet.

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Practice: card 72 of 1,000

Answer 72

Correct Answer: C. How the service supports the organization's goals, usage, and accepted tradeoffs.

Why this answer

The consumer retains responsibility for its needs, use, and outcomes. The provider may manage agreed underlying operations, but that does not transfer the consumer's decisions about purpose or acceptable consequences.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 10: Grasp Value Co-Creation Beyond Delivery and Into Shared Outcomes

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Question 73

Choose the best answer.

Why can largely invisible service work still create value for users?

A. The provider can use internal activity reports as the measure of consumer success.

B. The consumer can assess the service through the amount of work the provider reports.

C. The benefit is judged through supported outcomes rather than the visibility of each task.

D. The effort becomes valuable when it is charged to the consumer cost center.

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Practice: card 73 of 1,000

Answer 73

Correct Answer: C. The benefit is judged through supported outcomes rather than the visibility of each task.

Why this answer

Users can benefit from dependable processing, protection, and support without observing every enabling activity. Reported effort and allocated cost do not establish the value of that work unless it contributes to a meaningful outcome.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 04: Master Digital Product and Service Management Concepts Without Drowning in Jargon

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Question 74

Choose the best answer.

To improve request consistency, a manager adds a lengthy manual that staff cannot use during normal work. What is the strongest criticism?

A. The manual should have been formatted as a workflow diagram before distribution.

B. The manual should receive formal resolver sign-off as the main acceptance criterion.

C. The manual should use the supplier's terminology to improve technical precision.

D. The guidance does not yet provide a practical capability for consistent decisions.

Show answer Next card

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Practice: card 74 of 1,000

Answer 74

Correct Answer: D. The guidance does not yet provide a practical capability for consistent decisions.

Why this answer

A practice must help staff perform real work, including under time pressure. Document format, technical terminology, and approvals do not solve a usability problem unless the guidance becomes understandable, accessible, and relevant to the decisions staff face.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 75 of 1,000

Question 75

Choose the best answer.

Two workflows produce the same correct result with equivalent availability and control. One is easier to learn and causes less confusion. What most directly favors it?

A. A better experience with less effort for the intended users.

B. A wider scope of supplier responsibilities during service operation.

C. A stronger availability commitment from the platform provider.

D. A broader range of functional capabilities for the user.

Show answer Next card

Topic index Contents

Practice: card 75 of 1,000

Answer 75

Correct Answer: A. A better experience with less effort for the intended users.

Why this answer

The stated difference concerns ease of use and effort, which shape experience. The scenario holds functionality, availability, and control equivalent and does not identify a difference in supplier responsibility.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Question 76

Choose the best answer.

Which post-launch review question BEST examines value co-creation?

A. How did provider capability and consumer use together affect the intended outcome?

B. Which delivery milestones were accepted by the project sponsor?

C. Which technical components were added to the approved configuration baseline?

D. How many implementation activities were completed within the agreed schedule?

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Topic index Contents

Practice: card 76 of 1,000

Answer 76

Correct Answer: A. How did provider capability and consumer use together affect the intended outcome?

Why this answer

Co-creation examines how provider contributions and consumer actions combine in real use. Milestones, activity completion, and component records establish aspects of delivery but do not explain the combined outcome.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 15: Reinforce Value Co-Creation Concepts for Faster Recall and Better Judgment

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Practice: card 77 of 1,000

Question 77

Choose the best answer.

A records service improves search speed and reduces avoidable disclosure. Which interpretation BEST captures its value?

A. The protection benefit should be excluded from the consumer service assessment.

B. The search improvement is the outcome, while reduced disclosure is an operating output.

C. The benefits should be combined into a count of successfully completed requests.

D. The service both enables useful work and helps protect it from harmful consequences.

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Practice: card 77 of 1,000

Answer 77

Correct Answer: D. The service both enables useful work and helps protect it from harmful consequences.

Why this answer

A service can support work while also reducing exposure around that work. Both effects belong in the value assessment; a transaction count or an artificial separation of protection from service value would miss part of the result.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 78 of 1,000

Question 78

Choose the best answer.

Which response shows understanding beyond memorizing service terminology?

A. Repeating the service definition exactly as written in the study notes.

B. Recognizing which term appeared in the last practice question.

C. Listing the familiar service terms in the order they were introduced.

D. Explaining why a completed deployment has not yet established a consumer outcome.

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Topic index Contents

Practice: card 78 of 1,000

Answer 78

Correct Answer: D. Explaining why a completed deployment has not yet established a consumer outcome.

Why this answer

Applying the output-outcome distinction to a situation demonstrates conceptual understanding. Repetition and recognition can help recall, but they do not show that the learner can use the concept to reason about evidence.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Building a Practical Foundation

Main book, page 15

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 79 of 1,000

Question 79

Choose the best answer.

In a cross-functional meeting, one group uses the word service to mean the platform, while another uses it to mean the support arrangement around it. Before choosing a solution, what is the BEST next step?

A. Agree what service means here and which outcome is being evaluated.

B. Use the supplier's product name as the common label for the discussion.

C. Compare the component cost estimates before revisiting the service scope.

D. Split the review into separate platform and support team decisions.

Show answer Next card

Topic index Contents

Practice: card 79 of 1,000

Answer 79

Correct Answer: A. Agree what service means here and which outcome is being evaluated.

Why this answer

Clarifying scope and meaning makes it possible to evaluate the same decision together. Cost comparisons, vendor labels, or separate reviews can preserve the misunderstanding unless the service and intended outcome are agreed.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Practice: card 80 of 1,000

Question 80

Choose the best answer.

Before changing a work method, which question MOST completely examines the supporting practice?

A. Which department has the largest number of staff assigned to the workflow?

B. Which tool features are available to automate the current sequence of tasks?

C. Who acts, what information is needed, what is produced, and how is success judged?

D. Which procedure version was most recently approved by the process owner?

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Practice: card 80 of 1,000

Answer 80

Correct Answer: C. Who acts, what information is needed, what is produced, and how is success judged?

Why this answer

A practice review connects responsibilities, information, activity, outputs, and measures. Tools, staffing, and procedure versions are useful details but each covers only part of that capability.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 81 of 1,000

Question 81

Choose the best answer.

Sales values speed while Finance values traceability in the same approval service. What should the provider do?

A. Make both priorities explicit and assess how the service supports each group's outcomes.

B. Apply one technical target so both groups assess the same objective evidence.

C. Use the priority of the department processing the larger number of transactions.

D. Ask the funding sponsor to choose which group's definition of value will apply.

Show answer Next card

Topic index Contents

Practice: card 81 of 1,000

Answer 81

Correct Answer: A. Make both priorities explicit and assess how the service supports each group's outcomes.

Why this answer

Different consumers can value the same service for different reasons. The provider should expose those requirements and tradeoffs instead of assuming that transaction volume, one technical measure, or funding authority defines the whole value picture.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 82 of 1,000

Question 82

Choose the best answer.

A service meets its availability and security commitments but lacks mobile approval needed by field staff. Which assessment fits this evidence?

A. Its overall value is established by meeting the agreed technical commitments.

B. Its utility is established because the existing functions remain available.

C. Its warranty is inadequate because a required function is missing.

D. It shows sound warranty evidence but insufficient utility for the field task.

Show answer Next card

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Practice: card 82 of 1,000

Answer 82

Correct Answer: D. It shows sound warranty evidence but insufficient utility for the field task.

Why this answer

Availability and security commitments concern dependable use, while mobile approval is a needed capability. Meeting warranty commitments does not establish that the service is fit for this group's purpose.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 83 of 1,000

Question 83

Choose the best answer.

A records redesign excludes legal and audit teams because they do not use the interface daily. Why should they still be considered?

A. Their duties may shape service requirements and acceptable risk.

B. Their approval can replace the feedback gathered from direct users.

C. Their presence confirms that the design is compliant.

D. Their views determine the service experience for every consuming department.

Show answer Next card

Topic index Contents

Practice: card 83 of 1,000

Answer 83

Correct Answer: A. Their duties may shape service requirements and acceptable risk.

Why this answer

Stakeholders include affected and interested parties beyond direct users. Legal and audit perspectives can reveal relevant requirements, but inclusion does not replace user evidence or automatically establish compliance.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Question 84

Choose the best answer.

Requests stall at the handoff between two teams despite each completing its local tasks. What should a practice review clarify first?

A. Whether routing can be automated before acceptance responsibilities are reviewed.

B. Who accepts the handoff, what information is required, and how completion is confirmed.

C. Whether each team's local completion target can be tightened.

D. Whether both teams should close their records at the same time.

Show answer Next card

Topic index Contents

Practice: card 84 of 1,000

Answer 84

Correct Answer: B. Who accepts the handoff, what information is required, and how completion is confirmed.

Why this answer

A stalled boundary often reflects unclear acceptance, information, or ownership. Clarifying who receives ready work and how completion is confirmed directly examines that gap. Automated routing, tighter local targets, or synchronized record closure may leave the underlying handoff problem unresolved.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 85 of 1,000

Question 85

Choose the best answer.

An employee portal has high login counts, but users cannot complete expense claims correctly. Which conclusion is justified?

A. The provider should increase the adoption target to improve task completion.

B. Login volume shows activity but does not establish the intended outcome.

C. The login count should be used as the common measure of service value.

D. The portal needs more infrastructure capacity before the workflow is reviewed.

Show answer

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Practice: card 85 of 1,000

Answer 85

Correct Answer: B. Login volume shows activity but does not establish the intended outcome.

Why this answer

Accessing the portal is activity; completing a correct claim is the relevant result. The failure calls for investigation of the task experience and workflow, and login volume alone cannot identify the cause.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 86 of 1,000

Question 86

Choose the best answer.

A manager calls every completed report a successful outcome. How should a learner apply introductory concepts?

A. Accept the label if the reports meet the agreed production schedule.

B. Check that each report uses the terminology approved by the provider.

C. Distinguish the report output from the result stakeholders achieve by using it.

D. Count the reports produced and compare the total with the previous period.

Show answer Next card

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Practice: card 86 of 1,000

Answer 86

Correct Answer: C. Distinguish the report output from the result stakeholders achieve by using it.

Why this answer

Conceptual understanding allows the learner to separate the artifact produced from its effect on people and decisions. Counts, terminology, and schedules can describe report production without showing whether the intended result followed.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Building a Practical Foundation

Main book, page 15

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 87 of 1,000

Question 87

Choose the best answer.

An onboarding service combines internal and external capabilities. What should its primary provider manage from the employee viewpoint?

A. The coordinated journey across dependencies so the employee can begin useful work.

B. The component responsibilities as separate services with separate success reports.

C. The separate availability results submitted by each contracted supplier.

D. The delivery evidence for the internal portal component it owns.

Show answer Next card

Topic index Contents

Practice: card 87 of 1,000

Answer 87

Correct Answer: A. The coordinated journey across dependencies so the employee can begin useful work.

Why this answer

The employee experiences a combined outcome even when several parties contribute. Component evidence and responsibilities remain useful, but the provider must also manage their connections and the resulting service journey.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Practice: card 88 of 1,000

Question 88

Choose the best answer.

A stable mandatory service leads staff to keep shadow spreadsheets and side emails. What is the strongest signal?

A. Workarounds may reveal unmet workflow needs or weak confidence.

B. The current feature catalog establishes that the service meets employee needs.

C. The availability target should become the main measure of continuing success.

D. The service requires a stricter policy before its task design is reviewed.

Show answer Next card

Topic index Contents

Practice: card 88 of 1,000

Answer 88

Correct Answer: A. Workarounds may reveal unmet workflow needs or weak confidence.

Why this answer

Workarounds can signal friction or unmet needs even when access is mandatory and infrastructure is stable. The provider should investigate why people bypass the service before assuming enforcement or technical measures will solve the problem.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Topic index Contents

Practice: card 89 of 1,000

Question 89

Choose the best answer.

Which observation directly describes a stakeholder journey rather than component operation?

A. Overnight monitoring reports no failed platform health checks.

B. Database writes complete within the established latency range during testing.

C. Application processors remain below the alert threshold during working hours.

D. New users cannot tell what to do after the final approval screen.

Show answer Next card

Topic index Contents

Practice: card 89 of 1,000

Answer 89

Correct Answer: D. New users cannot tell what to do after the final approval screen.

Why this answer

Uncertainty after the approval screen describes how people move through and interpret a service touchpoint. Component utilization, latency, and health checks help explain system behavior but do not directly describe that journey.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 90 of 1,000

Question 90

Choose the best answer.

Clearer onboarding and improved local procedures produce better results without adding features. What does this demonstrate?

A. The original functional scope was sufficient to establish value at launch.

B. The provider can now use training completion as the service outcome measure.

C. The improved procedures establish that ongoing user feedback is less necessary.

D. Value can improve when people can adopt and use existing capabilities more effectively.

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Topic index Contents

Practice: card 90 of 1,000

Answer 90

Correct Answer: D. Value can improve when people can adopt and use existing capabilities more effectively.

Why this answer

Capability becomes valuable through effective use in context. Onboarding and local practices can reduce friction and improve outcomes, while training completion still needs to be connected to actual results.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 91 of 1,000

Question 91

Choose the best answer.

Which decision reflects a product-oriented view within service management?

A. Transfer ongoing capability decisions to support after implementation is accepted.

B. Manage the related capabilities together and evolve them as needs and evidence change.

C. Use the software component inventory as the complete definition of the product.

D. Limit planning to the features committed for the next technical release.

Show answer Next card

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Practice: card 91 of 1,000

Answer 91

Correct Answer: B. Manage the related capabilities together and evolve them as needs and evidence change.

Why this answer

A product brings capabilities and resources together around a purpose and is managed over time. A release backlog, support handoff, or software inventory represents only part of that continuing responsibility.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Practice: card 92 of 1,000

Question 92

Choose the best answer.

A customer values the business capability a service provides, but users find daily tasks confusing. Why should both views inform the review?

A. The user's opinion should replace the customer's definition of required outcomes.

B. The original selection decision should determine which feedback is accepted.

C. The provider should combine both opinions into a single satisfaction score.

D. The required business result depends on people being able to use the service.

Show answer Next card

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Practice: card 92 of 1,000

Answer 92

Correct Answer: D. The required business result depends on people being able to use the service.

Why this answer

Customers define requirements and outcome responsibilities, while users reveal how the service works in practice. Combining these perspectives helps identify fit and friction without treating either role as a substitute for the other.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Contents

Practice: card 93 of 1,000

Question 93

Choose the best answer.

A work method is inconsistent even though its task sequence is documented. Which change would MOST strengthen the practice?

A. Clarify the roles, required inputs, expected outputs, and performance measures.

B. Add more detailed descriptions of each existing task to the procedure.

C. Rename the workflow stages to match the terms used by the software supplier.

D. Add optional fields so individual teams can record their preferred information.

Show answer Next card

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Practice: card 93 of 1,000

Answer 93

Correct Answer: A. Clarify the roles, required inputs, expected outputs, and performance measures.

Why this answer

A practice needs the resources and responsibilities that make a process work. More descriptions, optional data, or different labels may leave the missing ownership, information requirements, and measures unresolved.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 94 of 1,000

Question 94

Choose the best answer.

A change removes repeated data entry and unnecessary follow-up calls. Which result would BEST show increased value?

A. Users complete the intended task accurately with less effort and delay.

B. The provider closes the implementation tasks within the planned release window.

C. The interface retains the same appearance and number of available functions.

D. The revised workflow contains fewer activities in its process documentation.

Show answer Next card

Topic index Contents

Practice: card 94 of 1,000

Answer 94

Correct Answer: A. Users complete the intended task accurately with less effort and delay.

Why this answer

Reduced friction creates value when it improves the real consumer result. Unchanged appearance, delivery closure, or a shorter diagram does not establish that people can complete the task more effectively.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Contents

Practice: card 95 of 1,000

Question 95

Choose the best answer.

Before a cross-functional review, why agree the meanings of key service terms?

A. The teams can avoid documenting the assumptions behind their preferred options.

B. The agreed terminology can settle the relative importance of competing requirements.

C. The teams can examine the substantive tradeoff using a shared understanding of scope.

D. The teams can use the terminology to decide who has approval authority.

Show answer Next card

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Practice: card 95 of 1,000

Answer 95

Correct Answer: C. The teams can examine the substantive tradeoff using a shared understanding of scope.

Why this answer

Shared meanings reduce disputes caused by different interpretations of the same words. They do not by themselves settle priorities, assign authority, or remove the need to explain assumptions.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Practice: card 96 of 1,000

Question 96

Choose the best answer.

Which comparison MOST directly illustrates consumer context affecting value?

A. A supplier offers monthly and annual billing for the same infrastructure capability.

B. Two suppliers host the same application in different regions.

C. A ward and a finance office need different alert response times.

D. Two support teams use different internal codes for the same request category.

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Practice: card 96 of 1,000

Answer 96

Correct Answer: C. A ward and a finance office need different alert response times.

Why this answer

Different work environments and urgency can make the same notification capability more or less valuable. Hosting arrangements, billing terms, and internal coding can affect service decisions, but they do not directly describe differing consumer outcome requirements in these examples.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks
Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 97 of 1,000

Question 97

Choose the best answer.

Email says a request is approved while the portal says it is awaiting approval. What is the most likely effect?

A. The service will offer more useful functionality because it has multiple channels.

B. Users may lose confidence and seek confirmation through extra contacts or workarounds.

C. Users will have a broader view of the provider's technical processing stages.

D. The provider can assess progress by comparing the number of messages sent.

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Practice: card 97 of 1,000

Answer 97

Correct Answer: B. Users may lose confidence and seek confirmation through extra contacts or workarounds.

Why this answer

Conflicting status increases uncertainty about what happened and what to do next. Multiple channels help only when their information is coherent; message volume does not demonstrate trustworthy communication.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 98 of 1,000

Question 98

Choose the best answer.

Which evidence would BEST support the value of a continuity service that users rarely notice?

A. The service budget has remained at the same level for three years.

B. The support team receives few questions about the continuity service.

C. Recovery exercises show that critical work can resume within the required tolerances.

D. The recovery documentation contains more procedures than the previous edition.

Show answer Next card

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Practice: card 98 of 1,000

Answer 98

Correct Answer: C. Recovery exercises show that critical work can resume within the required tolerances.

Why this answer

Continuity value concerns protecting important outcomes when disruption occurs. Demonstrated recovery capability supports that assessment; document volume, budget stability, and low visibility do not establish recovery effectiveness.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Question 99

Choose the best answer.

A review labels the budget approver as the user and the daily operator as the sponsor. What should introductory understanding enable a participant to do?

A. Assign both labels to the provider so the terminology stays consistent.

B. Redesign service funding before continuing the review.

C. Choose the budget approver's view as the final definition of the service.

D. Clarify who approves funding and who uses the service.

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Practice: card 99 of 1,000

Answer 99

Correct Answer: D. Clarify who approves funding and who uses the service.

Why this answer

Role labels should follow responsibilities: sponsors authorize the budget and users interact with the service. Clarifying the terms supports the review without claiming authority to redesign processes or decide every requirement.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 100 of 1,000

Question 100

Choose the best answer.

A provider says delivery to specification proves service value. What is the BEST response?

A. Confirm that every implementation task has an owner and a recorded completion date.

B. Check whether people achieve the intended outcomes in use, including the cost and risk involved.

C. Use the approved specification as the continuing basis for recording service success.

D. Compare the delivered features with the functions offered by competing products.

Show answer Next card

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Practice: card 100 of 1,000

Answer 100

Correct Answer: B. Check whether people achieve the intended outcomes in use, including the cost and risk involved.

Why this answer

Delivery provides capability, but value depends on outcomes realized in the consumer context. Specification compliance, task records, and feature comparisons can inform the assessment without proving that the service is worthwhile in use.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 10: Grasp Value Co-Creation Beyond Delivery and Into Shared Outcomes

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Practice: card 101 of 1,000

Question 101

Choose the best answer.

A retrieval service finds the right records during quiet periods but fails under expected month-end demand. Which aspect is directly weak?

A. Role clarity, because the consumer and provider responsibilities overlap.

B. Product scope, because the service includes too many unrelated capabilities.

C. Utility, because record retrieval is not a useful function.

D. Warranty, because the function cannot be depended on at the required load.

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Practice: card 101 of 1,000

Answer 101

Correct Answer: D. Warranty, because the function cannot be depended on at the required load.

Why this answer

The useful retrieval capability exists, but capacity or availability under expected conditions is inadequate. That is a warranty concern; the scenario does not establish a problem with scope or role definitions.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Question 102

Choose the best answer.

A payroll disruption is expected to last another two hours. Which communication would BEST support stakeholder trust?

A. Publish the infrastructure investigation log so stakeholders can interpret its current progress.

B. Explain that the technical team is working on the issue and defer the next update.

C. Repeat the service availability target and summarize the recent reliability improvements.

D. State the impact, current estimate, available actions, and when the next update will arrive.

Show answer Next card

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Practice: card 102 of 1,000

Answer 102

Correct Answer: D. State the impact, current estimate, available actions, and when the next update will arrive.

Why this answer

Trust is supported by understandable, realistic information that helps people decide what to do. Detailed logs, targets, or a vague assurance may leave the stakeholder uncertain about impact and the next step; estimates should be updated as evidence changes.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 103 of 1,000

Question 103

Choose the best answer.

A faster approval workflow requires frequent device replacement and creates more hardware waste. How should the review assess its value?

A. Compare the approval speed with the target agreed for the original workflow.

B. Check whether the replacement devices meet the approved technical specification.

C. Weigh the faster outcome against continuing resource use, cost, and environmental effects.

D. Calculate the procurement cost needed to implement the initial device rollout.

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Practice: card 103 of 1,000

Answer 103

Correct Answer: C. Weigh the faster outcome against continuing resource use, cost, and environmental effects.

Why this answer

Sustainability belongs in the service value assessment, including the effects of continuing operation. Speed, initial cost, and specification compliance each address part of the choice but omit its longer-term consequences.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 13: Bring Experience and Sustainability Into the Conversation About Value

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Practice: card 104 of 1,000

Question 104

Choose the best answer.

Users like a simple request process, but managers cannot trace required approvals. What is the BEST assessment?

A. The workflow can be accepted once the successful request volume reaches its target.

B. Positive experience does not establish that required control and accountability needs are met.

C. The provider should treat the missing approval evidence as a separate reporting preference.

D. The satisfaction result should be the principal basis for accepting the redesigned process.

Show answer Next card

Topic index Contents

Practice: card 104 of 1,000

Answer 104

Correct Answer: B. Positive experience does not establish that required control and accountability needs are met.

Why this answer

A service must be assessed against relevant outcomes, constraints, and stakeholder needs as well as experience. The missing approval trail requires investigation even if users find the process easy to use.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 13: Bring Experience and Sustainability Into the Conversation About Value

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Practice: card 105 of 1,000

Question 105

Choose the best answer.

A policy and workflow tool exist, but work remains inconsistent because roles, handoffs, and measures are undefined. What does this show?

A. The remaining inconsistency is mainly an issue of staff adherence to the policy.

B. The supporting artifacts have not yet become a complete working practice.

C. The tool needs more optional fields before ownership can be defined.

D. The policy needs a more detailed statement of the organization's purpose.

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Topic index Contents

Practice: card 105 of 1,000

Answer 105

Correct Answer: B. The supporting artifacts have not yet become a complete working practice.

Why this answer

A practice combines policy, people, information, methods, technology, and measures into usable capability. Possessing a policy and tool does not establish those connections or justify assuming that motivation is the cause.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Practice: card 106 of 1,000

Question 106

Choose the best answer.

A manager says assigning a support team establishes the complete practice. Which response is most accurate?

A. The team becomes the practice when its members share an agreed service target.

B. Team assignment establishes the practice once every position has a role description.

C. The team contributes, but the practice also needs methods, information, tools, and measures.

D. Team assignment establishes the practice once its reporting line is documented.

Show answer Next card

Topic index Contents

Practice: card 106 of 1,000

Answer 106

Correct Answer: C. The team contributes, but the practice also needs methods, information, tools, and measures.

Why this answer

A practice is broader than the team that performs some of its work. Reporting lines, role descriptions, and a shared target support coordination, but the capability also depends on usable information, methods, tools, and feedback.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 107 of 1,000

Question 107

Choose the best answer.

Operations and business managers both say a service is "critical," but one group means revenue loss while the other means user inconvenience. What is the PRIMARY risk if this terminology is left unclarified?

A. They may need additional capacity data to compare technical recovery options.

B. They may need separate reporting formats to present the same service measures.

C. They may need to assign a different department to maintain the service catalog.

D. They may appear to agree while making different assumptions about impact and urgency.

Show answer Next card

Topic index Contents

Practice: card 107 of 1,000

Answer 107

Correct Answer: D. They may appear to agree while making different assumptions about impact and urgency.

Why this answer

An unshared meaning of critical can conceal different judgments about what is at stake. Clarifying the impact and urgency assumptions is necessary before comparing priorities; reporting, capacity data, or catalog ownership would not directly resolve the misunderstanding.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

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Practice: card 108 of 1,000

Question 108

Choose the best answer.

The provider saves processing time by transferring additional manual entry to consumers. What should determine whether value improved?

A. The proportion of provider tasks removed from the workflow.

B. The total effect on outcomes and burdens for both parties.

C. The reduction in the provider's average handling time.

D. The number of consumer departments using the revised process.

Show answer Next card

Topic index Contents

Practice: card 108 of 1,000

Answer 108

Correct Answer: B. The total effect on outcomes and burdens for both parties.

Why this answer

Local efficiency can shift rather than remove work. The review must include consumer effort and the resulting outcomes, instead of treating a provider metric or task count as proof of a net benefit.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 109 of 1,000

Question 109

Choose the best answer.

Which measure most directly indicates whether a service is easy for new users to consume?

A. The percentage of scheduled backend scripts completed without an error.

B. The number of support incidents closed each month.

C. The percentage of servers patched within the planned maintenance window.

D. The share of new users completing the task without help.

Show answer Next card

Topic index Contents

Practice: card 109 of 1,000

Answer 109

Correct Answer: D. The share of new users completing the task without help.

Why this answer

First-time task completion gives evidence about usability and required effort. It should still be interpreted with task accuracy and user context, while the other measures describe provider activity or technical operation.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Human-Centred Thinking in Digital Services

Main book, page 179

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 110 of 1,000

Question 110

Choose the best answer.

A small processing-speed gain comes with retraining, approval delays, and more data errors. What is the BEST next assessment?

A. Wait until the next annual review before considering the new error pattern.

B. Use the processing-speed result because it is directly comparable with the old service.

C. Check whether the acquisition price remains within the approved financial budget.

D. Compare the limited benefit with the added burden and harmful consequences.

Show answer Next card

Topic index Contents

Practice: card 110 of 1,000

Answer 110

Correct Answer: D. Compare the limited benefit with the added burden and harmful consequences.

Why this answer

Value depends on the balance of outcomes, costs, and risks. A better local timing result does not establish an overall improvement when users experience additional delay, effort, or mistakes.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 111 of 1,000

Question 111

Choose the best answer.

Which observation is a direct touchpoint in the stakeholder journey?

A. The infrastructure team runs a background performance benchmark overnight.

B. The provider checks license consumption during its quarterly financial review.

C. A prospective user reads the service page to decide whether it meets a need.

D. The supplier plans hardware replacement during its annual capacity review.

Show answer Next card

Topic index Contents

Practice: card 111 of 1,000

Answer 111

Correct Answer: C. A prospective user reads the service page to decide whether it meets a need.

Why this answer

The service page is an interaction that shapes expectations before use begins. Internal financial, supplier, and technical activities can influence the service, but they are not direct stakeholder touchpoints in the examples given.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 112 of 1,000

Question 112

Choose the best answer.

A team wants to understand why people struggle with a digital task. Which activity should it start with?

A. Review which additional form fields the workflow platform can support.

B. Compare the interface labels with the provider's internal service taxonomy.

C. Observe real task attempts and ask users about the points of difficulty.

D. Compare component availability charts with the previous reporting period.

Show answer Next card

Topic index Contents

Practice: card 112 of 1,000

Answer 112

Correct Answer: C. Observe real task attempts and ask users about the points of difficulty.

Why this answer

Observation and user discussion reveal where the task creates uncertainty, repetition, or excess effort. Taxonomy, available fields, and availability data may inform a later diagnosis but do not directly show the human difficulty.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Human-Centred Thinking in Digital Services

Main book, page 179

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Question 113

Choose the best answer.

A manager says high ticket volume proves strong business value. What distinction should be made first?

A. The difference between tickets opened by employees and tickets opened by suppliers.

B. The difference between service activity and evidence of the intended stakeholder result.

C. The difference between requests recorded by email and requests recorded by the portal.

D. The difference between automated ticket records and manually entered ticket records.

Show answer Next card

Topic index Contents

Practice: card 113 of 1,000

Answer 113

Correct Answer: B. The difference between service activity and evidence of the intended stakeholder result.

Why this answer

Ticket volume shows activity, which can reflect demand, friction, or other causes. Value requires evidence of the relevant outcome, so more tickets cannot establish it without understanding why the activity occurred and what it achieved.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Building a Practical Foundation

Main book, page 15

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 114 of 1,000

Question 114

Choose the best answer.

Reliability has improved, but employees still avoid the service for urgent work after earlier outages. Which explanation deserves investigation?

A. The improved availability result may make user perceptions less useful to the review.

B. The service may need a new internal owner to reset the performance history.

C. The service capability may need a wider catalog of optional features.

D. Trust may lag behind technical recovery and require consistent evidence over time.

Show answer Next card

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Practice: card 114 of 1,000

Answer 114

Correct Answer: D. Trust may lag behind technical recovery and require consistent evidence over time.

Why this answer

People build confidence through repeated experience and may remain cautious after failures. Current reliability data matters, but it does not erase earlier experience; the provider should investigate the concerns and demonstrate dependable use.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 115 of 1,000

Question 115

Choose the best answer.

Team A repeatedly sends incomplete requests to Team B. Which change directly strengthens the handoff?

A. Agree the handoff inputs, receiving owner, and acceptance checks.

B. Send each team a longer description of its separate operational targets.

C. Provide more optional note fields for staff to record local details.

D. Require manager approval before either team acts.

Show answer Next card

Topic index Contents

Practice: card 115 of 1,000

Answer 115

Correct Answer: A. Agree the handoff inputs, receiving owner, and acceptance checks.

Why this answer

The stated failure concerns the completeness and acceptance of information crossing the boundary. Clear input requirements and ownership address it directly, while extra approval, optional fields, or separate targets may leave the gap unchanged.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 116 of 1,000

Question 116

Choose the best answer.

A supplier changes an API, and consumer teams receive late notice because communication responsibilities were never agreed. What should be strengthened?

A. More detailed release notes without a named distribution owner.

B. A fixed monthly meeting for discussing completed supplier changes.

C. Agreed owners and timing for notices to affected parties.

D. Consumer monitoring of the supplier's release page as the default notice route.

Show answer Next card

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Practice: card 116 of 1,000

Answer 116

Correct Answer: C. Agreed owners and timing for notices to affected parties.

Why this answer

Agreed owners, notice times, and escalation routes connect supplier changes with consumer readiness. Detailed notes or retrospective meetings do not ensure that affected parties hear in time. Asking consumers to monitor release pages would still require an agreed, dependable notification arrangement.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Practice: card 117 of 1,000

Question 117

Choose the best answer.

Training completion is high, but the working errors it was meant to reduce remain unchanged. What conclusion is justified?

A. The next review should compare only the number of training modules published.

B. Completion is evidence of activity; the intended improvement has not yet been demonstrated.

C. The training achieved its outcome because the assigned activity was completed.

D. The error measure should be replaced because it does not reflect learner participation.

Show answer Next card

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Practice: card 117 of 1,000

Answer 117

Correct Answer: B. Completion is evidence of activity; the intended improvement has not yet been demonstrated.

Why this answer

Completing modules shows participation, not necessarily better performance at work. The service needs evidence that learning changed the relevant behavior or result, and the unchanged error rate warrants investigation rather than a success claim.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 118 of 1,000

Question 118

Choose the best answer.

Why agree what priority means before routing urgent service work?

A. Teams can transfer the priority decision to the workflow software configuration.

B. Teams can assign one deadline per request category.

C. Teams can use the label in place of collecting evidence about business impact.

D. Teams can judge urgency and impact on a common basis.

Show answer

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Practice: card 118 of 1,000

Answer 118

Correct Answer: D. Teams can judge urgency and impact on a common basis.

Why this answer

A shared definition helps teams interpret priority consistently while still considering the facts of the case. It does not make every deadline identical or remove the need for impact evidence and accountable judgment.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Practice: card 119 of 1,000

Question 119

Choose the best answer.

A mobile app launches, but users lack onboarding guidance, support routes, and clear expectations. What gap remains?

A. An unsupported user journey after software release.

B. A capacity shortfall in the technical support team.

C. An incomplete technical component inventory.

D. An insufficiently broad set of app functions.

Show answer Next card

Topic index Contents

Practice: card 119 of 1,000

Answer 119

Correct Answer: A. An unsupported user journey after software release.

Why this answer

A released component does not establish a workable service experience. Guidance, support routes, and clear expectations help people use the capability successfully. The scenario identifies those gaps without establishing missing functions, incomplete inventory, or insufficient support capacity.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey
Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 120 of 1,000

Question 120

Choose the best answer.

Why review the HR service journeys of employees, managers, and HR specialists separately and together?

A. To organize each group around a separate provider for its own tasks.

B. To let the highest-volume group define success for the whole service.

C. To understand different paths and how their handoffs shape the shared result.

D. To create one approval sequence that all three groups must follow.

Show answer Next card

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Practice: card 120 of 1,000

Answer 120

Correct Answer: C. To understand different paths and how their handoffs shape the shared result.

Why this answer

Different groups can encounter different needs and friction within the same service. Reviewing each perspective and their connections helps expose cross-group handoffs that a single generic journey might miss.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 121 of 1,000

Question 121

Choose the best answer.

A service team cites long hours spent reconciling problems as proof of value. What evidence should the review seek?

A. Whether the work helps stakeholders achieve useful outcomes with acceptable overall effort.

B. Whether the reconciliation work was recorded using the agreed internal categories.

C. How many staff hours were charged to the service during the reporting period.

D. How many reconciliation tasks each team member completed during the week.

Show answer Next card

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Practice: card 121 of 1,000

Answer 121

Correct Answer: A. Whether the work helps stakeholders achieve useful outcomes with acceptable overall effort.

Why this answer

Provider effort may enable valuable outcomes or reveal avoidable friction. Hours, task counts, and coding consistency describe work performed; they do not establish its effect on consumers.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 04: Master Digital Product and Service Management Concepts Without Drowning in Jargon

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Practice: card 122 of 1,000

Question 122

Choose the best answer.

Payroll support is courteous and responsive, but recurring submission failures cause late pay. What is the BEST assessment?

A. The support satisfaction score is the strongest evidence of the service's overall value.

B. The service should prioritize preserving the current support response targets.

C. The review should separate payroll accuracy from the consumer service experience.

D. Good support interactions are insufficient while the core payroll outcome repeatedly fails.

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Topic index Contents

Practice: card 122 of 1,000

Answer 122

Correct Answer: D. Good support interactions are insufficient while the core payroll outcome repeatedly fails.

Why this answer

Experience includes the whole service result as well as individual interactions. Courteous support matters, but it does not offset recurring failure to pay people accurately and on time.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Experience as Part of Value Co-Creation

Main book, page 178

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 123 of 1,000

Question 123

Choose the best answer.

Users can perform the required task, but the portal becomes unreliable during predictable demand peaks. Which distinction best frames the issue?

A. Utility concerns the task capability; warranty concerns dependable use under expected load.

B. Output concerns completed work; outcome concerns the result experienced by a stakeholder.

C. Customer concerns requirements; sponsor concerns the budget used to consume the service.

D. Product concerns managed resources; practice concerns resources for a management objective.

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Practice: card 123 of 1,000

Answer 123

Correct Answer: A. Utility concerns the task capability; warranty concerns dependable use under expected load.

Why this answer

The problem separates useful functionality from the assurance that it will work when required. The other distinctions are valid concepts but do not directly frame the stated peak-load failure.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 124 of 1,000

Question 124

Choose the best answer.

How does a stakeholder journey review complement an internal process map?

A. It replaces the process sequence with a list of the service's technical dependencies.

B. It examines the interactions, effort, and perceptions surrounding the stakeholder outcome.

C. It identifies which provider team owns the highest number of process activities.

D. It checks whether each internal task follows the sequence in the approved procedure.

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Practice: card 124 of 1,000

Answer 124

Correct Answer: B. It examines the interactions, effort, and perceptions surrounding the stakeholder outcome.

Why this answer

A journey review follows how people encounter and experience the service, including points before and after internal processing. Process maps can reveal useful work sequences, but they need to be connected to that broader experience.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 125 of 1,000

Question 125

Choose the best answer.

A service gains stronger access protection and confidentiality safeguards without adding new user tasks. Which value characteristic is most directly strengthened?

A. Experience through a shorter and clearer request journey.

B. Sustainability through lower continuing resource consumption.

C. Utility through an expanded set of business functions.

D. Warranty through stronger assurance of secure use.

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Practice: card 125 of 1,000

Answer 125

Correct Answer: D. Warranty through stronger assurance of secure use.

Why this answer

Security can be a required warranty characteristic because it affects whether the service is fit for use. The scenario does not establish additional business functions, an easier journey, or lower resource consumption.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 126 of 1,000

Question 126

Choose the best answer.

Which assumption would misinterpret value co-creation?

A. Provider capability must fit the consumer's circumstances and goals.

B. Consumers affect the result through their information and use of the service.

C. Providers and consumers must perform identical operational responsibilities.

D. Both parties contribute to whether the intended outcome is realized.

Show answer Next card

Topic index Contents

Practice: card 126 of 1,000

Answer 126

Correct Answer: C. Providers and consumers must perform identical operational responsibilities.

Why this answer

Co-creation recognizes different contributions that combine in use; it does not make responsibilities identical. Provider accountability and consumer responsibilities remain distinguishable even when both parties influence the outcome.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 10: Grasp Value Co-Creation Beyond Delivery and Into Shared Outcomes

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Practice: card 127 of 1,000

Question 127

Choose the best answer.

Why manage a portal, app, and notification capability as one product when they support the same purpose?

A. To give the team a common inventory of software components and licenses.

B. To route each feature request to the specialist who built the relevant component.

C. To coordinate priorities and evolution across the capabilities that form the offering.

D. To ensure every component follows the same release date and technical implementation.

Show answer Next card

Topic index Contents

Practice: card 127 of 1,000

Answer 127

Correct Answer: C. To coordinate priorities and evolution across the capabilities that form the offering.

Why this answer

A product view manages related resources and capabilities as a coherent whole. Shared inventory or issue routing can help, but coherence does not require identical technologies or synchronized releases for every component.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Practice: card 128 of 1,000

Question 128

Choose the best answer.

A capable service is ignored because its description uses terms intended for technical staff. What should the provider address first?

A. The shared understanding of the service purpose, audience, and expected outcomes.

B. Alignment of the description with the supplier's published product terminology.

C. The volume of internal release information available in the service catalog.

D. An expanded specification of the service's technical operating requirements.

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Practice: card 128 of 1,000

Answer 128

Correct Answer: A. The shared understanding of the service purpose, audience, and expected outcomes.

Why this answer

People need understandable language to recognize whether the service meets their needs. More technical detail or vendor naming may preserve the comprehension problem unless the description connects to the audience and outcome.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

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Practice: card 129 of 1,000

Question 129

Choose the best answer.

An upstream outage affects an employee service. Who should ensure the service response and consumer communication are coordinated?

A. The provider accountable for the employee-facing service and its supporting arrangements.

B. The supplier engineer responsible for repairing the failed upstream component.

C. The procurement specialist who maintains the upstream supplier contract records.

D. The first business manager to report that employees cannot complete their work.

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Practice: card 129 of 1,000

Answer 129

Correct Answer: A. The provider accountable for the employee-facing service and its supporting arrangements.

Why this answer

The service provider remains responsible for managing the effect on its consumers, while technical restoration and specific communications may be delegated through agreed arrangements. Supplier engineers and procurement staff contribute without automatically owning the full service response.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Practice: card 130 of 1,000

Question 130

Choose the best answer.

Why does adding many request-form options fail to prove improved utility?

A. Utility depends on supporting the required task, which extra options may make harder.

B. The added options should first be counted as separate services in the catalog.

C. The added options need to increase the provider's capacity before they can be useful.

D. The added options need a stronger availability commitment to demonstrate fitness for purpose.

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Topic index Contents

Practice: card 130 of 1,000

Answer 130

Correct Answer: A. Utility depends on supporting the required task, which extra options may make harder.

Why this answer

Utility concerns fitness for purpose, not feature count. Additional choices may help or hinder the needed task, so the provider should test their effect on successful use rather than assume that more options create more value.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Question 131

Choose the best answer.

Why distinguish a missing task capability, unreliable performance, and a confusing interaction before choosing improvements?

A. They determine whether the consumer should continue using the existing service.

B. They allow the review to rank technical measures above stakeholder feedback.

C. They establish which provider team should own the complete service relationship.

D. They suggest different needs that should be investigated before selecting a remedy.

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Practice: card 131 of 1,000

Answer 131

Correct Answer: D. They suggest different needs that should be investigated before selecting a remedy.

Why this answer

The concerns point respectively toward utility, warranty, and experience, although causes can interact. Distinguishing them helps frame investigation; it does not by itself assign ownership or settle whether the service should continue.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Question 132

Choose the best answer.

One option offers stronger outcomes but slightly greater residual risk. What must the decision consider before choosing it?

A. Whether the provider can document that its standard controls are installed.

B. Whether benefits, costs, and residual risk fit agreed goals and risk limits.

C. Whether the proposal promises the largest benefit.

D. Whether the other option has a lower risk score on the comparison sheet.

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Practice: card 132 of 1,000

Answer 132

Correct Answer: B. Whether benefits, costs, and residual risk fit agreed goals and risk limits.

Why this answer

Residual risk does not automatically make an option unacceptable, and stronger benefits do not automatically justify it. The decision needs the full tradeoff, including costs, controls, risk tolerance, and the outcomes being pursued.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 133 of 1,000

Question 133

Choose the best answer.

Users call the service slow, but its screens load quickly. Where should a journey review look next?

A. At the wording users use when describing the service's technical response time.

B. At the processor utilization of the components already meeting their targets.

C. At the fastest-loading screens to confirm the current performance target.

D. At waiting, approvals, handoffs, and repeated effort around the screen interactions.

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Practice: card 133 of 1,000

Answer 133

Correct Answer: D. At waiting, approvals, handoffs, and repeated effort around the screen interactions.

Why this answer

People experience elapsed time across the whole task, not just screen response. A fast interface can coexist with substantial waiting or repeated work between interactions, so the review should investigate that surrounding path.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 134 of 1,000

Question 134

Choose the best answer.

How should a management practice support decisions in situations that vary?

A. Apply the routine checklist unchanged so that decisions remain comparable.

B. Refer every variation to the same approval group before work can continue.

C. Provide shared guidance while allowing accountable judgment appropriate to the context.

D. Let each specialist choose an approach without reference to shared expectations.

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Practice: card 134 of 1,000

Answer 134

Correct Answer: C. Provide shared guidance while allowing accountable judgment appropriate to the context.

Why this answer

A practice provides consistency without assuming every situation is identical. Context-sensitive judgment, clear boundaries, and proportionate escalation are more useful than automatic routine handling or unrestricted personal methods.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 135 of 1,000

Question 135

Choose the best answer.

Which change directly improves the clarity of consuming a service while leaving its core functions and assurance commitments unchanged?

A. Adding new request types for previously unsupported business tasks.

B. Adding recovery capacity at a second geographical location.

C. Increasing the platform capacity available during peak-demand periods.

D. Clearer instructions and status messages for the intended users.

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Topic index Contents

Practice: card 135 of 1,000

Answer 135

Correct Answer: D. Clearer instructions and status messages for the intended users.

Why this answer

Clearer language improves the interaction and the effort needed to use existing functions. Recovery and capacity strengthen warranty, while additional request types expand utility.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Human-Centred Thinking in Digital Services

Main book, page 179

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Practice: card 136 of 1,000

Question 136

Choose the best answer.

A service is unchanged, but a new business cycle requires faster results and users find it inadequate. What has changed?

A. The provider's ownership of the service resources and supporting capabilities.

B. The distinction between a completed output and an experienced outcome.

C. The classification of the service as a product instead of an operational offering.

D. The consumer context against which usefulness and acceptable performance are judged.

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Topic index Contents

Practice: card 136 of 1,000

Answer 136

Correct Answer: D. The consumer context against which usefulness and acceptable performance are judged.

Why this answer

Consumer needs and timing can change the value of an existing capability. The service must be reassessed against those conditions; unchanged technology does not guarantee unchanged fit.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Seeing Value Across the Full Lifecycle

Main book, page 26

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Question 137

Choose the best answer.

What do an internal shared-service team and an external cloud company have in common when each offers a service to consumers?

A. Both transfer service outcome decisions to the department funding consumption.

B. Both should be evaluated using the same technical measures and operating cost.

C. Both use the same contractual methods to establish consumer responsibilities.

D. Both have provider responsibilities within the relationships they support.

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Practice: card 137 of 1,000

Answer 137

Correct Answer: D. Both have provider responsibilities within the relationships they support.

Why this answer

Provider and consumer roles apply to internal as well as external relationships. Governance, contracts, measures, and responsibilities still need to fit the context rather than being assumed identical.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Practice: card 138 of 1,000

Question 138

Choose the best answer.

A service desk cuts call duration, but unresolved issues drive more repeat calls. What should the review examine?

A. Whether the team can increase the number of calls closed during each shift.

B. Whether the complete support journey achieves resolution with acceptable total effort.

C. Whether average call duration can be reduced further for frequent issue categories.

D. Whether repeat calls can be recorded separately from the original support interaction.

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Practice: card 138 of 1,000

Answer 138

Correct Answer: B. Whether the complete support journey achieves resolution with acceptable total effort.

Why this answer

A shorter interaction is not necessarily better if the user must return repeatedly to finish the same task. The review should include resolution and total effort across contacts rather than optimizing a single duration measure.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Question 139

Choose the best answer.

Two services provide equivalent availability, security, and support. Which question most directly compares their utility?

A. Which one maintains the greater reserve capacity for expected demand peaks?

B. Which one offers the tighter restoration-time commitment during disruption?

C. Which one has the more extensive evidence from recovery exercises?

D. Which one better enables the specific task and outcome the consumer needs?

Show answer Next card

Topic index Contents

Practice: card 139 of 1,000

Answer 139

Correct Answer: D. Which one better enables the specific task and outcome the consumer needs?

Why this answer

Utility addresses the capability needed for the purpose. Recovery, restoration commitments, and reserve capacity primarily concern dependable use and should be assessed separately from task fit.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Practice: card 140 of 1,000

Question 140

Choose the best answer.

How should a checklist used by a support team be understood?

A. As the complete practice once the team approves all listed steps.

B. As one aid within a broader set of roles, resources, and measures.

C. As the full practice scope when each step has a named owner.

D. As proof of the support outcome once every box has been checked.

Show answer Next card

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Practice: card 140 of 1,000

Answer 140

Correct Answer: B. As one aid within a broader set of roles, resources, and measures.

Why this answer

A checklist can support consistent action but does not establish the whole practice. Approval, named task owners, and completed checks help organize or document work without proving the full capability or its result. The practice also needs appropriate resources, usable information, and feedback.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Question 141

Choose the best answer.

A collaboration service uses identity, messaging, storage, and approval systems. How should its boundary be described?

A. By the component maintained by the team that first built the solution.

B. By the boundaries of the software platform used for service reporting.

C. By the consumer outcomes and the connected capabilities needed to support them.

D. By the technical platform with the largest operating cost.

Show answer Next card

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Practice: card 141 of 1,000

Answer 141

Correct Answer: C. By the consumer outcomes and the connected capabilities needed to support them.

Why this answer

A service enables outcomes through connected provider capabilities, often spanning several systems. Cost, original ownership, or the scope of a reporting platform alone is not a sound way to define that service boundary.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 05: Distinguish Digital Products and Services to Think in Modern ITIL Terms

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Practice: card 142 of 1,000

Question 142

Choose the best answer.

A retention service is rarely accessed directly but supports payroll, audit, and legal work. How should its value be assessed?

A. By its hosting expense compared with other rarely accessed systems.

B. By whether supporting teams meet their internal activity targets.

C. By the important outcomes it enables and the burden and exposure involved.

D. By the frequency with which employees open its user interface.

Show answer Next card

Topic index Contents

Practice: card 142 of 1,000

Answer 142

Correct Answer: C. By the important outcomes it enables and the burden and exposure involved.

Why this answer

An indirectly consumed capability can still support important outcomes. Direct usage, hosting expense, and local activity targets may inform the review but do not capture the benefits and risks of the supported work.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 143 of 1,000

Question 143

Choose the best answer.

An analytics service launches on time, but inconsistent consumer data makes its dashboards unreliable. What should the value review recognize?

A. The provider should replace outcome measures with the number of dashboards published.

B. Consumer inputs and behavior affect outcomes alongside provider design and support.

C. The on-time delivery result is sufficient evidence of the provider contribution.

D. The input defects should stay outside the service review because consumers own the data.

Show answer Next card

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Practice: card 143 of 1,000

Answer 143

Correct Answer: B. Consumer inputs and behavior affect outcomes alongside provider design and support.

Why this answer

Value depends on the interaction of usable capability and appropriate consumer contributions. The provider should help clarify data requirements and controls while the consumer addresses its input responsibilities; timely delivery alone does not establish useful analytics.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 15: Reinforce Value Co-Creation Concepts for Faster Recall and Better Judgment

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Practice: card 144 of 1,000

Question 144

Choose the best answer.

Users can now see the next step, expected wait, and current status in an unchanged request function. What is most directly improved?

A. The clarity and predictability of the stakeholder journey.

B. The completeness of information required to authorize each request.

C. The scope of business tasks the service can perform.

D. The availability guarantee for the underlying platform.

Show answer Next card

Topic index Contents

Practice: card 144 of 1,000

Answer 144

Correct Answer: A. The clarity and predictability of the stakeholder journey.

Why this answer

Visible, understandable information reduces uncertainty and effort as users progress through the service. That does not by itself add task capability, strengthen availability commitments, or establish that all approval evidence is complete.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Practice: card 145 of 1,000

Question 145

Choose the best answer.

A compliance service reduces missed attestations but is difficult to navigate. What is the BEST assessment?

A. Recognize the protective outcome while evaluating the burden and improving the experience.

B. Use the reduced attestation failures as sufficient evidence of complete service success.

C. Use navigation satisfaction as the deciding measure of the service's overall value.

D. Separate the navigation complaints from the service because they concern individual preferences.

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Topic index Contents

Practice: card 145 of 1,000

Answer 145

Correct Answer: A. Recognize the protective outcome while evaluating the burden and improving the experience.

Why this answer

Protective outcomes and consumer effort both belong in a balanced value assessment. Neither the positive compliance result nor the difficult experience alone determines the complete value picture.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Practice: card 146 of 1,000

Question 146

Choose the best answer.

A team replaces its workflow software. What MOST clearly demonstrates continuity of the management practice?

A. The former supplier implementation model without any review of the new environment.

B. The previous platform's interface layout as the preferred model for operating consistency.

C. The management objective, responsibilities, knowledge, and methods, adapted where necessary.

D. The former tool configuration as the defining boundary of the management practice.

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Practice: card 146 of 1,000

Answer 146

Correct Answer: C. The management objective, responsibilities, knowledge, and methods, adapted where necessary.

Why this answer

A practice is a broader organizational capability than a tool configuration. Its purpose and many supporting elements can continue while methods and integrations are reviewed for the new platform.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Topic index

Contents

Practice: card 147 of 1,000

Question 147

Choose the best answer.

Teams interpret the priority field differently and escalate similar requests inconsistently. Which action directly addresses the language problem?

A. Agree business meanings and examples, then use them consistently in the workflow and guidance.

B. Replace the label with the code used by the platform supplier's documentation.

C. Keep local definitions and compare the resulting priority counts at the next review.

D. Add a free-text field so each team can explain its own label after routing.

Show answer Next card

Topic index Contents

Practice: card 147 of 1,000

Answer 147

Correct Answer: A. Agree business meanings and examples, then use them consistently in the workflow and guidance.

Why this answer

Shared definitions and examples make the label usable across teams. Extra notes, later comparison, and supplier codes do not resolve the inconsistency unless the parties agree what the field means in their context.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

Return to question Next card

Topic index Contents

Practice: card 148 of 1,000

Question 148

Choose the best answer.

Stakeholders cannot tell who a capable service is for or what it helps them achieve. What should be improved first?

A. The inventory of supporting technical components.

B. The release schedule showing when future features will become available.

C. The supplier comparison used to justify the original platform selection.

D. A clear description of intended users and the outcomes offered.

Show answer Next card

Topic index Contents

Practice: card 148 of 1,000

Answer 148

Correct Answer: D. A clear description of intended users and the outcomes offered.

Why this answer

A value-focused description helps people recognize the intended use and benefit. Inventory, schedules, and procurement evidence may support management but do not directly answer the stakeholder questions stated here.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 149 of 1,000

Question 149

Choose the best answer.

A filing service meets average availability targets but repeatedly fails during a critical monthly submission window. What should the review conclude?

A. Dependability must be assessed against the actual timing and conditions of required use.

B. The filing deadline should be assessed separately from the availability requirement.

C. The average result establishes that the service is fit for the filing purpose.

D. The monthly interruption should be excluded because it is a small fraction of operating time.

Show answer Next card

Topic index Contents

Practice: card 149 of 1,000

Answer 149

Correct Answer: A. Dependability must be assessed against the actual timing and conditions of required use.

Why this answer

Warranty concerns whether the service can be relied on when needed. A broad average can conceal failure during the period that matters most to the consumer outcome.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Topic index

Contents

Practice: card 150 of 1,000

Question 150

Choose the best answer.

Two services produce the same correct report. One requires repeated handoffs and local reconciliation; the other supports a clear continuous path. What most directly differs?

A. The authority responsible for defining the report requirement.

B. The technical format of the final report output.

C. The effort and flow experienced across the service journey.

D. The business purpose of the resulting report.

Show answer Next card

Topic index Contents

Practice: card 150 of 1,000

Answer 150

Correct Answer: C. The effort and flow experienced across the service journey.

Why this answer

The same output can be reached through very different amounts of effort, waiting, and coordination. A journey review exposes those differences even when the final report and business purpose are equivalent.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Understanding the Service Journey

Main book, page 175

Episode 14: Follow the Service Journey to See How Stakeholders Experience Value

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Topic index

Contents

Practice: card 151 of 1,000

Question 151

Choose the best answer.

A department consumes a managed service instead of hiring specialists to operate its platform. What does this illustrate?

A. The supplier now defines the department's business objectives and consumption priorities.

B. The department has transferred its requirement and outcome responsibilities to the provider.

C. A service can reduce the consumer's direct management burden.

D. The department can judge success by the provider's internal technical measures.

Show answer Next card

Topic index Contents

Practice: card 151 of 1,000

Answer 151

Correct Answer: C. A service can reduce the consumer's direct management burden.

Why this answer

Service consumption can move agreed operational responsibilities to the provider. The consumer still defines needs, evaluates its outcomes, and retains some costs and risks.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 05: Distinguish Digital Products and Services to Think in Modern ITIL Terms

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Topic index

Contents

Practice: card 152 of 1,000

Question 152

Choose the best answer.

A team relies on last year's survey as proof of current service value. What is the main weakness?

A. The survey should be used to establish a permanent baseline for service acceptance.

B. The survey responses need to be expressed as technical availability targets.

C. Needs and experience may have changed since that evidence was collected.

D. The provider should replace stakeholder feedback with current implementation task counts.

Show answer Next card

Topic index Contents

Practice: card 152 of 1,000

Answer 152

Correct Answer: C. Needs and experience may have changed since that evidence was collected.

Why this answer

Value changes with consumer context, performance, cost, risk, and experience. Historical feedback remains useful context, but it should be checked against current evidence before drawing a present-day conclusion.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Topic index

Contents

Practice: card 153 of 1,000

Question 153

Choose the best answer.

Which question broadens a platform review into a service-provider review?

A. Which configuration parameters give administrators the most control over platform behavior?

B. What outcomes do consumers need, and what tradeoffs affect them?

C. Which technical component has accumulated the largest unresolved maintenance backlog?

D. Which supplier product includes the widest range of available features?

Show answer Next card

Topic index Contents

Practice: card 153 of 1,000

Answer 153

Correct Answer: B. What outcomes do consumers need, and what tradeoffs affect them?

Why this answer

A provider view connects technical capability to consumer outcomes, costs, risks, and use. Maintenance, features, and configuration are relevant inputs, but they do not define the service purpose by themselves.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Products, Services, and Business Value

Main book, page 11

Episode 04: Master Digital Product and Service Management Concepts Without Drowning in Jargon

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Topic index

Contents

Practice: card 154 of 1,000

Question 154

Choose the best answer.

Analysts need to handle varying requests under a detailed work instruction. What would BEST support consistent decisions?

A. Let experienced analysts decide the handling method without recording the reasoning.

B. Route unfamiliar cases through the routine sequence before deciding whether escalation is needed.

C. Add a separate instruction for every variation previously observed in the workflow.

D. Clarify decision boundaries and allow informed judgment within them.

Show answer Next card

Topic index Contents

Practice: card 154 of 1,000

Answer 154

Correct Answer: D. Clarify decision boundaries and allow informed judgment within them.

Why this answer

Consistent work benefits from clear purpose, responsibilities, outputs, and proportionate escalation. More instructions cannot anticipate every context, while unrecorded personal handling can undermine shared learning and accountability.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Topic index

Contents

Practice: card 155 of 1,000

Question 155

Choose the best answer.

A provider calls users, requirement owners, budget approvers, and affected auditors all users. What is the main risk?

A. The provider may need a separate platform interface for each stakeholder group.

B. Distinct decision responsibilities and stakeholder needs may be overlooked.

C. The total population of daily users may be underestimated.

D. Separate reporting lines may be needed.

Show answer Next card

Topic index Contents

Practice: card 155 of 1,000

Answer 155

Correct Answer: B. Distinct decision responsibilities and stakeholder needs may be overlooked.

Why this answer

Customer, user, sponsor, and other stakeholder roles clarify different responsibilities. They need not correspond to separate people or departments, but collapsing them into one label can obscure requirements, authority, and impact.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Providers, Consumers, and Stakeholders

Main book, page 13

Episode 12: Recognize the Roles of Service Providers Consumers and Stakeholders

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Topic index

Contents

Practice: card 156 of 1,000

Question 156

Choose the best answer.

A travel service adds mobile approval for managers working away from their desks. Which evidence best shows improved utility?

A. Technical troubleshooting guidance covers more support scenarios.

B. The provider closes a larger proportion of support incidents within its target.

C. Managers successfully approve urgent travel from mobile devices.

D. The database generates a complete set of audit logs during routine operation.

Show answer Next card

Topic index Contents

Practice: card 156 of 1,000

Answer 156

Correct Answer: C. Managers successfully approve urgent travel from mobile devices.

Why this answer

Successful mobile approval shows that the new capability supports the intended task. Logs, incident performance, and support documentation may support dependable operation but do not directly establish that functional improvement.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Topic index

Contents

Practice: card 157 of 1,000

Question 157

Choose the best answer.

A supplier component is resilient, but the provider mishandles escalation and recovery coordination. What does this show?

A. Component uptime adequately represents overall service reliability.

B. The provider should compare supplier performance before reviewing internal response arrangements.

C. Component resilience does not establish dependable end-to-end service.

D. Recovery coordination should be reviewed as a separate management issue.

Show answer Next card

Topic index Contents

Practice: card 157 of 1,000

Answer 157

Correct Answer: C. Component resilience does not establish dependable end-to-end service.

Why this answer

Dependable outcomes require working connections among provider teams and supplier capabilities. A strong component cannot compensate for unclear response ownership or failed coordination around the complete service.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Collaboration Across Providers, Consumers, and Partners

Main book, page 24

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Topic index

Contents

Practice: card 158 of 1,000

Question 158

Choose the best answer.

New employees now learn a task after one short walkthrough; experienced users see little change in execution speed. What improved most directly?

A. The learnability of the service for new users.

B. The breadth of functions available to experienced users.

C. The platform capacity available at peak demand.

D. The consistency of task outcomes for experienced users.

Show answer Next card

Topic index Contents

Practice: card 158 of 1,000

Answer 158

Correct Answer: A. The learnability of the service for new users.

Why this answer

The stated improvement concerns how easily an intended audience learns to use the service. It does not establish new functionality, greater capacity, or changed outcome consistency for experienced users.

Read and listen

Chapter 15: Experience, Relationships, and the Service Journey

Section: Human-Centred Thinking in Digital Services

Main book, page 179

Episode 59: Improve Digital Experience Across the Lifecycle and the Stakeholder Journey

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Topic index

Contents

Practice: card 159 of 1,000

Question 159

Choose the best answer.

A service designed for monthly use is now needed hourly. What should be reviewed first?

A. Whether the existing product description still lists every supporting component.

B. Whether the provider can retain the original service reporting schedule.

C. Whether its functionality and dependability fit the new use conditions.

D. Whether the existing support staffing can be held constant.

Show answer Next card

Topic index Contents

Practice: card 159 of 1,000

Answer 159

Correct Answer: C. Whether its functionality and dependability fit the new use conditions.

Why this answer

Changed frequency can affect required functionality, capacity, availability, and user effort. The review should reassess fit for purpose and use rather than assume the original design remains adequate.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Experience, Utility, Warranty, and Sustainability

Main book, page 22

Episode 09: Review the Core Concepts That Anchor Modern Digital Product and Service Management

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Topic index

Contents

Practice: card 160 of 1,000

Question 160

Choose the best answer.

A team is comparing a new platform with continued manual work. What is the BEST starting point for the comparison?

A. The implementation approach preferred by teams operating the current platform.

B. The option that preserves the greatest number of existing local work procedures.

C. The needed outcome and each option's costs, risks, and user effort.

D. The full set of features available in the largest supplier implementation.

Show answer Next card

Topic index Contents

Practice: card 160 of 1,000

Answer 160

Correct Answer: C. The needed outcome and each option's costs, risks, and user effort.

Why this answer

A service decision should start from the needed result and the costs, risks, and effort of the available approaches. Feature catalogs, implementation preferences, and familiar procedures can inform the comparison, but their contribution to the outcome must be assessed.

Read and listen

Chapter 2: Understanding Value Co-Creation

Section: Outcomes, Costs, and Risks

Main book, page 20

Episode 11: Weigh Outcomes Costs and Risks When Defining Real Service Value

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Topic index

Contents

Topic 2

The four dimensions in practice

Examine people, technology, suppliers, and the flow of work together. Identify dependencies that a view of one team or tool can miss.

Select a question. Return here with Topic index on either card face.

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Practice: card 161 of 1,000

Question 161

Choose the best answer.

A new workflow platform works technically, but roles, handoffs, and supplier arrangements remain unclear. What should the organization conclude?

A. Further platform configuration should be the next priority.

B. Technology alone has not resolved the weaknesses across the service.

C. The service should be evaluated through the new platform's technical acceptance results.

D. The supplier should define the provider's internal responsibilities during the next release.

Show answer Next card

Topic index Contents

Practice: card 161 of 1,000

Answer 161

Correct Answer: B. Technology alone has not resolved the weaknesses across the service.

Why this answer

The four dimensions interact in producing service outcomes. A sound platform cannot establish the roles, relationships, and flow that the scenario leaves unresolved.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: The Four Dimensions in Practice

Main book, page 32

Episode 16: See the Four Dimensions as One System Rather Than Four Topics

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Topic index

Contents

Practice: card 162 of 1,000

Question 162

Choose the best answer.

Why review all four dimensions when changing a service design?

A. To complete the organizational design before information, suppliers, or workflow are considered.

B. To choose the one dimension that should control the complete service operating model.

C. Changes in one area can alter needs and performance elsewhere.

D. To standardize performance measures across the four dimensions.

Show answer Next card

Topic index Contents

Practice: card 162 of 1,000

Answer 162

Correct Answer: C. Changes in one area can alter needs and performance elsewhere.

Why this answer

The dimensions provide complementary views of an interacting service. They need to be considered together, without assuming identical measures or a fixed sequence of design decisions.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: The Four Dimensions in Practice

Main book, page 32

Episode 16: See the Four Dimensions as One System Rather Than Four Topics

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Next card

Topic index

Contents

Practice: card 163 of 1,000

Question 163

Choose the best answer.

Tooling and workflow are stable, but new staff repeatedly make errors because role expectations and coaching are missing. Which dimension directly addresses this gap?

A. Information and technology

B. Organizations and people

C. Partners and suppliers

D. Value streams and processes

Show answer Next card

Topic index Contents

Practice: card 163 of 1,000

Answer 163

Correct Answer: B. Organizations and people

Why this answer

Role expectations, competence, and coaching belong to organizations and people. The other dimensions may contribute to performance, but the scenario specifically identifies preparation and responsibilities as the gap.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Organizations and People

Main book, page 32

Episode 17: Strengthen Organizations and People for Reliable Digital Product and Service Management

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Return to question

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Topic index

Contents

Practice: card 164 of 1,000

Question 164

Choose the best answer.

Why review skills and decision authority when trying to stabilize a service?

A. People need the capability and authority to perform their service roles.

B. Supplier specialists can define the internal responsibilities needed for stable operation.

C. Reporting lines provide a sufficient basis for deciding how operational work should proceed.

D. The service can use escalation frequency as its main evidence of operational competence.

Show answer Next card

Topic index Contents

Practice: card 164 of 1,000

Answer 164

Correct Answer: A. People need the capability and authority to perform their service roles.

Why this answer

Reliable work depends on staff being prepared and empowered to act within their responsibilities. Reporting lines and supplier input can help, but neither establishes the necessary skills or appropriate decision rights.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Organizations and People

Main book, page 32

Episode 17: Strengthen Organizations and People for Reliable Digital Product and Service Management

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Topic index

Contents

Practice: card 165 of 1,000

Question 165

Choose the best answer.

Each team meets its local target, yet the overall service is slow. Which next step most directly investigates the gap?

A. Centralize queue ownership before examining how requests actually move.

B. Use supplier availability reports as the main view of overall service performance.

C. Replace consumer targets with the complete set of current local measures.

D. Trace handoffs to find where local choices create waits or rework.

Show answer Next card

Topic index Contents

Practice: card 165 of 1,000

Answer 165

Correct Answer: D. Trace handoffs to find where local choices create waits or rework.

Why this answer

Local targets can reward behavior that weakens the complete result. Tracing interactions and handoffs tests where delays arise before selecting a remedy. Replacing outcome measures, relying on supplier results, or reorganizing queues may leave the actual constraint unexamined.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Value Streams and Processes

Main book, page 39

Episode 16: See the Four Dimensions as One System Rather Than Four Topics

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Topic index

Contents

Practice: card 166 of 1,000

Question 166

Choose the best answer.

What is the main contribution of well-designed information and technology to service work?

A. A set of approval authorities established for high-impact service decisions.

B. A common reporting structure for assigning staff to operational teams.

C. A clear commercial agreement covering the responsibilities of outside partners.

D. Timely evidence and tools that support decisions and coordinated work.

Show answer Next card

Topic index Contents

Practice: card 166 of 1,000

Answer 166

Correct Answer: D. Timely evidence and tools that support decisions and coordinated work.

Why this answer

This dimension connects usable information with technology that supports action, visibility, and flow. Reporting structures, commercial relationships, and approval authority concern other aspects of the service and must be coordinated with it.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Information and Technology

Main book, page 34

Episode 18: Use Information and Technology to Enable Better Decisions and Better Flow

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Topic index

Contents

Practice: card 167 of 1,000

Question 167

Choose the best answer.

A service depends on an external notification provider. What should the internal provider establish?

A. The component contract as the complete description of the consumer-facing service.

B. The supplier's standard notification priorities as the provider's operating rules.

C. A dashboard focused on supplier component availability.

D. Clear ownership, performance commitments, and routes for coordinating a response.

Show answer Next card

Topic index Contents

Practice: card 167 of 1,000

Answer 167

Correct Answer: D. Clear ownership, performance commitments, and routes for coordinating a response.

Why this answer

A supplier dependency needs agreed expectations, interfaces, and escalation arrangements. Its standard metrics or contract do not automatically cover how the complete service must support the consumer outcome.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Partners and Suppliers

Main book, page 37

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Topic index

Contents

Practice: card 168 of 1,000

Question 168

Choose the best answer.

What does an end-to-end value-stream map add to separate departmental task lists?

A. It provides the technical specification for the platforms used in each activity.

B. It establishes the commercial obligations of each supplier contributing to the service.

C. It exposes waiting, rework, and handoffs across the complete path.

D. It identifies the staff reporting lines for every participating operational department.

Show answer Next card

Topic index Contents

Practice: card 168 of 1,000

Answer 168

Correct Answer: C. It exposes waiting, rework, and handoffs across the complete path.

Why this answer

A value-stream view follows demand through connected work to the intended outcome. Task lists may describe local activities well while leaving delays and dependencies between them invisible.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Value Streams and Processes

Main book, page 39

Episode 20: Map Value Streams and Processes to Reduce Friction and Increase Clarity

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Topic index

Contents

Practice: card 169 of 1,000

Question 169

Choose the best answer.

Reporting lines are clear, but requests wait for days between activities. What should be examined next?

A. Whether moving all queues to one manager would solve the delay.

B. Whether supplier targets should be tightened before internal handoffs are traced.

C. Whether stricter internal completion targets would make each team faster.

D. Where requests wait and what prevents the next activity from starting.

Show answer Next card

Topic index Contents

Practice: card 169 of 1,000

Answer 169

Correct Answer: D. Where requests wait and what prevents the next activity from starting.

Why this answer

An organization chart does not show the flow of work or the cause of waiting. Tracing requests provides evidence about handoffs, information, and approvals before selecting a remedy. Tightening targets or moving ownership without that evidence risks addressing the wrong cause.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Value Streams and Processes

Main book, page 39

Episode 20: Map Value Streams and Processes to Reduce Friction and Increase Clarity

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Practice: card 170 of 1,000

Question 170

Choose the best answer.

Automated routing uses inaccurate ownership records and conflicting status data. Which concern is MOST directly indicated?

A. Supplier response may slow if the new route increases demand.

B. Errors may spread faster while assignments and decisions become less trustworthy.

C. Users may need more guidance to submit unfamiliar request categories.

D. The platform may lack capacity to process peak transaction volumes.

Show answer Next card

Topic index Contents

Practice: card 170 of 1,000

Answer 170

Correct Answer: B. Errors may spread faster while assignments and decisions become less trustworthy.

Why this answer

Automation acts on the information supplied to it, so poor records can accelerate misrouting and inconsistent decisions. Capacity, supplier load, and unfamiliar request types are other possible concerns, but the stated defect is untrustworthy routing data.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Information and Technology

Main book, page 34

Episode 18: Use Information and Technology to Enable Better Decisions and Better Flow

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Practice: card 171 of 1,000

Question 171

Choose the best answer.

A new service model needs staff to coordinate across teams. Which action directly strengthens organizations and people?

A. Configure the monitoring platform to collect more detailed operational event data.

B. Add an interface to exchange status records with an external supplier platform.

C. Reduce the number of approval steps in the request fulfillment workflow.

D. Clarify roles and build the skills needed for shared service outcomes.

Show answer Next card

Topic index Contents

Practice: card 171 of 1,000

Answer 171

Correct Answer: D. Clarify roles and build the skills needed for shared service outcomes.

Why this answer

Role clarity and competence directly address the human and organizational capability. Integrations, workflow design, and monitoring may also help, but they do not establish who acts or prepare people to perform the required work.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Organizations and People

Main book, page 32

Episode 17: Strengthen Organizations and People for Reliable Digital Product and Service Management

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Practice: card 172 of 1,000

Question 172

Choose the best answer.

Before integrating a specialist supplier into a service, what must the provider clarify?

A. Which internal handoffs can be retained without reviewing the supplier interfaces.

B. Which advertised supplier targets should replace the provider's existing consumer commitments.

C. How ownership should be transferred to the supplier after contract signature.

D. How responsibilities and working interfaces will connect across the boundary.

Show answer Next card

Topic index Contents

Practice: card 172 of 1,000

Answer 172

Correct Answer: D. How responsibilities and working interfaces will connect across the boundary.

Why this answer

The relationship needs clear expectations, decision rights, inputs, outputs, and escalation across the boundary. Adopting advertised targets, transferring ownership, or preserving internal handoffs without checking fit does not establish a workable connection between the parties.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Partners and Suppliers

Main book, page 37

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Topic index Contents

Practice: card 173 of 1,000

Question 173

Choose the best answer.

Why is purchase price alone an inadequate basis for selecting a supplier?

A. The contract price can serve as the common measure of consumer service value.

B. Operational fit, dependencies, resilience, and continuing effort also affect value.

C. The quoted price already covers the provider’s integration and exit costs.

D. Price differences indicate which supplier has the strongest technical capability.

Show answer Next card

Topic index Contents

Practice: card 173 of 1,000

Answer 173

Correct Answer: B. Operational fit, dependencies, resilience, and continuing effort also affect value.

Why this answer

Suppliers can create different integration burdens and risks even when prices are similar. Selection should consider the service consequences of the relationship, without assuming that low price necessarily means poor quality.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Partners and Suppliers

Main book, page 37

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Topic index

Contents

Practice: card 174 of 1,000

Question 174

Choose the best answer.

Tools work and staff know their roles, but the prescribed request route requires unnecessary serial approvals, so staff use side channels. Which dimension most directly needs redesign?

A. Information and technology

B. Value streams and processes

C. Organizations and people

D. Partners and suppliers

Show answer Next card

Topic index Contents

Practice: card 174 of 1,000

Answer 174

Correct Answer: B. Value streams and processes

Why this answer

The specific weakness is the sequence and control design of the work. Other dimensions can influence workarounds, but the stem identifies avoidable approval flow rather than lack of skills or tool capability.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Value Streams and Processes

Main book, page 39

Episode 20: Map Value Streams and Processes to Reduce Friction and Increase Clarity

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Contents

Practice: card 175 of 1,000

Question 175

Choose the best answer.

Which change directly strengthens information and technology?

A. Reassign escalation authority among internal service managers and team leaders.

B. Improve record quality and integrate status views across the tools.

C. Revise supplier obligations for participation during high-impact service incidents.

D. Remove duplicate approval steps from the standard low-risk request process.

Show answer Next card

Topic index Contents

Practice: card 175 of 1,000

Answer 175

Correct Answer: B. Improve record quality and integrate status views across the tools.

Why this answer

Accurate records and integrated status views make information available for decisions and coordinated action. Authority, supplier obligations, and approval sequence concern other dimensions that still need to work with the technology.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Information and Technology

Main book, page 34

Episode 18: Use Information and Technology to Enable Better Decisions and Better Flow

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Question 176

Choose the best answer.

A transition plan lists the tasks, but nobody has assigned authority for handoff acceptance, user support, or escalation. Which dimension directly addresses the missing assignments?

A. Information and technology

B. Partners and suppliers

C. Value streams and processes

D. Organizations and people

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Practice: card 176 of 1,000

Answer 176

Correct Answer: D. Organizations and people

Why this answer

The gap concerns roles, accountability, and decision authority. The workflow must reflect those assignments, but the immediate omission is who is responsible and empowered to act.

Read and listen

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Question 177

Choose the best answer.

Why review roles, supplier arrangements, and workflow when investing in a new platform?

A. To ensure the platform fits the surrounding capabilities and service dependencies.

B. To treat technical acceptance as the main evidence of service readiness.

C. To select roles that match the platform's default license tiers and user profiles.

D. To align supplier contracts with the platform vendor's preferred operating model.

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Practice: card 177 of 1,000

Answer 177

Correct Answer: A. To ensure the platform fits the surrounding capabilities and service dependencies.

Why this answer

Tools produce value through their interaction with people, information, relationships, and work. Reviewing those connections identifies changes needed around the platform and prevents technical acceptance from being mistaken for service success.

Read and listen

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Question 178

Choose the best answer.

A provider outsources a critical component. What management need remains?

A. The provider must manage the dependency and its effect on service outcomes.

B. The provider should make supplier procedures the default for its own operating teams.

C. The provider should use supplier delivery completion as the full service success measure.

D. The provider should base consumer expectations on the supplier's default feature catalog.

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Practice: card 178 of 1,000

Answer 178

Correct Answer: A. The provider must manage the dependency and its effect on service outcomes.

Why this answer

External delivery changes who performs work, but the provider still manages the service it offers. That requires appropriate oversight and coordination, not duplicating all supplier operations or assuming component results prove the complete outcome.

Read and listen

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Question 179

Choose the best answer.

What is the main purpose of reviewing value streams and processes?

A. Determine the skills needed for each individual role in the organization.

B. Understand the path to the outcome and the friction within it.

C. Determine which organizational department should own every service technology platform.

D. Establish the commercial obligations of suppliers supporting the underlying components.

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Practice: card 179 of 1,000

Answer 179

Correct Answer: B. Understand the path to the outcome and the friction within it.

Why this answer

This view examines how demand becomes a useful result through activities, controls, and handoffs. Organization, supplier, and skills decisions may follow from the findings, but they are not the primary focus of the flow review.

Read and listen

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Question 180

Choose the best answer.

A launch exposes gaps in training, supplier ownership, operational data, and approvals. What should the improvement review recognize?

A. The weaknesses span interacting dimensions and need a coordinated response.

B. The data platform should be replaced to establish a new technical baseline.

C. The approval sequence should be fixed before any role or supplier decisions are considered.

D. The supplier should be replaced before the other gaps are investigated.

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Practice: card 180 of 1,000

Answer 180

Correct Answer: A. The weaknesses span interacting dimensions and need a coordinated response.

Why this answer

The scenario identifies problems across all four dimensions. Improvement priorities should follow the evidence and their interactions, rather than an assumed universal sequence or a single isolated fix.

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Question 181

Choose the best answer.

Procedures are accessible, but no backup staff have been trained to handle a veteran analyst's tasks. Which dimension most directly addresses this reliance?

A. Partners and suppliers

B. Value streams and processes

C. Information and technology

D. Organizations and people

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Topic index Contents

Practice: card 181 of 1,000

Answer 181

Correct Answer: D. Organizations and people

Why this answer

The stated gap is competence and staffing resilience. Documentation and tools can support learning, but accessible procedures alone do not establish that other people can perform the work.

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Practice: card 182 of 1,000

Question 182

Choose the best answer.

Tools use inconsistent record definitions when combining incident data, making the shared dashboard unreliable. Which dimension most directly addresses this?

A. Organizations and people

B. Value streams and processes

C. Information and technology

D. Partners and suppliers

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Practice: card 182 of 1,000

Answer 182

Correct Answer: C. Information and technology

Why this answer

The defect lies in information definitions and the way tools integrate and present data. Agreed ownership may help correct it, but the immediate concern is whether the resulting information can support trustworthy decisions.

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Section: Information and Technology

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Question 183

Choose the best answer.

A cheap supplier becomes difficult to replace because its interfaces and expertise are tightly embedded in the service. What was underweighted?

A. The predictability of its charges as transaction volume rises.

B. Dependency risk and the feasibility of changing suppliers.

C. The service credits available after missed availability targets.

D. The supplier's current capacity to deliver.

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Answer 183

Correct Answer: B. Dependency risk and the feasibility of changing suppliers.

Why this answer

Tightly embedded interfaces and expertise can make switching suppliers difficult, even when the initial price is attractive. Current delivery capacity, variable charges, and service credits matter in sourcing decisions, but they do not address the dependency and exit problem described.

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Question 184

Choose the best answer.

Requests repeatedly return between teams because their entry criteria conflict. What should the team inspect first?

A. The total staffing capacity across all teams handling the requests.

B. The aggregate completion rate reported by each team for its own work.

C. The handoff criteria and rework loops in the actual request path.

D. The staff reporting structure used by the largest participating department.

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Practice: card 184 of 1,000

Answer 184

Correct Answer: C. The handoff criteria and rework loops in the actual request path.

Why this answer

Conflicting entry criteria create repeated movement without progress toward the outcome. Tracing the actual handoff and agreeing what each receiver needs directly addresses the stated failure; aggregate completion rates, reporting lines, and total staffing do not identify that mismatch.

Read and listen

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Practice: card 185 of 1,000

Question 185

Choose the best answer.

A service owner is named but lacks delegated authority for routine coordination decisions across teams. Which dimension directly addresses this gap?

A. Partners and suppliers

B. Information and technology

C. Organizations and people

D. Value streams and processes

Show answer

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Contents

Practice: card 185 of 1,000

Answer 185

Correct Answer: C. Organizations and people

Why this answer

Title and accountability need appropriate decision authority and working relationships. The issue is organizational empowerment, even though the resulting delay also affects workflow.

Read and listen

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Episode 17: Strengthen Organizations and People for Reliable Digital Product and Service Management

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Question 186

Choose the best answer.

A synchronization defect gives users conflicting request statuses in the portal, email, and chatbot. Which dimension directly addresses the defect?

A. Information and technology

B. Organizations and people

C. Value streams and processes

D. Partners and suppliers

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Practice: card 186 of 1,000

Answer 186

Correct Answer: A. Information and technology

Why this answer

The issue concerns integrated data and its consistent presentation across tools. Communication responsibilities still matter, but the identified defect is information synchronization rather than missing roles or supplier agreements.

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Section: Information and Technology

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Question 187

Choose the best answer.

A supplier changes interfaces weekly, but the provider needs more preparation time and experiences repeated disruption. What should be addressed?

A. The agreed change coordination, notice, and compatibility arrangements.

B. The frequency of internal reviews of historical supplier performance.

C. Whether the provider's internal test automation can compensate for shorter notice.

D. The technical detail in release notes.

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Practice: card 187 of 1,000

Answer 187

Correct Answer: A. The agreed change coordination, notice, and compatibility arrangements.

Why this answer

The relationship needs change arrangements that account for the preparation time and compatibility the service requires. Testing, release detail, and historical reviews can help, but they do not replace agreed notice and coordinated handling of changes.

Read and listen

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Section: Partners and Suppliers

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Question 188

Choose the best answer.

A value-stream map excludes exception paths used every day. What is the BEST correction?

A. Use the normal path’s average duration as the time budget for exceptions.

B. Keep exceptions in a separate policy and map the approved sequence.

C. Map recurring exception paths and measure their waits and rework.

D. Report exception counts without changing the normal-path map.

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Practice: card 188 of 1,000

Answer 188

Correct Answer: C. Map recurring exception paths and measure their waits and rework.

Why this answer

A useful value-stream map represents material variations in how work actually occurs. Counts, assumed durations, and separate policy records do not reveal the exception routes, waits, and return loops that shape real service performance.

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Question 189

Choose the best answer.

Staff are well trained, but disconnected tools still require duplicate entry and conceal queued work. What follows?

A. The organization should repeat the training before reviewing how the tools connect.

B. The provider should use staff attendance as the main measure of the new service model.

C. The provider should add staff to absorb duplicate entry before reviewing integration.

D. Improving people alone has not resolved the information and technology constraint.

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Practice: card 189 of 1,000

Answer 189

Correct Answer: D. Improving people alone has not resolved the information and technology constraint.

Why this answer

The dimensions interact, and capability in one area cannot establish reliable information flow in another. The review should examine tool integration and visibility while preserving the useful staff capability already developed.

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Question 190

Choose the best answer.

Support knowledge is outdated and difficult to retrieve from disconnected repositories. Which dimension is directly involved?

A. Value streams and processes

B. Partners and suppliers

C. Information and technology

D. Organizations and people

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Practice: card 190 of 1,000

Answer 190

Correct Answer: C. Information and technology

Why this answer

Knowledge quality, accessibility, and the technology used to find it belong to information and technology. Assigning people to maintain it will be part of the remedy, but the stated weakness is the unusable information resource.

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Question 191

Choose the best answer.

Supplier targets are strong, but neither party knows the escalation contacts or incident coordination rules. What is missing?

A. A revised target for how quickly the supplier should acknowledge incidents.

B. A single workflow platform shared by every contributing supplier.

C. A working interface for communication, ownership, and escalation.

D. A common reporting hierarchy for staff employed by both organizations.

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Answer 191

Correct Answer: C. A working interface for communication, ownership, and escalation.

Why this answer

Operational relationships require practical coordination in addition to numerical service targets. Agreed contacts, responsibilities, and escalation paths can exist without shared hierarchy or identical tools.

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Question 192

Choose the best answer.

A single rigid approval sequence makes routine low-risk requests wait behind complex high-risk cases. Which dimension most directly addresses redesign of that sequence?

A. Value streams and processes

B. Partners and suppliers

C. Information and technology

D. Organizations and people

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Practice: card 192 of 1,000

Answer 192

Correct Answer: A. Value streams and processes

Why this answer

The issue is the process route and proportionality of its controls. A redesigned flow should match handling to risk while keeping accountability and necessary checks intact.

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Question 193

Choose the best answer.

A new operating model is announced without time for coaching or practice, and staff continue using the old approach. Which dimension was underestimated?

A. Value streams and processes

B. Information and technology

C. Partners and suppliers

D. Organizations and people

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Practice: card 193 of 1,000

Answer 193

Correct Answer: D. Organizations and people

Why this answer

Capability development and support for changed behavior belong to organizations and people. Announcing a model does not establish that staff understand it or can apply it effectively.

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Section: Organizations and People

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Episode 17: Strengthen Organizations and People for Reliable Digital Product and Service Management

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Question 194

Choose the best answer.

Each team sees only its own operational records, so nobody can assess the complete service state. What is the immediate information problem?

A. Fragmented visibility prevents a coherent view for service decisions.

B. The record volume exceeds the capacity of the shared reporting platform.

C. The records use incompatible severity scales across the participating teams.

D. The data is too old to support decisions about the current service.

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Practice: card 194 of 1,000

Answer 194

Correct Answer: A. Fragmented visibility prevents a coherent view for service decisions.

Why this answer

Data can be abundant yet unusable for end-to-end judgment when each team sees only its own records. The scenario establishes fragmented visibility, not stale data, conflicting scales, or insufficient platform capacity; relevant shared access is the immediate information issue.

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Question 195

Choose the best answer.

Requests are transferred once daily in large batches although the tasks take minutes. Which dimension most directly addresses the resulting wait?

A. Information and technology

B. Organizations and people

C. Value streams and processes

D. Partners and suppliers

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Practice: card 195 of 1,000

Answer 195

Correct Answer: C. Value streams and processes

Why this answer

The batching rule shapes the flow and creates waiting between activities. Technology or staffing could support a change, but the immediate design question concerns when work is released to the next activity.

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Question 196

Choose the best answer.

Two suppliers each assume the other performs a critical validation step. What should the provider resolve first?

A. Whether the suppliers' total staffing meets the agreed service coverage.

B. Whether the contract prices include the same validation activity twice.

C. The named responsibility and acceptance evidence for that step.

D. Whether the validation tool can complete the step within the target time.

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Practice: card 196 of 1,000

Answer 196

Correct Answer: C. The named responsibility and acceptance evidence for that step.

Why this answer

Explicit responsibility and acceptance evidence establish who performs the check and how the provider knows it was completed. Staffing, tool speed, and pricing can matter, but none resolves the unassigned validation responsibility.

Read and listen

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Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Question 197

Choose the best answer.

Routing is automated, but staff instructions, training, and responsibilities are left unchanged. Which remaining risk is MOST directly indicated?

A. Supplier response may slow under greater load.

B. Staff may handle exceptions inconsistently despite automated routing.

C. New routing rules may exceed the platform's processing capacity.

D. Audit records may be lost when the automation platform is upgraded.

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Practice: card 197 of 1,000

Answer 197

Correct Answer: B. Staff may handle exceptions inconsistently despite automated routing.

Why this answer

Unchanged instructions, skills, and responsibilities can leave staff unprepared to handle exceptions consistently. Supplier load, processing limits, and lost audit records could create other risks, but the scenario identifies a gap in people and working arrangements.

Read and listen

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Question 198

Choose the best answer.

Teams understand their tasks but cannot explain the path from a request to a useful result. What is missing?

A. A consolidated report of how many activities each team completes.

B. A clearer diagram of reporting lines within each participating department.

C. A task-level procedure describing each team’s internal work in more detail.

D. An end-to-end view of how the work creates value.

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Practice: card 198 of 1,000

Answer 198

Correct Answer: D. An end-to-end view of how the work creates value.

Why this answer

A value-stream view connects activities, decisions, and handoffs to the final outcome. Organization charts, detailed local procedures, and activity counts can describe parts of the service without showing how a request becomes a useful result.

Read and listen

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Practice: card 199 of 1,000

Question 199

Choose the best answer.

A workflow sends every case through one sequential approval gate before independent downstream work can begin. Which dimension directly addresses that sequencing constraint?

A. Organizations and people

B. Partners and suppliers

C. Information and technology

D. Value streams and processes

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Practice: card 199 of 1,000

Answer 199

Correct Answer: D. Value streams and processes

Why this answer

The question concerns how activities are arranged and when work may proceed. Reviewing the gate purpose and risk can reveal safe alternatives, without assuming that approval or the reviewer should simply be removed.

Read and listen

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Practice: card 200 of 1,000

Question 200

Choose the best answer.

Which review question keeps the four dimensions connected to service purpose?

A. Which supplier can perform the largest proportion of the planned operational activities?

B. Which existing departmental measures can be retained without changes after the service launches?

C. Which platform contains the greatest number of functions in the proposed feature catalog?

D. How will people, information, suppliers, and work support the intended outcome together?

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Practice: card 200 of 1,000

Answer 200

Correct Answer: D. How will people, information, suppliers, and work support the intended outcome together?

Why this answer

The dimensions are complementary perspectives on one service, so their interactions should be assessed against its purpose. Feature count, outsourcing proportion, and unchanged local metrics are narrower choices that need that context.

Read and listen

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Question 201

Choose the best answer.

A service doubles in scope, but the same three specialists handle every exception. Which change most directly addresses this dependency?

A. Add queue-age dashboards for managers to review at each meeting.

B. Retain central approval while increasing the number of routine status updates.

C. Require all exception requests to contain a more detailed technical narrative.

D. Build qualified backup coverage with authority to handle exceptions.

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Practice: card 201 of 1,000

Answer 201

Correct Answer: D. Build qualified backup coverage with authority to handle exceptions.

Why this answer

The bottleneck concerns concentrated competence and authority. More reporting or request detail may help investigation, but the service needs sufficient capable people and clear delegation to handle its broader scope reliably.

Read and listen

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Practice: card 202 of 1,000

Question 202

Choose the best answer.

Incident exchanges between a provider and suppliers use incompatible fields and severity definitions. What should the relationship design establish?

A. A common list of contact names for each supplier’s service desk.

B. Agreed data meanings and interfaces for cross-boundary coordination.

C. A rule that the provider’s severity labels take precedence in disputes.

D. A consistent presentation template for quarterly supplier contract reviews.

Show answer Next card

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Practice: card 202 of 1,000

Answer 202

Correct Answer: B. Agreed data meanings and interfaces for cross-boundary coordination.

Why this answer

Working relationships need usable incident data at their interfaces. Contact lists, label precedence, and quarterly presentation templates do not establish shared field meanings and exchange rules.

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Question 203

Choose the best answer.

Simple password resets and complex access requests require identical intake and approval paths despite different risks. What should be improved?

A. Tailor required inputs and controls to the demand and risk.

B. Use the detailed access form for both request types to standardize reporting.

C. Route both request types through a specialist approval queue.

D. Add a management review to each path before fulfillment starts.

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Practice: card 203 of 1,000

Answer 203

Correct Answer: A. Tailor required inputs and controls to the demand and risk.

Why this answer

Process design should match the nature and risk of the work. Differentiated inputs and handling can reduce burden while preserving appropriate checks; more universal requirements or centralized decisions may increase friction.

Read and listen

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Practice: card 204 of 1,000

Question 204

Choose the best answer.

The provider has internal weekend staff, but supplier agreements leave after-hours escalation and recovery coverage undefined. Which dimension directly needs review?

A. Information and technology

B. Organizations and people

C. Value streams and processes

D. Partners and suppliers

Show answer Next card

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Practice: card 204 of 1,000

Answer 204

Correct Answer: D. Partners and suppliers

Why this answer

The gap lies in external support expectations and cross-boundary responsibilities. Internal staffing exists in the scenario, so the immediate issue is the supplier operating arrangement.

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Question 205

Choose the best answer.

The ticket system records work, but managers need a separate spreadsheet to identify blockers. What should be investigated first?

A. Whether managers need a longer course on the tool's standard reporting features.

B. Whether the spreadsheet's column layout should replace the tool's current view.

C. Whether the ticket system should retain more historical transaction records.

D. Whether the shared records provide the context needed for decisions.

Show answer Next card

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Practice: card 205 of 1,000

Answer 205

Correct Answer: D. Whether the shared records provide the context needed for decisions.

Why this answer

Recording transactions is insufficient when the information does not expose blockers and their meaning. Investigate record content, quality, and views before copying a spreadsheet layout, extending retention, or prescribing more tool training.

Read and listen

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Practice: card 206 of 1,000

Question 206

Choose the best answer.

A new service model needs cooperation, but scorecards reward local completion counts. Which change directly addresses that incentive problem?

A. Publish the existing scorecards more frequently for senior management review.

B. Route each handoff through one central approver before teams can proceed.

C. Hold more cross-team coordination meetings while leaving scorecards unchanged.

D. Align team objectives with the service outcomes and shared responsibilities.

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Practice: card 206 of 1,000

Answer 206

Correct Answer: D. Align team objectives with the service outcomes and shared responsibilities.

Why this answer

Leadership and incentives shape whether teams protect local targets or the complete result. Outcome-aligned objectives can support cooperation; more frequent reporting or central approval may leave the incentives unchanged.

Read and listen

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Question 207

Choose the best answer.

A supplier repeatedly contributes to disruption but will not join joint reviews. What is the principal service-management concern?

A. The supplier’s incident records are sufficient to establish the causes of recurrence.

B. The provider’s internal review schedule is too infrequent to be useful.

C. Cross-boundary learning and corrective action may remain incomplete.

D. Insufficient supplier capacity is the main cause of the recurring disruption.

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Answer 207

Correct Answer: C. Cross-boundary learning and corrective action may remain incomplete.

Why this answer

Recurring issues spanning a supplier boundary need information, coordination, and agreed improvement action. Refusal to participate can limit what the provider understands or changes, even when internal reviews continue.

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Question 208

Choose the best answer.

A request is manually copied between three systems before fulfillment begins. What is the most useful initial improvement focus?

A. Measure copying speed and set a faster completion target for staff.

B. Automate the existing copy steps before checking why each transfer is needed.

C. Identify which re-entry is unnecessary and preserve the required information in transit.

D. Assign a specialist team to perform the copies for the resolver groups.

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Practice: card 208 of 1,000

Answer 208

Correct Answer: C. Identify which re-entry is unnecessary and preserve the required information in transit.

Why this answer

The review should address duplication while keeping the information and controls needed for downstream work. Integration or process changes may help, but the correct remedy depends on why each transfer exists.

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Practice: card 209 of 1,000

Question 209

Choose the best answer.

Analysts have good tools and instructions but do not know which decisions they may make without escalation. Which dimension directly addresses this?

A. Information and technology

B. Value streams and processes

C. Partners and suppliers

D. Organizations and people

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Practice: card 209 of 1,000

Answer 209

Correct Answer: D. Organizations and people

Why this answer

The missing element is delegated authority within the analysts' roles. Tools and documented steps cannot establish that authority unless responsibilities and escalation boundaries are agreed.

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Practice: card 210 of 1,000

Question 210

Choose the best answer.

Work is visible to every team, but a weekly release rule leaves it idle despite daily fulfillment needs. Which dimension directly addresses the rule?

A. Organizations and people

B. Partners and suppliers

C. Value streams and processes

D. Information and technology

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Practice: card 210 of 1,000

Answer 210

Correct Answer: C. Value streams and processes

Why this answer

The release cadence is part of the workflow design and creates unnecessary waiting under the stated demand. Visibility helps identify the problem, but changing the flow requires reviewing the rule and its purpose.

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Practice: card 211 of 1,000

Question 211

Choose the best answer.

Monitoring covers components but does not show whether users can complete the service task. What is missing?

A. A single supplier performance score covering all supporting components.

B. Evidence connecting technical behavior to the intended service outcome.

C. A more detailed breakdown of component metrics by technical team.

D. An organizational reporting line linking monitoring staff to business users.

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Practice: card 211 of 1,000

Answer 211

Correct Answer: B. Evidence connecting technical behavior to the intended service outcome.

Why this answer

Component data should help explain service outcomes and real user conditions. More technical detail can be useful, but it does not fill the gap unless it supports that end-to-end judgment.

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Practice: card 212 of 1,000

Question 212

Choose the best answer.

Ownership is clear, but users must submit the same attachment through both email and the portal because the tools do not share it. What should be examined?

A. Whether one submission channel should be closed before reviewing the information flow.

B. Whether staff should copy attachments between channels at scheduled times.

C. Whether the approval form requests too many supporting documents.

D. The information exchange and integration between the submission tools.

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Practice: card 212 of 1,000

Answer 212

Correct Answer: D. The information exchange and integration between the submission tools.

Why this answer

The duplication is caused by fragmented information handling across tools. Clear ownership helps act on the finding but does not itself remove the integration defect.

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Question 213

Choose the best answer.

Two suppliers are permitted to patch a component, and each assumes the other completed the work. What must be clarified?

A. Who performs each change and how completion is confirmed.

B. Whether both suppliers use the same tool to schedule their patching work.

C. Whether both contracts quote the same target time for completing the patch.

D. Whether their maintenance windows occur on the same calendar date.

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Practice: card 213 of 1,000

Answer 213

Correct Answer: A. Who performs each change and how completion is confirmed.

Why this answer

Overlapping permission does not establish task ownership or evidence of execution. Cross-supplier arrangements need explicit responsibility, coordination, and confirmation so that an assumption cannot substitute for completion.

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Practice: card 214 of 1,000

Question 214

Choose the best answer.

A team chooses an orchestration tool without understanding common exceptions or approval delays. What should it do before committing to the tool?

A. Understand the work, exceptions, and constraints the tool must support.

B. Schedule purchase for the platform team’s normal replacement date.

C. Select the supplier with the broadest implementation experience.

D. Compare tools by how many documented workflow steps they support.

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Practice: card 214 of 1,000

Answer 214

Correct Answer: A. Understand the work, exceptions, and constraints the tool must support.

Why this answer

Tool selection needs evidence about requirements, exceptions, and constraints. This does not impose a universal sequence for all experimentation, but committing to a solution without that understanding risks automating the wrong work.

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Question 215

Choose the best answer.

Routine, urgent, and regulated requests follow materially different routes, but the map shows one idealized line. What should be corrected?

A. Add the reporting lines of each team to the existing diagram.

B. Combine every route into the most detailed approval sequence available.

C. Use the urgent route as the common map for all demand.

D. Represent the actual flow variants and the reasons for their controls.

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Practice: card 215 of 1,000

Answer 215

Correct Answer: D. Represent the actual flow variants and the reasons for their controls.

Why this answer

A useful map reflects real demand and material variations. Controls and routes may legitimately differ, so the task is to make those differences visible rather than force all work through one path.

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Question 216

Choose the best answer.

A review confirms that a second approval repeats the same check without adding independence or another required control. It doubles turnaround time. Which dimension directly needs improvement?

A. Partners and suppliers

B. Organizations and people

C. Value streams and processes

D. Information and technology

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Practice: card 216 of 1,000

Answer 216

Correct Answer: C. Value streams and processes

Why this answer

The problem concerns unnecessary control duplication in the workflow. The review has established that the second check serves no separate purpose, so it can be redesigned without assuming that all multiple approvals are wasteful.

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Question 217

Choose the best answer.

The provider needs timely supplier status, but update intervals and report meanings differ across partners. What should be agreed?

A. A consolidated scorecard for quarterly contract reviews.

B. A single internal recipient to collect supplier reports in their existing formats.

C. Usable information, timing, and responsibilities at the operating interfaces.

D. A common technology platform before any partner can exchange service information.

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Answer 217

Correct Answer: C. Usable information, timing, and responsibilities at the operating interfaces.

Why this answer

The relationship needs information that arrives in time and has compatible meaning for coordination. Collecting reports centrally or reviewing them quarterly does not establish those qualities, and a common technology platform is unnecessary if agreed interfaces meet the need.

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Question 218

Choose the best answer.

Forms and automated rules cannot represent the language and permitted input categories needed in a new region. Which dimension directly needs review?

A. Information and technology

B. Value streams and processes

C. Organizations and people

D. Partners and suppliers

Show answer Next card

Topic index Contents

Practice: card 218 of 1,000

Answer 218

Correct Answer: A. Information and technology

Why this answer

The stated constraint is in the information model, interface, and automation configuration. Regional requirements also affect governance and work, but the question identifies the tools' inability to represent the necessary data.

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Question 219

Choose the best answer.

One team develops a better request-classification method, but no role is responsible for sharing or evaluating it elsewhere. What is the BEST response?

A. Require every team to use the method before its effects are compared.

B. Publish the method in a repository and leave adoption to each team’s spare time.

C. Assign responsibility and time for peer learning and evidence-based adoption.

D. Preserve the method in the originating team until the next annual review.

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Answer 219

Correct Answer: C. Assign responsibility and time for peer learning and evidence-based adoption.

Why this answer

Organizations and people includes learning culture and responsibility for improvement. Assigned responsibility and time support evaluation and adaptation; passive publication, delayed dissemination, and automatic adoption do not establish that learning process.

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Question 220

Choose the best answer.

A readiness review checks internal staff, tools, and workflows but omits partner capacity at peak demand. Which question completes the review?

A. Can internal teams absorb the expected volume within their current staffing?

B. Does the partner's average monthly utilization stay below its capacity target?

C. Has each supplier met its normal-volume response commitment?

D. Can the partner contributions and handoffs support the expected outcome under load?

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Practice: card 220 of 1,000

Answer 220

Correct Answer: D. Can the partner contributions and handoffs support the expected outcome under load?

Why this answer

External capacity and coordination can constrain the complete service during peak demand even when internal arrangements look adequate. Internal staffing, average utilization, and normal-volume commitments do not establish whether connected partner contributions will support the required peak outcome.

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Question 221

Choose the best answer.

Teams can help during an outage but protect departmental targets instead of cooperating. Which dimension most directly includes these incentives?

A. Value streams and processes

B. Partners and suppliers

C. Information and technology

D. Organizations and people

Show answer

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Practice: card 221 of 1,000

Answer 221

Correct Answer: D. Organizations and people

Why this answer

Leadership, culture, and performance incentives shape collaboration. Technical ability exists in the scenario; the failure concerns the organizational behavior being rewarded.

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Question 222

Choose the best answer.

Portal, email, and chat assign different categories to equivalent requests, causing misrouting. Which improvement directly addresses this?

A. Split the support team so each channel has a separate operational owner.

B. Require managerial approval before every request is assigned to a resolver.

C. Collect more free-text descriptions without changing the current channel rules.

D. Agree category meanings and apply consistent classification across the intake channels.

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Practice: card 222 of 1,000

Answer 222

Correct Answer: D. Agree category meanings and apply consistent classification across the intake channels.

Why this answer

Consistent data definitions and routing logic allow equivalent demand to be interpreted coherently. Additional approval, organizational separation, or free text may leave the conflicting classifications unchanged.

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Question 223

Choose the best answer.

A hosting supplier adds an operations subcontractor without clarifying escalation and recovery ownership. What is the key concern?

A. The monthly support charges may rise.

B. An unseen dependency may leave response responsibilities unclear.

C. The subcontractor may duplicate a technical monitoring capability.

D. The new operator may prefer different performance-report formats.

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Practice: card 223 of 1,000

Answer 223

Correct Answer: B. An unseen dependency may leave response responsibilities unclear.

Why this answer

Adding another operational party without agreed responsibilities can leave gaps in escalation and recovery. Possible changes to monitoring, charges, or report formats do not address who must act when the connected service fails.

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Question 224

Choose the best answer.

A weekly committee gates every request, including urgent work whose deadlines it cannot meet. What should be reviewed first?

A. Whether moving urgent items to the top of the weekly agenda is sufficient.

B. Whether a higher weekly approval quota would clear the committee's backlog.

C. Whether risk-based routes can meet demand timing while preserving necessary authorization.

D. Whether earlier submission of papers would make the existing weekly gate adequate.

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Answer 224

Correct Answer: C. Whether risk-based routes can meet demand timing while preserving necessary authorization.

Why this answer

Authorization routes should fit the risk and timing of the work while retaining necessary control. Reordering the agenda, increasing weekly throughput, or submitting papers earlier can leave the same weekly gate unable to meet urgent deadlines.

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Question 225

Choose the best answer.

A service expands to a new business unit, but exceptions still require approval by a manager unfamiliar with that unit. What needs attention?

A. The approval turnaround target recorded for the existing manager.

B. The frequency of coordination meetings between the original and new units.

C. Decision authority and qualified role coverage for the expanded scope.

D. The amount of regional detail required in the current approval form.

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Answer 225

Correct Answer: C. Decision authority and qualified role coverage for the expanded scope.

Why this answer

Authority should be supported by competence and relevant context. More form detail, meetings, or tighter targets may support the work, but do not by themselves establish qualified decision coverage for the new unit.

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Question 226

Choose the best answer.

Monthly averages conceal brief daily periods when users cannot complete transactions. Which dimension directly addresses the missing visibility?

A. Value streams and processes

B. Partners and suppliers

C. Organizations and people

D. Information and technology

Show answer Next card

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Practice: card 226 of 1,000

Answer 226

Correct Answer: D. Information and technology

Why this answer

The problem concerns the relevance and granularity of information used for decisions. The data view needs to expose the conditions affecting actual use instead of allowing averages to hide them.

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Question 227

Choose the best answer.

Provider and supplier incident pages issue conflicting updates. What should be established?

A. A requirement for both pages to publish updates at the same fixed intervals.

B. A common page template that each party fills from its own incident record.

C. Agreed sources, ownership, and timing for shared incident updates.

D. More incident metrics in the monthly review.

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Practice: card 227 of 1,000

Answer 227

Correct Answer: C. Agreed sources, ownership, and timing for shared incident updates.

Why this answer

Cross-boundary communication needs agreed facts, responsibility, and timing. Matching publication intervals or templates cannot resolve conflicting underlying information, and monthly metrics arrive too late to coordinate current updates.

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Question 228

Choose the best answer.

Every change follows three serial reviews, although an assessment shows many do not need all three controls. What does the flow need?

A. Routing matched to applicable controls rather than indiscriminate serial review.

B. A stricter completion target applied to every stage of the existing review route.

C. A larger reviewer pool for each of the three existing serial approval stages.

D. One combined approval that replaces the three reviews without checking their purposes.

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Answer 228

Correct Answer: A. Routing matched to applicable controls rather than indiscriminate serial review.

Why this answer

Routing should preserve the controls applicable to each change while avoiding reviews that the assessment shows are unnecessary. More reviewers or tighter targets retain redundant stages, while indiscriminately combining approvals can discard controls that some changes still require.

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Question 229

Choose the best answer.

A shared knowledge tool returns inconsistent results because teams use incompatible tags for the same concepts. Which dimension directly addresses this?

A. Value streams and processes

B. Information and technology

C. Partners and suppliers

D. Organizations and people

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Practice: card 229 of 1,000

Answer 229

Correct Answer: B. Information and technology

Why this answer

The defect concerns information organization and retrieval within the tool. Ownership and training may support the correction, but the immediate requirement is coherent metadata that helps people find reliable knowledge.

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Question 230

Choose the best answer.

A service owner has no agreed authority to align product, support, and reporting priorities. What is the main issue?

A. Organizational authority and shared priorities do not support the assigned responsibility.

B. The owner has too little detailed backlog information to rank individual tasks.

C. The teams lack enough delivery capacity to meet the owner's existing priorities.

D. The service owner's planning cycle is shorter than the teams' delivery cycles.

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Practice: card 230 of 1,000

Answer 230

Correct Answer: A. Organizational authority and shared priorities do not support the assigned responsibility.

Why this answer

Naming an owner is insufficient when their responsibility is not supported by decision rights and cross-team expectations. Different planning cycles, missing backlog detail, and insufficient capacity are possible service problems, but the scenario establishes an authority gap rather than those causes.

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Question 231

Choose the best answer.

Supplier maintenance, validation, and provider release schedules conflict despite each party meeting its own agreement. What is needed?

A. More component metrics for quarterly supplier reviews.

B. An escalation that treats the conflict as a breach of one supplier's current agreement.

C. Compatible operating arrangements across the connected supplier dependencies.

D. A common report showing how often each party met its existing commitment.

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Practice: card 231 of 1,000

Answer 231

Correct Answer: C. Compatible operating arrangements across the connected supplier dependencies.

Why this answer

Individual commitments may be inadequate if their timing does not support the combined service. The parties need coordinated interfaces and change arrangements that work together, not simply evidence of isolated compliance.

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Question 232

Choose the best answer.

Small, reversible exceptions wait for the same board as high-risk decisions. What should the provider examine?

A. Whether delegated routes can handle lower-risk exceptions within clear boundaries.

B. Whether a faster board-response target would be sufficient for every exception.

C. Whether a larger board could process both risk categories through the same route.

D. Whether reversibility alone justifies letting requesters authorize their own exceptions.

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Practice: card 232 of 1,000

Answer 232

Correct Answer: A. Whether delegated routes can handle lower-risk exceptions within clear boundaries.

Why this answer

Exception handling should match risk, urgency, and required authority. Bounded delegation can reduce waiting while retaining escalation; larger boards or faster targets preserve the single route, and reversibility alone does not establish appropriate authorization.

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Question 233

Choose the best answer.

After reorganizations, nobody updates role expectations or owns staff onboarding, despite good collaboration tools. Which dimension directly needs attention?

A. Partners and suppliers

B. Value streams and processes

C. Organizations and people

D. Information and technology

Show answer Next card

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Practice: card 233 of 1,000

Answer 233

Correct Answer: C. Organizations and people

Why this answer

The gap concerns responsibility, preparation, and organizational support for changed roles. Collaboration tools cannot establish those expectations or ensure that people understand their work.

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Question 234

Choose the best answer.

Approved alert thresholds exist, but dashboards mix measurement units and apply those thresholds inconsistently. Which dimension is directly weak?

A. Partners and suppliers

B. Information and technology

C. Value streams and processes

D. Organizations and people

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Practice: card 234 of 1,000

Answer 234

Correct Answer: B. Information and technology

Why this answer

The defect is in the meaning and use of operational data within the technology. The rules already exist, so correcting their representation and calculation is the immediate issue.

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Question 235

Choose the best answer.

An overnight export delays requests beyond their required fulfillment window. What is the best improvement focus?

A. Reassign ownership without changing the transfer schedule.

B. Introduce shorter local task targets without changing when requests leave the export queue.

C. Increase processing capacity after export while retaining the overnight transfer schedule.

D. Adjust the transfer flow to meet the required timing reliably.

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Practice: card 235 of 1,000

Answer 235

Correct Answer: D. Adjust the transfer flow to meet the required timing reliably.

Why this answer

The release cadence should support actual demand and service requirements. More timely transfer may require integration or process changes, but continuous transfer is not automatically necessary if another reliable cadence meets the need.

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Question 236

Choose the best answer.

A new logistics partner joins a service, but nobody is assigned to confirm required local conditions before fulfillment. What is needed first?

A. A separate service desk for all requests involving the new region.

B. A common target for how quickly the partner should complete fulfillment.

C. A redesigned end-user portal displaying more supplier status information.

D. Clear ownership and evidence for the required checks at the boundary.

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Practice: card 236 of 1,000

Answer 236

Correct Answer: D. Clear ownership and evidence for the required checks at the boundary.

Why this answer

The provider and partner need an agreed responsibility for checking the applicable requirements and confirming readiness. A new desk, portal, or fulfillment target would not assign that control responsibility by itself.

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Question 237

Choose the best answer.

Each team has holiday coverage, but nobody checks the complete intake-to-support path. What remains uncertain?

A. Whether each manager has recorded the individual team leave schedule.

B. Whether the required capabilities are available together when the service needs them.

C. Whether each supplier has met its most recent monthly response-time commitment.

D. Whether the total number of staff scheduled matches the normal weekday headcount.

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Practice: card 237 of 1,000

Answer 237

Correct Answer: B. Whether the required capabilities are available together when the service needs them.

Why this answer

Local coverage does not establish that connected activities and handoffs are covered at compatible times. Readiness must be assessed against the complete service path and expected demand.

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Question 238

Choose the best answer.

A service becomes global and continuous, but staffing and decision authority still exist only during one office shift. Which dimension directly needs redesign?

A. Partners and suppliers

B. Value streams and processes

C. Organizations and people

D. Information and technology

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Practice: card 238 of 1,000

Answer 238

Correct Answer: C. Organizations and people

Why this answer

The stated gap concerns coverage and authority for people performing the service roles. Other dimensions need review as demand changes, but the immediate weakness is the operating model for human decisions.

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Question 239

Choose the best answer.

Investigators cannot build a reliable timeline because tool clocks differ and event records cannot be correlated. Which improvement is most direct?

A. Establish time synchronization and consistent cross-tool event correlation.

B. Require manual review of each tool's incident summary before combining them.

C. Assign a new owner to the investigation.

D. Reformat timestamps into a common display style without reconciling the underlying clocks.

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Answer 239

Correct Answer: A. Establish time synchronization and consistent cross-tool event correlation.

Why this answer

Consistent timing and event correlation make information usable for reconstructing the sequence. Reviewing summaries, changing ownership, or matching timestamp display styles does not correct clock differences and missing cross-tool links.

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Question 240

Choose the best answer.

Readiness checks approve staffing and tools but omit supplier handoffs and realistic requests. What should be tested next?

A. How the connected service performs under representative demand and exceptions.

B. Whether the supplier can accept the provider's existing component test results.

C. Whether each team has completed its own component acceptance checklist.

D. Whether internal escalation paths handle the cases already covered by existing tests.

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Practice: card 240 of 1,000

Answer 240

Correct Answer: A. How the connected service performs under representative demand and exceptions.

Why this answer

Readiness depends on the interactions among people, information, partners, and work. Testing realistic paths can expose gaps that separate staffing and component approvals leave unseen.

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Question 241

Choose the best answer.

A portal uses unexplained internal codes, so employees cannot choose the correct request. Which dimension directly addresses the interface information?

A. Partners and suppliers

B. Information and technology

C. Organizations and people

D. Value streams and processes

Show answer Next card

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Answer 241

Correct Answer: B. Information and technology

Why this answer

Usable interface content and data presentation are part of information and technology. Training may help, but the scenario identifies information that does not fit the intended audience.

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Practice: card 242 of 1,000

Question 242

Choose the best answer.

Equivalent regional services use incompatible status meanings, preventing reliable combined reporting. What should be established?

A. Common dashboard layouts built directly from each region’s current status fields.

B. Separate reporting pipelines that preserve each region’s existing status meanings.

C. Additional local labels that capture each region's unique administrative preferences.

D. Shared service concepts and a data model that supports consistent interpretation.

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Answer 242

Correct Answer: D. Shared service concepts and a data model that supports consistent interpretation.

Why this answer

Coherent reporting requires agreed meanings and mappings across the data. This does not require identical local operations, but it does require that equivalent records can be interpreted consistently.

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Practice: card 243 of 1,000

Question 243

Choose the best answer.

New team leads receive inconsistent coaching and invent conflicting escalation rules. Which dimension directly needs attention?

A. Information and technology

B. Value streams and processes

C. Organizations and people

D. Partners and suppliers

Show answer Next card

Topic index Contents

Practice: card 243 of 1,000

Answer 243

Correct Answer: C. Organizations and people

Why this answer

Leadership preparation, role expectations, and decision authority belong to organizations and people. The conflicting rules affect flow, but the identified cause is inconsistent support and guidance for the people making decisions.

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Practice: card 244 of 1,000

Question 244

Choose the best answer.

Supplier metrics are collected, but nobody checks how they relate to the service outcome. What is the main weakness?

A. The reports may show activity without showing the supplier contribution to value.

B. Supplier reporting intervals are too long for timely service decisions.

C. The supplier's reported data is too inaccurate to support dependable decisions.

D. Supplier reporting covers too few operational activities to support useful review.

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Practice: card 244 of 1,000

Answer 244

Correct Answer: A. The reports may show activity without showing the supplier contribution to value.

Why this answer

Supplier measures should explain the effect on service outcomes, reliability, and effort. The stated weakness is missing interpretation of that contribution; it does not establish too few measures, late reports, or inaccurate data.

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Question 245

Choose the best answer.

Urgency data is visible, but the queue rule treats every request identically, leaving urgent work idle. Which dimension directly addresses that rule?

A. Value streams and processes

B. Organizations and people

C. Information and technology

D. Partners and suppliers

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Practice: card 245 of 1,000

Answer 245

Correct Answer: A. Value streams and processes

Why this answer

The problem is the routing and prioritization design of the work. Because the needed information is available, the immediate issue is how the process uses it, while preserving justified fairness and control requirements.

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Question 246

Choose the best answer.

A new analytics platform is installed, but staff still reconstruct incidents from emails because the live records are unreliable. What follows?

A. New tools do not make unreliable source records trustworthy.

B. Mandatory dashboard use would resolve the data problem.

C. The platform's feature range is the main constraint on accurate incident analysis.

D. Analyst training is the main barrier to reliable use of the current records.

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Practice: card 246 of 1,000

Answer 246

Correct Answer: A. New tools do not make unreliable source records trustworthy.

Why this answer

An analytics platform cannot produce dependable conclusions from unreliable incident records. More features, mandatory dashboard use, or assuming a training problem does not repair the underlying evidence.

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Question 247

Choose the best answer.

A second supplier is added for resilience, but guidance still lists only the first supplier's interfaces and escalation paths. What is the main risk?

A. The two suppliers may duplicate capacity that the service does not need.

B. The new contract may use different service-credit arrangements.

C. Staff may use obsolete responsibilities and lose time coordinating the response.

D. The additional supplier may increase routine administration costs.

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Answer 247

Correct Answer: C. Staff may use obsolete responsibilities and lose time coordinating the response.

Why this answer

The additional supplier changes the operating relationships, so outdated guidance can send staff to the wrong interface or escalation route. Capacity overlap, administration costs, and contract terms may need review, but the immediate gap is inaccurate operational guidance.

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Question 248

Choose the best answer.

A queue shows that work is waiting but not whether it lacks information, approval, or supplier action. What would help most directly?

A. Increase the number of management meetings that review the same waiting totals.

B. Set a target for total queue age before collecting additional status detail.

C. Record meaningful blocking reasons and the action or owner needed to progress.

D. Replace detailed states with one approved status sequence.

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Answer 248

Correct Answer: C. Record meaningful blocking reasons and the action or owner needed to progress.

Why this answer

Diagnostic states make the information actionable by showing real blockers and who can address them. A generic status sequence, a queue-age target, or more meetings does not reveal why a particular item is blocked.

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Question 249

Choose the best answer.

One team improves its completion time by handing over incomplete work, increasing downstream clarification. What is the best assessment?

A. The next team’s slower response reflects a capacity shortage rather than a handoff defect.

B. The service has improved because the first team's completion target was exceeded.

C. Local speed has shifted work and harmed the complete flow.

D. Downstream clarification is new demand rather than part of the original service flow.

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Answer 249

Correct Answer: C. Local speed has shifted work and harmed the complete flow.

Why this answer

End-to-end performance includes the downstream correction and waiting created by a handoff. The clarification repairs incomplete work in the original flow, so a local speed gain can reduce overall value rather than prove improvement or establish a downstream capacity shortage.

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Question 250

Choose the best answer.

During incidents, response teams wait for a few senior staff to approve every tactical step. Which arrangement BEST addresses this bottleneck while preserving oversight?

A. Delegated authority for qualified responders within clear risk and escalation limits.

B. A tighter approval-time target within the existing authority model.

C. A larger senior approval roster operating under the same decision rules.

D. Several tactical decisions batched together for a single senior review.

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Practice: card 250 of 1,000

Answer 250

Correct Answer: A. Delegated authority for qualified responders within clear risk and escalation limits.

Why this answer

Delegation lets qualified responders act within agreed boundaries while escalating decisions outside them. More senior approvers, batched requests, or tighter targets retain the requirement for senior approval of each tactical step.

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Question 251

Choose the best answer.

A supplier delivers its component correctly, but new workflows fail at its interfaces because it is excluded from service design. What is missing?

A. Early supplier involvement in designing the connected service and its handoffs.

B. A separate internal team for reviewing each supplier component specification.

C. A single technology platform to replace the provider and supplier operational tools.

D. A more detailed report showing compliance with the existing component targets.

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Practice: card 251 of 1,000

Answer 251

Correct Answer: A. Early supplier involvement in designing the connected service and its handoffs.

Why this answer

Component performance is insufficient when the surrounding interfaces and responsibilities do not work. Including the supplier in relevant design and change discussions helps identify dependencies before they disrupt the whole service.

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Practice: card 252 of 1,000

Question 252

Choose the best answer.

A form is clear and technically reliable, but policy requires many duplicate inputs with no demonstrated control purpose, leading users to bypass it. Which dimension directly addresses those input requirements?

A. Partners and suppliers

B. Organizations and people

C. Information and technology

D. Value streams and processes

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Practice: card 252 of 1,000

Answer 252

Correct Answer: D. Value streams and processes

Why this answer

The question concerns the work and control requirements imposed by the process. Interface usability can also cause abandonment, but the stem holds that adequate and identifies unnecessary required inputs as the issue.

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Question 253

Choose the best answer.

Front-line staff have authority to respond, but vague alert signals force them to ask one architect what each alert means. What would help most directly?

A. Give front-line staff a larger dashboard of raw monitoring data.

B. Create a dedicated queue in which the architect interprets alerts for responders.

C. Make alerts and guidance clear enough for trained staff to act.

D. Group the alerts into a weekly trend report for management review.

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Practice: card 253 of 1,000

Answer 253

Correct Answer: C. Make alerts and guidance clear enough for trained staff to act.

Why this answer

Actionable information should help trained responders understand the condition and next step. More raw data, a centralized interpretation queue, or a weekly trend report does not make the current signals clear enough for timely front-line action.

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Question 254

Choose the best answer.

A partner's commitments look adequate, but its own peak coincides with the provider's largest demand surge. What needs closer assessment?

A. The partner’s average monthly utilization during typical demand periods.

B. The extra capacity available internally before traffic reaches the partner.

C. The partner's available capacity under the service's actual peak conditions.

D. The nominal capacity stated in the partner’s standard service offer.

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Answer 254

Correct Answer: C. The partner's available capacity under the service's actual peak conditions.

Why this answer

Nominal commitments need assessment against actual concurrent demand and constraints. Average utilization, advertised capacity, or spare internal capacity does not establish what the partner can provide when both organizations peak together.

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Question 255

Choose the best answer.

Teams follow a batching rule exactly, but waiting for full batches causes missed service deadlines. What does this demonstrate?

A. Batch efficiency is a stronger measure of process quality than fulfillment timing.

B. Compliance with a process does not establish that its design supports the outcome.

C. The team’s local throughput is sufficient evidence that batching benefits the service.

D. Missed deadlines show that staff need more training in the batching procedure.

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Answer 255

Correct Answer: B. Compliance with a process does not establish that its design supports the outcome.

Why this answer

A process can be followed correctly and still create unnecessary waiting. Staff already comply, so the review should test the batching rule against demand and control needs rather than infer a training problem or judge quality by local batch efficiency.

Read and listen

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Question 256

Choose the best answer.

The dashboard and guidance are clear, but new staff receive no practice interpreting alerts or using escalation criteria. Which dimension needs strengthening?

A. Organizations and people

B. Partners and suppliers

C. Value streams and processes

D. Information and technology

Show answer Next card

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Practice: card 256 of 1,000

Answer 256

Correct Answer: A. Organizations and people

Why this answer

The stated gap is staff preparation and competence. Clear information is useful, but people still need appropriate training and practice to apply it under normal conditions and pressure.

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Episode 17: Strengthen Organizations and People for Reliable Digital Product and Service Management

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Question 257

Choose the best answer.

A round-the-clock support plan depends on a supplier whose approved response model covers office hours. Both reviews pass separately. Which question must the readiness review resolve?

A. Whether the supplier has documented contacts for its contracted support hours.

B. Whether the combined operating arrangements actually produce the required result.

C. Whether each team’s staffing plan meets its own stated coverage target.

D. Whether both review teams completed their independent component checks.

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Answer 257

Correct Answer: B. Whether the combined operating arrangements actually produce the required result.

Why this answer

Separate approvals can conceal incompatible operating assumptions, such as continuous support depending on office-hour supplier response. Readiness requires checking that the combined arrangements meet actual demand, not simply confirming local staffing, contacts, or sign-offs.

Read and listen

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Question 258

Choose the best answer.

Half of a team's effort is spent repairing inaccurate upstream data. What should its flow review examine first?

A. Whether a larger downstream correction team could absorb the current defect rate.

B. Whether automated cleanup could correct the data after it enters the queue.

C. Whether tighter local correction-time targets would increase throughput.

D. How defects enter the data and create downstream correction work.

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Practice: card 258 of 1,000

Answer 258

Correct Answer: D. How defects enter the data and create downstream correction work.

Why this answer

The observed rework connects information quality to process performance. Tracing how defects enter and propagate identifies the cause before adding correction capacity, automating cleanup, or tightening local targets.

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Practice: card 259 of 1,000

Question 259

Choose the best answer.

Internal capacity is adequate, but a contracted identity provider throttles traffic below required peak demand. Which dimension should the provider examine for agreed capacity and service commitments?

A. Partners and suppliers

B. Value streams and processes

C. Organizations and people

D. Information and technology

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Practice: card 259 of 1,000

Answer 259

Correct Answer: A. Partners and suppliers

Why this answer

The question targets the operating dependency and supplier commitment needed to support the service. Technical capacity is involved, but the requested review concerns the external agreement, constraints, and coordination.

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Practice: card 260 of 1,000

Question 260

Choose the best answer.

When comparing redesign options, how should the four dimensions be used?

A. Compare how the four dimensions work together to enable the outcome.

B. Select the strongest technology option and adapt the other dimensions around it.

C. Prioritize the weakest dimension and judge the redesign by its improvement there.

D. Rate each dimension separately and select the highest average score.

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Answer 260

Correct Answer: A. Compare how the four dimensions work together to enable the outcome.

Why this answer

The dimensions support a balanced analysis of fit across people, information, partners, and work. Improving one area, averaging isolated scores, or leading with technology can overlook dependencies that determine whether the complete service supports the outcome.

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Episode 16: See the Four Dimensions as One System Rather Than Four Topics

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Question 261

Choose the best answer.

Two merged units share a platform, but contradictory authority assignments leave staff unsure which manager may approve shared requests. What must be resolved?

A. Whether shared requests should use the stricter of the two original approval procedures.

B. How shared requests should be prioritized.

C. The organizational decision rights and accountability at the shared boundary.

D. How existing cost ownership will be carried into the merged operating budget.

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Practice: card 261 of 1,000

Answer 261

Correct Answer: C. The organizational decision rights and accountability at the shared boundary.

Why this answer

A shared platform does not resolve conflicting authority. Different local arrangements can be valid, but the parties need clear decision rights where their work and responsibilities meet.

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Question 262

Choose the best answer.

Teams use one platform but give the same fields different meanings, making combined reporting unreliable. What is the BEST conclusion?

A. Common technology still requires coherent information definitions and interpretation.

B. The service should retain local meanings and compare only the overall record volumes.

C. The shared platform provides a sufficient common service model once adoption is complete.

D. The reporting problem can be resolved by giving every team the same dashboard layout.

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Answer 262

Correct Answer: A. Common technology still requires coherent information definitions and interpretation.

Why this answer

One tool can hold incompatible information models. Reliable shared visibility requires agreed meanings or mappings; common software or display layouts do not by themselves align what the records mean.

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Question 263

Choose the best answer.

Users bypass formal intake because it is too slow for their work. What should be examined first?

A. Whether staff understand and follow the intake policy when accepting direct requests.

B. Whether adding intake staff would make the current formal route fast enough.

C. Whether direct messages should be blocked before the official route is changed.

D. Where the official path delays required outcomes and why shadow routes seem easier.

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Practice: card 263 of 1,000

Answer 263

Correct Answer: D. Where the official path delays required outcomes and why shadow routes seem easier.

Why this answer

Bypass behavior can reveal a mismatch between process design and real demand. Understanding the waits and control needs should precede choosing extra capacity or stronger enforcement, which may otherwise preserve the cause of the workaround.

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Question 264

Choose the best answer.

A critical supplier performs well today, but replacement arrangements have never been assessed. What uncertainty remains?

A. Whether the service can continue or exit acceptably if the relationship fails.

B. Whether the supplier's current operational contacts have sufficient authority.

C. Whether routine review meetings have resolved the current service issues.

D. Whether current performance consistently meets the agreed supplier targets.

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Answer 264

Correct Answer: A. Whether the service can continue or exit acceptably if the relationship fails.

Why this answer

Normal performance does not establish resilience to supplier failure or the practicality of exit. The provider should assess transition dependencies, feasible alternatives, and consequences in proportion to the service criticality.

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Question 265

Choose the best answer.

A backlog grows daily, but weekly reports reveal it only after deadlines are missed. What information improvement is needed?

A. Compare the current backlog with the completed-work total in the monthly report.

B. Provide timely backlog signals that support intervention before commitments are missed.

C. Add another weekly management meeting to examine the existing reports.

D. Escalate the existing weekly reports to senior management for priority setting.

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Answer 265

Correct Answer: B. Provide timely backlog signals that support intervention before commitments are missed.

Why this answer

Information must arrive in time for the decision it supports. More meetings using late data do not resolve that weakness; useful signals should expose relevant growth and conditions while action is still possible.

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Question 266

Choose the best answer.

Technical support is available globally, but only one region has clear authority for urgent after-hours exceptions. Which dimension directly addresses this?

A. Partners and suppliers

B. Information and technology

C. Value streams and processes

D. Organizations and people

Show answer Next card

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Practice: card 266 of 1,000

Answer 266

Correct Answer: D. Organizations and people

Why this answer

The issue concerns delegated authority and role coverage across operating periods. Technical availability alone cannot establish who may make the required decisions when the usual approvers are unavailable.

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Question 267

Choose the best answer.

Supplier incident reports use incompatible severity terms and ambiguous timestamp conventions. What should be agreed?

A. One shared reporting template that retains each supplier's existing severity labels.

B. A fixed supplier ranking to decide whose conflicting status takes precedence.

C. A common dashboard that sorts each supplier's timestamp text as received.

D. Operational definitions and mappings that make cross-party status comparable.

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Practice: card 267 of 1,000

Answer 267

Correct Answer: D. Operational definitions and mappings that make cross-party status comparable.

Why this answer

Coordination needs agreed interpretation of time, severity, and recovery state. A common display, a shared template, or precedence between suppliers cannot reliably reconcile records whose meanings still differ.

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Question 268

Choose the best answer.

A required policy check rarely rejects requests but causes noticeable waiting. What should the team do before changing it?

A. Remove the check because a low rejection count establishes that it adds little value.

B. Retain the existing route and use policy compliance as the measure of its effectiveness.

C. Move the same check earlier in the path without assessing its control purpose.

D. Assess its purpose, obligations, effectiveness, and delay before redesigning the control.

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Practice: card 268 of 1,000

Answer 268

Correct Answer: D. Assess its purpose, obligations, effectiveness, and delay before redesigning the control.

Why this answer

Rare rejection does not prove that a preventive or required control is unnecessary. The team should understand its obligations, effectiveness, and risk protection before removing it, retaining it solely because it is prescribed, or relocating the same delay.

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Question 269

Choose the best answer.

A service improvement plan is agreed, but leaders fund only local upgrades that protect their own queues. What is the main misalignment?

A. Leadership decisions and incentives do not support the shared service priorities.

B. The benefit estimates lack enough detail to compare competing investments.

C. The shared plan lacks stable completion dates for sequencing team investments.

D. The organization lacks enough funds to upgrade capabilities across the service.

Show answer Next card

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Practice: card 269 of 1,000

Answer 269

Correct Answer: A. Leadership decisions and incentives do not support the shared service priorities.

Why this answer

Leadership decisions and incentives must support the agreed service priorities. The scenario shows managers funding protective local upgrades despite that agreement; it does not establish missing dates, inadequate funds, or deficient benefit estimates as the cause.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Organizations and People

Main book, page 32

Episode 17: Strengthen Organizations and People for Reliable Digital Product and Service Management

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Practice: card 270 of 1,000

Question 270

Choose the best answer.

Raw event data is available, but teams use spreadsheets to connect events before they can act. What should improve?

A. The frequency of reports summarizing each tool's events separately.

B. The coverage of the raw event feed, so staff receive more unfiltered records.

C. The information model and views that connect evidence to useful service decisions.

D. The time allowed for analysts to rebuild connections in their spreadsheets.

Show answer Next card

Topic index Contents

Practice: card 270 of 1,000

Answer 270

Correct Answer: C. The information model and views that connect evidence to useful service decisions.

Why this answer

Access to raw data is not equivalent to actionable information. More records, more reconstruction time, or frequent separate summaries do not build the relationships and context into a useful service view.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Information and Technology

Main book, page 34

Episode 18: Use Information and Technology to Enable Better Decisions and Better Flow

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Practice: card 271 of 1,000

Question 271

Choose the best answer.

A new partner changes turnaround and escalation arrangements, but internal procedures still assume the old model. What should the provider do first?

A. Retain existing procedures and monitor whether staff adapt to the new partner.

B. Tighten internal turnaround targets to compensate for changes in partner response.

C. Reconcile internal procedures and expectations with the partner's operating arrangements.

D. Train staff on the partner's tools without changing internal handoff instructions.

Show answer Next card

Topic index Contents

Practice: card 271 of 1,000

Answer 271

Correct Answer: C. Reconcile internal procedures and expectations with the partner's operating arrangements.

Why this answer

A sourcing change can alter timing, information, roles, and work across the service. Aligning internal procedures with the new arrangements addresses those dependencies; waiting for adaptation, teaching tools, or tightening targets leaves the old operating assumptions in place.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: The Four Dimensions in Practice

Main book, page 32

Episode 21: Review the Four Dimensions Through Realistic End-to-End Listening Scenarios

Open the course directory and select this episode.

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Topic index Contents

Practice: card 272 of 1,000

Question 272

Choose the best answer.

Recovery during unusual high-impact events is chaotic because cross-team responsibilities are unclear. What would help most directly?

A. Define and rehearse roles, authority, and escalation for those exceptional conditions.

B. Add technical specialists to the recovery roster while retaining existing responsibilities.

C. Appoint a senior specialist to settle role disputes as each event unfolds.

D. Apply normal incident roles unchanged and resolve ownership disputes during recovery.

Show answer Next card

Topic index Contents

Practice: card 272 of 1,000

Answer 272

Correct Answer: A. Define and rehearse roles, authority, and escalation for those exceptional conditions.

Why this answer

Defined and rehearsed roles help teams coordinate exceptional recovery under pressure. More technical capacity, unchanged normal-day roles, or reactive dispute resolution may leave responders without the shared authority and escalation expectations they need.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Organizations and People

Main book, page 32

Episode 17: Strengthen Organizations and People for Reliable Digital Product and Service Management

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Practice: card 273 of 1,000

Question 273

Choose the best answer.

A flow map excludes recurring correction of incomplete requests because it is called informal work. Which assessment is BEST?

A. The correction should be treated as new demand rather than part of fulfilling the request.

B. It omits actual work that consumes time and capacity before the outcome is achieved.

C. Counting corrections is sufficient without showing their route and waiting points.

D. Correction belongs in staff utilization figures because it is outside the documented process.

Show answer Next card

Topic index Contents

Practice: card 273 of 1,000

Answer 273

Correct Answer: B. It omits actual work that consumes time and capacity before the outcome is achieved.

Why this answer

Rework belongs to the actual service path regardless of whether the formal procedure names it. Separating it into utilization figures, relabeling it as new demand, or counting it without its route can hide how incomplete inputs consume time and capacity.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Value Streams and Processes

Main book, page 39

Episode 20: Map Value Streams and Processes to Reduce Friction and Increase Clarity

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Topic index Contents

Practice: card 274 of 1,000

Question 274

Choose the best answer.

A supplier meets response targets but sends data that provider staff must manually re-enter. What should the review recognize?

A. The response target is sufficient evidence that the supplier relationship creates value.

B. The re-entry work should be excluded because it occurs inside the provider organization.

C. The re-entry effort mainly indicates insufficient training among the provider's staff.

D. Contract compliance can coexist with interface friction that weakens the overall service.

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Topic index Contents

Practice: card 274 of 1,000

Answer 274

Correct Answer: D. Contract compliance can coexist with interface friction that weakens the overall service.

Why this answer

Supplier value includes the operational effect of its deliverables and interfaces. Response timing alone does not establish that the information can be used efficiently or accurately within the complete service.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Partners and Suppliers

Main book, page 37

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Topic index Contents

Practice: card 275 of 1,000

Question 275

Choose the best answer.

Approval authority is clear, but the approval state is not recorded or visible until afterward. Which dimension directly needs improvement?

A. Partners and suppliers

B. Information and technology

C. Value streams and processes

D. Organizations and people

Show answer Next card

Topic index Contents

Practice: card 275 of 1,000

Answer 275

Correct Answer: B. Information and technology

Why this answer

The gap is timely visibility of the approval state; authority is already clear. Recording and presenting that state gives people the information needed to coordinate the wider service.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Information and Technology

Main book, page 34

Episode 18: Use Information and Technology to Enable Better Decisions and Better Flow

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Topic index Contents

Practice: card 276 of 1,000

Question 276

Choose the best answer.

A shared global service must accommodate different local requirements and customer commitments. What design approach fits the four-dimensions view?

A. Use identical routing and controls everywhere so local decisions remain comparable.

B. Standardize supplier arrangements while allowing all other elements to evolve independently.

C. Use a coherent common model with justified adaptations to real local conditions.

D. Let every region design its complete service model without shared operating boundaries.

Show answer Next card

Topic index Contents

Practice: card 276 of 1,000

Answer 276

Correct Answer: C. Use a coherent common model with justified adaptations to real local conditions.

Why this answer

The dimensions should be reviewed within the operating environment and its constraints. Shared concepts and interfaces can coexist with necessary local variation; neither rigid uniformity nor uncoordinated independence ensures fit.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: The Four Dimensions in Practice

Main book, page 32

Episode 21: Review the Four Dimensions Through Realistic End-to-End Listening Scenarios

Open the course directory and select this episode.

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Practice: card 277 of 1,000

Question 277

Choose the best answer.

Support and engineering each assume the other will update users during incidents. What should be clarified?

A. Whether user updates can wait until the technical cause has been confirmed.

B. Who owns user communication and how update responsibilities transfer.

C. Which common template the teams should use for their incident messages.

D. How frequently each team should publish independent progress summaries.

Show answer Next card

Topic index Contents

Practice: card 277 of 1,000

Answer 277

Correct Answer: B. Who owns user communication and how update responsibilities transfer.

Why this answer

The silence results from unassigned communication ownership. Templates, publishing schedules, and waiting for technical certainty do not establish who must inform users or how that responsibility transfers.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Organizations and People

Main book, page 32

Episode 17: Strengthen Organizations and People for Reliable Digital Product and Service Management

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Practice: card 278 of 1,000

Question 278

Choose the best answer.

A provider reviews supplier invoices but does not track the rework caused by supplier deliverables. What is missing?

A. A comparison of the supplier’s invoice prices with other providers’ prices.

B. The supplier cost evidence needed to establish whether the invoices are accurate.

C. Evidence of the supplier's effect on service effort, flow, and outcomes.

D. Records showing how often the supplier meets its own delivery-date target.

Show answer Next card

Topic index Contents

Practice: card 278 of 1,000

Answer 278

Correct Answer: C. Evidence of the supplier's effect on service effort, flow, and outcomes.

Why this answer

Invoice review addresses part of cost, while rework reveals operational burden and impact. Supplier oversight needs both the commercial and service-performance perspective to assess the relationship meaningfully.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Partners and Suppliers

Main book, page 37

Episode 19: Work Effectively with Partners and Suppliers Across Shared Responsibilities

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Topic index

Contents

Practice: card 279 of 1,000

Question 279

Choose the best answer.

Downstream workload spikes occur when upstream approvers release large batches. What should be investigated first?

A. How release timing affects queue growth and downstream capacity use.

B. Whether downstream staffing should increase to match the largest observed queue.

C. Whether stricter downstream completion targets would smooth the daily workload.

D. Whether larger upstream batches would reduce approval effort per request.

Show answer Next card

Topic index Contents

Practice: card 279 of 1,000

Answer 279

Correct Answer: A. How release timing affects queue growth and downstream capacity use.

Why this answer

The pattern links apparent overload to the timing of work release. Studying that relationship can reveal useful flow changes or real capacity needs before assuming more staff, tighter local targets, or larger batches are the remedy.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: Value Streams and Processes

Main book, page 39

Episode 20: Map Value Streams and Processes to Reduce Friction and Increase Clarity

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Contents

Practice: card 280 of 1,000

Question 280

Choose the best answer.

A redesign proposal changes suppliers and automation. Which follow-up best applies the four dimensions?

A. Compare supplier prices before assessing changes to the operating responsibilities.

B. Use the automation acceptance test as the principal evidence of service readiness.

C. Preserve current roles and handoffs so the redesign affects only the purchased capabilities.

D. Check the resulting skills, information, responsibilities, and flow as one working service.

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Topic index Contents

Practice: card 280 of 1,000

Answer 280

Correct Answer: D. Check the resulting skills, information, responsibilities, and flow as one working service.

Why this answer

Changes in sourcing and technology can alter what people must do and how work moves. A connected review tests those effects against the intended outcome rather than treating procurement or automation success as sufficient.

Read and listen

Chapter 3: The Four Dimensions in Practice

Section: The Four Dimensions in Practice

Main book, page 32

Episode 16: See the Four Dimensions as One System Rather Than Four Topics

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Topic 3

The product and service lifecycle

Follow work from discovery and design through acquisition, build, transition, operation, delivery, and support. Look for evidence, ownership, and useful feedback.

Select a question. Return here with Topic index on either card face.

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Question 281

Choose the best answer.

What is the main benefit of using a product and service lifecycle model?

A. It establishes the order in which all departments must approve each delivery activity.

B. It makes the technical build the main reference point for evaluating service success.

C. It connects decisions from understanding needs through dependable use and continuing learning.

D. It assigns each specialist team a separate completion milestone for its local work.

Show answer Next card

Topic index Contents

Practice: card 281 of 1,000

Answer 281

Correct Answer: C. It connects decisions from understanding needs through dependable use and continuing learning.

Why this answer

A lifecycle view follows how decisions combine to support value in use. The connected activities can overlap and repeat; the model does not require isolated team ownership or a mandatory sequence of approval gates.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 36: Master the Eight-Stage Product and Service Lifecycle Model End to End

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Topic index

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Practice: card 282 of 1,000

Question 282

Choose the best answer.

A team commits to a platform before understanding the demand and user context. Which risk follows MOST directly from that omission?

A. The deployment window may overlap another approved change to the infrastructure.

B. An untested backup procedure may prevent recovery from a failed cutover.

C. The supplier may revise support charges during the initial contract term.

D. The team may optimize a solution that does not fit the real need.

Show answer Next card

Topic index Contents

Practice: card 282 of 1,000

Answer 282

Correct Answer: D. The team may optimize a solution that does not fit the real need.

Why this answer

Early commitment can turn assumptions into constraints before the problem and outcome are understood. Discovery should test the need and context, then inform solution selection. Recovery, scheduling, and commercial risks also need assessment, but the scenario most directly establishes an untested fit to need.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context
Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Topic index Contents

Practice: card 283 of 1,000

Question 283

Choose the best answer.

At the start of discovery, what should guide more detailed solution choices?

A. The monitoring rule set recommended for the current infrastructure platform.

B. The deployment pattern offering the lowest quoted implementation price.

C. The need, opportunity, and context the service should address.

D. The supplier support arrangement most familiar to the internal technical team.

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Topic index Contents

Practice: card 283 of 1,000

Answer 283

Correct Answer: C. The need, opportunity, and context the service should address.

Why this answer

Discovery establishes the intended outcome and surrounding constraints. Deployment, sourcing, and monitoring choices should be evaluated against that understanding rather than used to define the need by default.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 284 of 1,000

Question 284

Choose the best answer.

Why examine the service journey during design?

A. To use customer approval of the map as evidence of complete service readiness.

B. To expose touchpoints, friction, and support needs before committing further.

C. To replace operational testing with an agreed visual representation of the service.

D. To establish a fixed interface that future operational teams should preserve.

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Topic index Contents

Practice: card 284 of 1,000

Answer 284

Correct Answer: B. To expose touchpoints, friction, and support needs before committing further.

Why this answer

Journey analysis reveals how people will encounter the service across connected interactions. It informs design and testing, but it cannot freeze future needs or prove operational readiness on its own.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Users, Customers, and Service Journeys

Main book, page 81

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Topic index

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Practice: card 285 of 1,000

Question 285

Choose the best answer.

What should guide a buy, partner, or build decision?

A. The fit to outcomes, dependencies, support needs, and lifecycle cost.

B. The familiarity of the chosen approach to the team presenting the proposal.

C. The time needed to get the first version deployed and usable.

D. The number of functions included in the largest available feature catalog.

Show answer Next card

Topic index Contents

Practice: card 285 of 1,000

Answer 285

Correct Answer: A. The fit to outcomes, dependencies, support needs, and lifecycle cost.

Why this answer

Sourcing choices affect integration, control, operating effort, and future change. Feature breadth, familiarity, and speed to initial use can inform the decision but do not establish the full service fit.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 286 of 1,000

Question 286

Choose the best answer.

Why review architecture and dependencies while shaping a solution?

A. They influence integration, recovery, support, and risk throughout later service use.

B. They allow component installation to serve as the complete acceptance criterion.

C. They determine which team should own all future consumer outcome decisions.

D. They establish a technical boundary that suppliers can manage without coordination.

Show answer

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Practice: card 286 of 1,000

Answer 286

Correct Answer: A. They influence integration, recovery, support, and risk throughout later service use.

Why this answer

A solution inherits dependencies and operational obligations from its architecture. Reviewing interfaces and failure conditions early supports feasible choices and does not eliminate validation, ownership, or later learning.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Architectures, Dependencies, and Integration Points

Main book, page 94

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 287 of 1,000

Question 287

Choose the best answer.

A team completes features quickly but postpones diagnostics, runbooks, and support preparation. What is the main risk?

A. Incomplete requirements may prevent users from performing core business tasks.

B. Inconsistent component versions may prevent installation across the target environments.

C. Routine failures may require costly rework and specialist intervention after launch.

D. Peak transaction demand may exceed the capacity purchased for initial use.

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Practice: card 287 of 1,000

Answer 287

Correct Answer: C. Routine failures may require costly rework and specialist intervention after launch.

Why this answer

Supportability is part of the designed capability. Missing diagnostic and support arrangements can make ordinary failures harder to resolve and force redesign after launch. Installation compatibility, transaction capacity, and missing business functions are other risks, but the stated omissions directly undermine diagnosis and support.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Designing for Serviceability and Supportability

Main book, page 96

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 288 of 1,000

Question 288

Choose the best answer.

What does transition prepare a new or changed service to do?

A. Finalize the initial consumer need before any support requirements are discussed.

B. Transfer unresolved design assumptions to support for resolution during normal use.

C. Enter live use with coordinated implementation, validation, and operational readiness.

D. Complete procurement before the provider establishes operational responsibility.

Show answer Next card

Topic index Contents

Practice: card 288 of 1,000

Answer 288

Correct Answer: C. Enter live use with coordinated implementation, validation, and operational readiness.

Why this answer

Transition coordinates technology, people, knowledge, responsibilities, and evidence for responsible live use. Deployment alone is not sufficient when users or support teams are unprepared.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 289 of 1,000

Question 289

Choose the best answer.

Deployment succeeds, but support staff cannot diagnose issues and users lack guidance. What readiness work was insufficient?

A. Audience-appropriate knowledge transfer and preparation for early support.

B. Confirmation that every planned software component reached the target environment.

C. Agreement on procurement terms for ongoing supplier technical support.

D. Verification that transaction capacity meets the forecast peak load.

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Topic index Contents

Practice: card 289 of 1,000

Answer 289

Correct Answer: A. Audience-appropriate knowledge transfer and preparation for early support.

Why this answer

Transition needs usable knowledge for the people who will operate and consume the change. Deployment records, capacity tests, and procurement terms do not establish that those people can recognize expected behavior, obtain help, or respond to early issues.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 290 of 1,000

Question 290

Choose the best answer.

What is the purpose of early life support after a service enters use?

A. Run a separate usability pilot before normal service consumption begins.

B. Complete the remaining product backlog under the original delivery plan.

C. Provide temporary enhanced attention while live behavior is assessed and stabilized.

D. Maintain the project team's decision authority as the routine operating model.

Show answer Next card

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Practice: card 290 of 1,000

Answer 290

Correct Answer: C. Provide temporary enhanced attention while live behavior is assessed and stabilized.

Why this answer

Early life support gives the new or changed service additional monitoring and access to expertise. It should have owners and criteria for closing, extending, or adjusting the arrangement rather than continuing indefinitely.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 291 of 1,000

Question 291

Choose the best answer.

What is the best basis for judging connected operate, deliver, and support activities?

A. The extent to which the build team controls routine operational decisions.

B. The percentage of planned technical changes deferred to preserve the current configuration.

C. The service's ability to support required outcomes dependably over time.

D. The coverage of technical components by operational monitoring and alerting.

Show answer Next card

Topic index Contents

Practice: card 291 of 1,000

Answer 291

Correct Answer: C. The service's ability to support required outcomes dependably over time.

Why this answer

Live service work should sustain useful outcomes under real conditions and respond as needs change. Monitoring coverage can support that goal, but neither component visibility, build-team control, nor postponing changes establishes that the service remains valuable.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Operating Services for Stability and Value

Main book, page 117

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 292 of 1,000

Question 292

Choose the best answer.

Why define delivery expectations and operational commitments clearly?

A. To assign the provider authority over consumer business outcome priorities.

B. To keep future demand aligned with the service's original implementation schedule.

C. To align realistic promises with the capability and support available.

D. To use platform technical specifications as the complete definition of user success.

Show answer Next card

Topic index Contents

Practice: card 292 of 1,000

Answer 292

Correct Answer: C. To align realistic promises with the capability and support available.

Why this answer

Clear commitments help stakeholders understand what they can depend on and help teams prepare to deliver it. The promises should reflect actual capacity, support, dependencies, and constraints and remain relevant to consumer outcomes.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments

Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 293 of 1,000

Question 293

Choose the best answer.

What is the main purpose of defined support escalation paths?

A. Transfer each unresolved case to the next team at a fixed time interval.

B. Bring the right expertise or authority to the issue when needed.

C. Ensure senior management authorizes every change in the investigation direction.

D. Move user communication responsibility whenever a technical specialist becomes involved.

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Practice: card 293 of 1,000

Answer 293

Correct Answer: B. Bring the right expertise or authority to the issue when needed.

Why this answer

Functional escalation brings additional expertise, while hierarchical escalation addresses authority, priorities, or coordination. Clear criteria should support the case outcome and communication rather than create automatic handoffs or unnecessary approvals.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Support Models, Escalation Paths, and Responsiveness

Main book, page 121

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 294 of 1,000

Question 294

Choose the best answer.

How should repeated support questions and operational failures inform service management?

A. Route them to suppliers whenever they involve a component delivered externally.

B. Use their patterns to revisit design assumptions and improvement priorities.

C. Collect them mainly as evidence that the support team has completed its assigned work.

D. Use them to preserve the current design until component availability declines.

Show answer Next card

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Practice: card 294 of 1,000

Answer 294

Correct Answer: B. Use their patterns to revisit design assumptions and improvement priorities.

Why this answer

Live evidence can reveal unmet needs, weak interfaces, and support burdens that earlier design missed. Its value extends beyond closing individual records when the learning informs future service decisions.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 295 of 1,000

Question 295

Choose the best answer.

Why does a unified lifecycle model connect product and service management?

A. The provider needs separate targets that allow each team to optimize its own activity.

B. The product team needs one completion point for handing all remaining work to operations.

C. Capability, readiness, use, and support jointly determine the value realized.

D. The operations team needs a stable feature set that excludes further product changes.

Show answer Next card

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Practice: card 295 of 1,000

Answer 295

Correct Answer: C. Capability, readiness, use, and support jointly determine the value realized.

Why this answer

A product capability must be usable, supportable, and adaptable to produce value through service use. A connected lifecycle exposes the effects of decisions across those responsibilities instead of treating launch and operation as unrelated concerns.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Practice: card 296 of 1,000

Question 296

Choose the best answer.

Developers prefer an internal build, but support burden and integration have not been assessed. What should the decision do next?

A. Choose a supplier product because external ownership implies lower service risk.

B. Use developer familiarity as the principal evidence of service suitability.

C. Approve the build and leave operational responsibilities for the launch review.

D. Compare lifecycle tradeoffs against the required service outcome before committing.

Show answer Next card

Topic index Contents

Practice: card 296 of 1,000

Answer 296

Correct Answer: D. Compare lifecycle tradeoffs against the required service outcome before committing.

Why this answer

Internal preference is a relevant capability input but not a complete sourcing assessment. Buying, partnering, and building each involve costs, dependencies, control, and support obligations that should be compared in context.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 297 of 1,000

Question 297

Choose the best answer.

Why consider governance, risk, and sustainability while design decisions are still flexible?

A. To reduce the need for operational teams to review changes after introduction.

B. To establish that later validation can rely mainly on the approved design documentation.

C. To assign all future decisions to the group that initially approved the service concept.

D. To incorporate real constraints before they become expensive redesign and operating burden.

Show answer Next card

Topic index Contents

Practice: card 297 of 1,000

Answer 297

Correct Answer: D. To incorporate real constraints before they become expensive redesign and operating burden.

Why this answer

Early review can expose decision rights, risks, and support requirements that should shape the service. It reduces avoidable rework while leaving later validation and learning necessary as new evidence appears.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Early Governance, Risk, and Sustainability Thinking

Main book, page 85

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 298 of 1,000

Question 298

Choose the best answer.

What should validation establish before full live use is accepted?

A. Whether the chosen supplier offers the same capability to other organizations.

B. Whether the deployment team has transferred its files to the target environment.

C. Whether evidence supports the service's intended use and operational readiness.

D. Whether every implementation task has a completed entry in the project plan.

Show answer Next card

Topic index Contents

Practice: card 298 of 1,000

Answer 298

Correct Answer: C. Whether evidence supports the service's intended use and operational readiness.

Why this answer

Validation evaluates evidence about required functions, performance, protection, resilience, and support. Task completion, market use, or component transfer alone cannot show that the intended service is ready under its actual conditions.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 299 of 1,000

Question 299

Choose the best answer.

How can transition be accelerated while retaining appropriate control?

A. Assign all change decisions to the developers who know the implementation best.

B. Use deployment completion as the main condition for accepting the release.

C. Defer operational rehearsals until users begin reporting the early failure patterns.

D. Use repeatable safeguards and proportionate decisions supported by readiness evidence.

Show answer Next card

Topic index Contents

Practice: card 299 of 1,000

Answer 299

Correct Answer: D. Use repeatable safeguards and proportionate decisions supported by readiness evidence.

Why this answer

Clear paths and repeatable controls can reduce delay without omitting necessary validation or authorization. The level of review should match the change and its risk, with operational readiness considered alongside technical execution.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Change Enablement and Release Thinking

Main book, page 105

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Contents

Practice: card 300 of 1,000

Question 300

Choose the best answer.

What indicates that the lifecycle model is supporting continual learning?

A. Operational evidence feeds back into needs, design, and capability decisions.

B. Each activity reports completion independently before the next team begins its work.

C. Support takes permanent ownership of decisions once the first deployment is accepted.

D. The original design remains the main success criterion throughout the service lifetime.

Show answer Next card

Topic index Contents

Practice: card 300 of 1,000

Answer 300

Correct Answer: A. Operational evidence feeds back into needs, design, and capability decisions.

Why this answer

Lifecycle activities inform one another and can repeat as evidence and needs change. Feedback from use and support should shape later decisions instead of being confined to operational reporting.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

Open the course directory and select this episode.

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Topic index Contents

Practice: card 301 of 1,000

Question 301

Choose the best answer.

A provider stops cross-functional reviews after launch and ignores evidence from live use. What is the main lifecycle weakness?

A. The product's requirements have not been recorded in an approved design.

B. The provider has used the wrong transition window for the release.

C. The provider has broken the feedback needed to sustain and improve value.

D. The support model cannot distinguish urgent incidents from routine requests.

Show answer Next card

Topic index Contents

Practice: card 301 of 1,000

Answer 301

Correct Answer: C. The provider has broken the feedback needed to sustain and improve value.

Why this answer

Value continues to develop through use, support, and adaptation after release. Closing a project can be appropriate, but continuing ownership and learning need to remain in place so operational evidence informs decisions.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

Open the course directory and select this episode.

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Topic index Contents

Practice: card 302 of 1,000

Question 302

Choose the best answer.

A design relies on last year's demand despite major changes in user behavior and priorities. What is the main risk?

A. The release may lack an agreed route for restoring earlier service versions.

B. The resulting service may fit old assumptions instead of current needs.

C. The design may concentrate dependency on one supplier.

D. The service may have incompatible interfaces between acquired and built components.

Show answer Next card

Topic index Contents

Practice: card 302 of 1,000

Answer 302

Correct Answer: B. The resulting service may fit old assumptions instead of current needs.

Why this answer

Historical evidence can inform discovery but does not establish present context. Changed behavior and priorities should be investigated before committing further to an outdated design; supplier concentration, interface compatibility, and recovery readiness are separate risks not established by this scenario.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context
Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Topic index Contents

Practice: card 303 of 1,000

Question 303

Choose the best answer.

Two feasible designs meet the same outcome, control, and cost requirements. One requires repeated entry across channels; the other avoids it. Which should generally be favored?

A. The design that achieves the result with less user effort and handoff friction.

B. The design with more separate completion points for specialist teams.

C. The design with more configurable fields for internal reporting.

D. The design that produces the larger volume of operational workflow records.

Show answer Next card

Topic index Contents

Practice: card 303 of 1,000

Answer 303

Correct Answer: A. The design that achieves the result with less user effort and handoff friction.

Why this answer

With the stated requirements met, reduced avoidable effort strengthens the journey and supports adoption. Configurability, team milestones, and record volume are not better outcomes by themselves.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Users, Customers, and Service Journeys
Main book, page 81

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Topic index Contents

Practice: card 304 of 1,000

Question 304

Choose the best answer.

A vendor platform looks attractive but needs scarce skills and extensive custom interfaces in operation. What should the selection review do?

A. Accept the current proposal and review supportability after the first annual renewal.

B. Assign the additional operating work to transition as part of ordinary handover.

C. Use the feature demonstration as the main evidence of service fit.

D. Assess whether integration and support burdens undermine its lifecycle value.

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Topic index Contents

Practice: card 304 of 1,000

Answer 304

Correct Answer: D. Assess whether integration and support burdens undermine its lifecycle value.

Why this answer

Initial appeal can conceal substantial integration, maintenance, and support costs. Those obligations should be compared with the intended outcome and organizational capability before the option is accepted.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Acquiring and Building the Right Solution

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 305 of 1,000

Question 305

Choose the best answer.

A build team omits diagnostic hooks and recovery tooling to meet a deadline. Which assessment BEST captures the resulting long-term burden?

A. Reduced maintenance effort from fewer components.

B. A schedule variance resolved by meeting the release date.

C. Technical debt that makes future diagnosis and recovery harder.

D. A capacity risk caused by higher transaction volumes after launch.

Show answer Next card

Topic index Contents

Practice: card 305 of 1,000

Answer 305

Correct Answer: C. Technical debt that makes future diagnosis and recovery harder.

Why this answer

The omitted tooling can increase later diagnosis, repair, and recovery effort, creating technical debt and supportability risk. Meeting the release date does not close that burden; fewer components do not establish lower support effort, and the scenario does not indicate a transaction-capacity problem.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Avoiding Late-Stage Rework and Technical Debt

Main book, page 99

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Topic index Contents

Practice: card 306 of 1,000

Question 306

Choose the best answer.

Go-live approaches, but support training and essential guidance are incomplete. What should the authorized decision-makers do next?

A. Accept the date as the main readiness criterion because deployment planning is complete.

B. Proceed on the planned date and resolve the support gaps during early life support.

C. Reopen the full discovery and design baseline before considering targeted mitigation.

D. Reassess readiness and the consequences of the gaps before authorizing live use.

Show answer Next card

Topic index Contents

Practice: card 306 of 1,000

Answer 306

Correct Answer: D. Reassess readiness and the consequences of the gaps before authorizing live use.

Why this answer

Readiness includes the people and knowledge needed to support the service, not just a deployment date. The decision should consider the material gaps, risk, and available mitigations; it should not assume either automatic launch or a complete restart.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index Contents

Practice: card 307 of 1,000

Question 307

Choose the best answer.

Testing shows stable software, but support staff have not learned the escalation model. Which readiness gap is directly shown?

A. Unconfirmed compatibility between the components deployed into the target environment.

B. Unverified capacity to process the expected peak volume of transactions.

C. Insufficient preparation for routing and escalating live support issues.

D. Incomplete agreement on the business functions the release should provide.

Show answer Next card

Topic index Contents

Practice: card 307 of 1,000

Answer 307

Correct Answer: C. Insufficient preparation for routing and escalating live support issues.

Why this answer

Technical stability does not establish that support staff can route issues to appropriate expertise or authority. Transition should confirm support knowledge and escalation arrangements. The scenario directly demonstrates that preparation gap, while it does not establish defects in compatibility, capacity, or functional scope.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index Contents

Practice: card 308 of 1,000

Question 308

Choose the best answer.

Which evidence best supports ending early life support?

A. Agreed exit criteria are met and routine teams can support the observed service demand.

B. The support team has received fewer comments through one of its feedback channels.

C. The build team has completed the planned implementation work and needs new assignments.

D. The launch has passed its first calendar day without a critical technical alert.

Show answer Next card

Topic index Contents

Practice: card 308 of 1,000

Answer 308

Correct Answer: A. Agreed exit criteria are met and routine teams can support the observed service demand.

Why this answer

Early life support should end through a defined decision based on readiness, stability, and routine capability. Team availability, elapsed time, and one feedback measure may inform the review but do not establish the exit criteria alone.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index Contents

Practice: card 309 of 1,000

Question 309

Choose the best answer.

Uptime is on target, but the service is not delivered in ways that meet user deadlines. What should the review examine?

A. Whether the supplier can provide more infrastructure performance measurements.

B. Whether the implementation team followed the original technical deployment plan.

C. How operating commitments and delivery behavior support the actual user outcome.

D. How many support tickets the provider completed during the reporting period.

Show answer Next card

Topic index Contents

Practice: card 309 of 1,000

Answer 309

Correct Answer: C. How operating commitments and delivery behavior support the actual user outcome.

Why this answer

Availability is one condition of service use, not the complete measure of value. Delivery timing, support, and the way people complete work need to be reviewed against real expectations and constraints.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments
Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 310 of 1,000

Question 310

Choose the best answer.

Users repeatedly contact the wrong support group because routing guidance is unclear. What should improve first?

A. The average handling time within support queues.

B. The technical diagnostic training provided after tickets reach specialist teams.

C. Manual allocation of requests by a senior manager.

D. The support entry points, routing guidance, and escalation responsibilities.

Show answer Next card

Topic index Contents

Practice: card 310 of 1,000

Answer 310

Correct Answer: D. The support entry points, routing guidance, and escalation responsibilities.

Why this answer

A support model should help demand reach suitable expertise or authority without repeated redirection. Clear entry points and guidance address the routing defect; faster handling, deeper diagnosis, or manual senior allocation does not resolve the unclear user route.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Support Models, Escalation Paths, and Responsiveness

Main book, page 121

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 311 of 1,000

Question 311

Choose the best answer.

Which use of operational records demonstrates lifecycle learning?

A. Using them to summarize each team's monthly activity totals.

B. Using them mainly to confirm that the release met its original schedule.

C. Keeping them with closed tickets for the next audit review.

D. Applying their patterns to design, readiness, and improvement decisions.

Show answer Next card

Topic index Contents

Practice: card 311 of 1,000

Answer 311

Correct Answer: D. Applying their patterns to design, readiness, and improvement decisions.

Why this answer

Operational evidence reveals how assumptions perform in real use. Applying those lessons to future decisions closes the learning loop, while retention or activity reporting alone does not.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Question 312

Choose the best answer.

A product team releases a capability and has no mechanism to learn whether users can use it effectively. What is the lifecycle problem?

A. Product decisions are disconnected from the evidence of value in service use.

B. The organization has not established a separate success target for each delivery activity.

C. The provider has allowed operational teams to collect too much consumer feedback.

D. Transition has not transferred every technical decision to the operations team.

Show answer Next card

Topic index Contents

Practice: card 312 of 1,000

Answer 312

Correct Answer: A. Product decisions are disconnected from the evidence of value in service use.

Why this answer

A unified lifecycle keeps capability decisions connected to real operation, support, and outcomes. Teams can have distinct responsibilities, but they need working feedback and ownership across those boundaries.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Practice: card 313 of 1,000

Question 313

Choose the best answer.

A design improves convenience but commits the service to frequent hardware replacement. Why assess that tradeoff now?

A. Operations can defer sustainability requirements until replacement patterns are known.

B. Alternatives can still reduce the long-term resource burden before commitments harden.

C. Transition can revisit procurement and architecture choices at a similar cost.

D. Support staff should accept the ongoing replacement burden as part of routine service ownership.

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Practice: card 313 of 1,000

Answer 313

Correct Answer: B. Alternatives can still reduce the long-term resource burden before commitments harden.

Why this answer

Design decisions can embed continuing financial, human, and environmental costs. Considering those effects while options remain flexible can avoid rework and improve sustainability, although later review remains necessary.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Early Governance, Risk, and Sustainability Thinking

Main book, page 85

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 314 of 1,000

Question 314

Choose the best answer.

A custom build offers flexibility, but the organization lacks the skills to sustain it. What principle should guide comparison with a managed platform?

A. Compare lasting service fit, including support capability, rather than flexibility alone.

B. Choose the option with the shortest implementation estimate before reviewing operational needs.

C. Prefer the platform because external delivery transfers the consumer's responsibility for outcomes.

D. Prefer internal development because direct control outweighs the missing support capability.

Show answer Next card

Topic index Contents

Practice: card 314 of 1,000

Answer 314

Correct Answer: A. Compare lasting service fit, including support capability, rather than flexibility alone.

Why this answer

Flexibility is useful only when the organization can sustain the resulting capability or arrange suitable support. Both sourcing options need comparison across outcomes, skills, costs, control, and dependencies rather than an automatic preference.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 315 of 1,000

Question 315

Choose the best answer.

An architectural shortcut speeds the build but makes future releases tightly coupled and recovery difficult. How should it be evaluated?

A. By the implementation time saved before the next delivery milestone.

B. By the reduction in current component maintenance effort.

C. By whether the delivery team can hand the limitations to operations before launch.

D. By its full tradeoff across changeability, support, recovery, and service value.

Show answer Next card

Topic index Contents

Practice: card 315 of 1,000

Answer 315

Correct Answer: D. By its full tradeoff across changeability, support, recovery, and service value.

Why this answer

Earlier implementation choices create later operating constraints. The shortcut may be accepted or changed through an informed decision, but the consequences and ownership should be visible rather than judged by build speed alone.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Architectures, Dependencies, and Integration Points

Main book, page 94

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 316 of 1,000

Question 316

Choose the best answer.

A team is comparing a pilot with a single full rollout. What should determine the transition approach?

A. The rollout pattern most familiar to the delivery team.

B. The option that reaches the full audience soonest.

C. The approach that fits readiness, risk, validation, and learning needs.

D. The approach that requires the fewest user updates during implementation.

Show answer Next card

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Practice: card 316 of 1,000

Answer 316

Correct Answer: C. The approach that fits readiness, risk, validation, and learning needs.

Why this answer

Rollout style should fit the service context and the consequences of failure or delay. A pilot can reduce uncertainty in some cases, but neither piloting nor a full rollout is automatically the right choice.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Change Enablement and Release Thinking

Main book, page 105

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 317 of 1,000

Question 317

Choose the best answer.

Users repeatedly abandon a required step in a live service. What is the best lifecycle response?

A. Record the abandoned attempts as support demand and retain the current design assumptions.

B. Investigate the friction and feed the findings into service design and improvement.

C. Keep the data within operations until the next major release has already been approved.

D. Begin replacing the supplier before examining how users encounter the step.

Show answer Next card

Topic index Contents

Practice: card 317 of 1,000

Answer 317

Correct Answer: B. Investigate the friction and feed the findings into service design and improvement.

Why this answer

Repeated abandonment is a signal that warrants investigation of the task and its context. The learning can then guide design, guidance, or operational changes rather than being treated solely as a series of isolated support events.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Topic index Contents

Practice: card 318 of 1,000

Question 318

Choose the best answer.

Users expect urgent support around the clock, but the provider has never stated that coverage is limited. What should be clarified?

A. The platform availability figures used in the monthly service report.

B. The priority rules used to order cases already accepted into the support queue.

C. The target handling time once a support specialist starts work.

D. The service support commitments and the expectations attached to them.

Show answer Next card

Topic index Contents

Practice: card 318 of 1,000

Answer 318

Correct Answer: D. The service support commitments and the expectations attached to them.

Why this answer

Users and providers need a shared understanding of support availability and response. Clear commitments should be realistic and relevant to the need; merely documenting a limitation may still reveal that the service coverage must change.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments

Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Contents

Practice: card 319 of 1,000

Question 319

Choose the best answer.

Why design observability and operational support before build completion?

A. To reduce the need for trained staff when unusual service conditions occur.

B. To make behavior diagnosable and recovery practical in transition and live use.

C. To establish that the underlying design will not need adjustment after launch.

D. To allow the deployment record to replace evidence from service validation.

Show answer Next card

Topic index Contents

Practice: card 319 of 1,000

Answer 319

Correct Answer: B. To make behavior diagnosable and recovery practical in transition and live use.

Why this answer

Monitoring, diagnostic information, recovery arrangements, and usable support functions make the capability operable. They support validation and response without eliminating judgment, training, or future improvement.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Designing for Serviceability and Supportability

Main book, page 96

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 320 of 1,000

Question 320

Choose the best answer.

Which statement reflects a mature lifecycle model?

A. Connected activities exchange evidence and adapt as the service is used.

B. Each activity should preserve its own plan even when later evidence reveals a mismatch.

C. Support should resolve operational issues without challenging the assumptions made during design.

D. Product work should be judged mainly by completion of the agreed implementation backlog.

Show answer Next card

Topic index Contents

Practice: card 320 of 1,000

Answer 320

Correct Answer: A. Connected activities exchange evidence and adapt as the service is used.

Why this answer

The lifecycle is a connected model with overlapping work and feedback. Real use can reveal needs or constraints that should change earlier assumptions rather than be confined to the team that first observes them.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

Open the course directory and select this episode.

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Practice: card 321 of 1,000

Question 321

Choose the best answer.

Every lifecycle team meets its own completion-time target, but downstream work repeatedly inherits avoidable defects. What should the review change?

A. Assess local speed alongside readiness, rework, and the eventual service outcome.

B. Assign all inherited issues permanently to the transition coordinator.

C. Use the fastest activity as the benchmark for the remaining teams.

D. Require discovery to restart after each technical deployment is completed.

Show answer Next card

Topic index Contents

Practice: card 321 of 1,000

Answer 321

Correct Answer: A. Assess local speed alongside readiness, rework, and the eventual service outcome.

Why this answer

An activity can look efficient by transferring burden to later work. Lifecycle review should expose those effects and connect local measures to whether the complete service is usable, supportable, and valuable.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Practice: card 322 of 1,000

Question 322

Choose the best answer.

Stakeholders request different features, but the underlying need remains unclear. What should happen before feature scope is committed?

A. Begin implementing the least expensive feature to demonstrate delivery progress.

B. Choose the feature requested by the department with the largest user count.

C. Clarify the intended outcomes, evidence of demand, and relevant stakeholder constraints.

D. Use the preferred supplier catalog to define the common service requirement.

Show answer Next card

Topic index Contents

Practice: card 322 of 1,000

Answer 322

Correct Answer: C. Clarify the intended outcomes, evidence of demand, and relevant stakeholder constraints.

Why this answer

Discovery should identify the problem and context behind feature requests. Volume, price, and catalog availability can inform later choices, but none establishes the need by itself.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 323 of 1,000

Question 323

Choose the best answer.

Why involve operations and support while designing a service?

A. To assign the build team permanent responsibility for all future support interactions.

B. To identify how design choices will behave under real operating and support conditions.

C. To treat the design review as a replacement for later transition readiness checks.

D. To let operational preferences determine the required consumer outcome before users are consulted.

Show answer Next card

Topic index Contents

Practice: card 323 of 1,000

Answer 323

Correct Answer: B. To identify how design choices will behave under real operating and support conditions.

Why this answer

Operations and support can reveal recovery, monitoring, escalation, and knowledge needs early. Their involvement improves design but does not replace consumer input or the later evidence needed for readiness.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Early Governance, Risk, and Sustainability Thinking

Main book, page 85

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Topic index Contents

Practice: card 324 of 1,000

Question 324

Choose the best answer.

A partner solution has low implementation cost but requires custom interface rework at every upgrade. Which factor MOST directly challenges the apparent cost advantage?

A. The payment schedule for the initial implementation contract.

B. The initial quoted price as the clearest evidence of the service's total cost.

C. The continuing integration, testing, and support burden across the service lifetime.

D. Standard support fees quoted for the uncustomized product.

Show answer Next card

Topic index Contents

Practice: card 324 of 1,000

Answer 324

Correct Answer: C. The continuing integration, testing, and support burden across the service lifetime.

Why this answer

Acquisition cost includes more than the initial invoice. Repeated integration and testing work can materially change the option's value, so it should be assessed before assuming the cheaper implementation is the better lifecycle choice.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 325 of 1,000

Question 325

Choose the best answer.

To finish faster, a team leaves key dependencies and ownership undocumented. Which risk follows MOST directly?

A. The supplier may revise commercial charges before the first contract renewal.

B. The implementation may use a version incompatible with the approved platform.

C. Later teams may lack the context and authority needed to validate, operate, and recover it.

D. The service may be sized for less transaction demand than consumers generate.

Show answer Next card

Topic index Contents

Practice: card 325 of 1,000

Answer 325

Correct Answer: C. Later teams may lack the context and authority needed to validate, operate, and recover it.

Why this answer

Dependencies and ownership influence integration, readiness, diagnosis, and recovery. Missing that context can delay later teams or leave them unable to coordinate action. Demand sizing, version compatibility, and supplier charges are separate risks not directly established by the stated omissions.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Architectures, Dependencies, and Integration Points

Main book, page 94

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Topic index Contents

Practice: card 326 of 1,000

Question 326

Choose the best answer.

Forward deployment tests pass, but recovery options have not been rehearsed. What should readiness review address?

A. Whether additional successful deployment tests are sufficient evidence for approval.

B. Whether feasible rollback or other recovery can protect service if cutover fails.

C. Whether the build team can provide more detail about the successful deployment tasks.

D. Whether a larger early life support team can substitute for recovery preparation.

Show answer Next card

Topic index Contents

Practice: card 326 of 1,000

Answer 326

Correct Answer: B. Whether feasible rollback or other recovery can protect service if cutover fails.

Why this answer

Readiness needs evidence about adverse outcomes as well as forward implementation. Rollback may not be possible for every change, so the team should confirm an appropriate recovery approach, authority, and limitations.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Change Enablement and Release Thinking

Main book, page 105

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 327 of 1,000

Question 327

Choose the best answer.

Service indicators are stable during early life support, but routine teams cannot yet handle common cases independently. What should the owner do?

A. End enhanced support after the next calendar day if no major incident is recorded.

B. Transfer permanent operational ownership to the change team because it has deeper expertise.

C. End enhanced support because the technical indicators meet the agreed service targets.

D. Address the capability gap and judge exit against the agreed criteria.

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Answer 327

Correct Answer: D. Address the capability gap and judge exit against the agreed criteria.

Why this answer

Stability alone does not establish readiness to leave enhanced support. The owner should review the gap, prepare routine teams, and explicitly close, extend, or adjust the arrangement using the agreed criteria.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 328 of 1,000

Question 328

Choose the best answer.

The same request type repeatedly generates confusion and manual workarounds. How should support findings be used?

A. Investigate the pattern and use it to improve the request model or guidance.

B. Count each occurrence as separate demand while retaining the current request design.

C. Use the number of closed cases as evidence that the support arrangement is adequate.

D. Route every occurrence to engineering without reviewing the recurring pattern.

Show answer Next card

Topic index Contents

Practice: card 328 of 1,000

Answer 328

Correct Answer: A. Investigate the pattern and use it to improve the request model or guidance.

Why this answer

Repeated support patterns can reveal a design or information weakness that individual resolutions do not fix. Investigation should identify the cause and feed an appropriate improvement into the lifecycle.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 329 of 1,000

Question 329

Choose the best answer.

After release, support finds that a promised capability is unreliable. Product and operations each say the other team owns the improvement. What is the best next step?

A. Operations should receive complete authority over all future capability decisions.

B. Product management should concentrate on scheduling the remaining technical deployments.

C. Agree ownership and a feedback route connecting the live issue to capability decisions.

D. Discovery should restart before any transition or support evidence is reviewed.

Show answer Next card

Topic index Contents

Practice: card 329 of 1,000

Answer 329

Correct Answer: C. Agree ownership and a feedback route connecting the live issue to capability decisions.

Why this answer

A connected lifecycle needs explicit responsibilities across product and service work. Agreeing who acts and how support evidence informs capability decisions addresses the ownership gap. Blanket transfer of authority, a full discovery restart, or concentration on deployment dates does not resolve that shared responsibility.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Practice: card 330 of 1,000

Question 330

Choose the best answer.

Two designs offer similar immediate convenience, but one creates much greater recurring waste and support effort. What should the comparison include?

A. The expectation that support teams can optimize the excess burden after launch.

B. The long-term resource and operating consequences before the design is committed.

C. The initial user preference as the principal measure of the service's overall value.

D. The number of features that can be demonstrated in the first implementation release.

Show answer Next card

Topic index Contents

Practice: card 330 of 1,000

Answer 330

Correct Answer: B. The long-term resource and operating consequences before the design is committed.

Why this answer

Design can embed ongoing costs and sustainability effects that become expensive to change later. The decision should weigh those consequences alongside immediate benefits instead of assuming operation will remove them.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Early Governance, Risk, and Sustainability Thinking

Main book, page 85

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 331 of 1,000

Question 331

Choose the best answer.

An integration can be supported by only one specialist, with no realistic replacement or knowledge-transfer plan. Which risk is demonstrated MOST directly?

A. The release may conflict with another approved deployment window.

B. The service depends on scarce knowledge that may not be sustainable.

C. The environment may have insufficient capacity for peak transaction demand.

D. The integration may be constrained by an insufficient feature set.

Show answer Next card

Topic index Contents

Practice: card 331 of 1,000

Answer 331

Correct Answer: B. The service depends on scarce knowledge that may not be sustainable.

Why this answer

Supportability depends on the actual operating capability, including access to skills and usable knowledge. A single-person dependency can make routine maintenance and recovery fragile even when the integration works today.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Designing for Serviceability and Supportability

Main book, page 96

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 332 of 1,000

Question 332

Choose the best answer.

A proposed cutover overlaps the service's most critical usage period because it suits the implementers. What should determine timing?

A. The availability of the build team members as the principal scheduling condition.

B. The date that provides the shortest transition reporting period for the project.

C. User impact, service risk, recovery needs, and the consequences of delaying the change.

D. The earliest point when component installation can finish without additional communication.

Show answer Next card

Topic index Contents

Practice: card 332 of 1,000

Answer 332

Correct Answer: C. User impact, service risk, recovery needs, and the consequences of delaying the change.

Why this answer

Cutover timing should reflect the service context and the risks of both action and delay. Internal availability matters, but it should be weighed alongside critical usage, dependencies, support, and recovery rather than decide the window alone.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Change Enablement and Release Thinking

Main book, page 105

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 333 of 1,000

Question 333

Choose the best answer.

Technical performance is good, but support is unavailable at peak business times and users miss deadlines. What should be reviewed?

A. Whether the component supplier can reduce response time for infrastructure alerts.

B. Whether coverage and service commitments fit the required consumption pattern.

C. The original code review results used to accept the implementation backlog.

D. Whether users can receive additional training on known technical workarounds.

Show answer Next card

Topic index Contents

Practice: card 333 of 1,000

Answer 333

Correct Answer: B. Whether coverage and service commitments fit the required consumption pattern.

Why this answer

Support availability is part of how the service enables outcomes under real conditions. Good component performance does not resolve a mismatch between needed assistance, actual coverage, and stakeholder expectations.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments

Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 334 of 1,000

Question 334

Choose the best answer.

Users rely on an undocumented workaround because the official route is difficult. What should support do with this evidence?

A. Count the workaround uses as successful completion of the official process.

B. Assign the cause to the supplier because it provided the current platform.

C. Investigate the friction and risk, then feed the findings into improvement.

D. Adopt the workaround as the permanent design without further risk review.

Show answer Next card

Topic index Contents

Practice: card 334 of 1,000

Answer 334

Correct Answer: C. Investigate the friction and risk, then feed the findings into improvement.

Why this answer

The workaround is evidence of a possible mismatch between design and real use. It should be assessed for effectiveness and risk before becoming an accepted method or informing a redesigned path.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 335 of 1,000

Question 335

Choose the best answer.

Which example demonstrates a working lifecycle feedback loop?

A. Each activity reports its own completion and excludes evidence collected by other teams.

B. Support patterns shape a design change whose readiness and live effects are then reviewed.

C. Operations stores lessons with closed cases until the next serious disruption occurs.

D. The design owner archives assumptions after deployment so later teams use a stable baseline.

Show answer Next card

Topic index Contents

Practice: card 335 of 1,000

Answer 335

Correct Answer: B. Support patterns shape a design change whose readiness and live effects are then reviewed.

Why this answer

Learning becomes useful when it changes decisions and the effects of those decisions are examined. A connected loop links live evidence, design, preparation, and subsequent use rather than ending at storage or handoff.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

Open the course directory and select this episode.

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Practice: card 336 of 1,000

Question 336

Choose the best answer.

A deadline is met through undocumented customizations that make future releases harder to test and reverse. What should be recognized?

A. The shortcut is a lasting efficiency improvement because the current build finished sooner.

B. The immediate saving may create technical debt and greater later operating cost.

C. The documentation gap is a transition task rather than a current design tradeoff.

D. The consequences belong to support and need not affect the implementation decision.

Show answer Next card

Topic index Contents

Practice: card 336 of 1,000

Answer 336

Correct Answer: B. The immediate saving may create technical debt and greater later operating cost.

Why this answer

Customization can be justified, but its effects on maintainability, testing, recovery, and support should be visible. The tradeoff needs ownership and a review plan rather than being left as an undocumented burden.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Avoiding Late-Stage Rework and Technical Debt

Main book, page 99

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 337 of 1,000

Question 337

Choose the best answer.

Which evidence set most strongly supports readiness for live use?

A. An approved deployment plan, planned later training, and a draft support contact list.

B. Validated behavior, usable support arrangements, prepared users, and clear operational ownership.

C. A fixed launch date, completed code merge, and positive implementation status report.

D. A successful feature demonstration, completed purchase order, and updated project budget.

Show answer Next card

Topic index Contents

Practice: card 337 of 1,000

Answer 337

Correct Answer: B. Validated behavior, usable support arrangements, prepared users, and clear operational ownership.

Why this answer

Readiness spans technical evidence and the ability of people to operate and consume the service. Plans and delivery artifacts contribute, but they do not establish that the necessary support and ownership are already usable.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 338 of 1,000

Question 338

Choose the best answer.

Why view operate, deliver, and support as more than routine maintenance?

A. They sustain outcomes and generate learning for later service decisions.

B. They provide a stable endpoint after which design assumptions no longer need review.

C. They allow support measures to replace evidence about the actual consumer result.

D. They transfer all product priorities to the team monitoring the infrastructure.

Show answer Next card

Topic index Contents

Practice: card 338 of 1,000

Answer 338

Correct Answer: A. They sustain outcomes and generate learning for later service decisions.

Why this answer

These connected activities keep the service useful and dependable while revealing real behavior, friction, and risk. Their evidence should inform improvement and capability decisions throughout the lifecycle.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Operating Services for Stability and Value

Main book, page 117

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Topic index Contents

Practice: card 339 of 1,000

Question 339

Choose the best answer.

A task intended for unassisted first-time use requires most new users to call support, and readiness tests used only experienced staff. What should the readiness review investigate MOST directly?

A. Whether the launch communication period matched the planned deployment schedule.

B. Whether staffing can maintain the current average time spent handling calls.

C. Whether support staff recorded the calls using consistent incident categories.

D. Whether first-use needs, guidance, and representative users were adequately covered.

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Practice: card 339 of 1,000

Answer 339

Correct Answer: D. Whether first-use needs, guidance, and representative users were adequately covered.

Why this answer

The intended use was not represented well by the readiness test group. Support can help users meanwhile, but the provider should investigate the first-use barriers and revise design, guidance, or validation as the evidence requires.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index Contents

Practice: card 340 of 1,000

Question 340

Choose the best answer.

Users repeatedly misunderstand an approval step. What is the best next action?

A. Issue more frequent reminders using the same approval instructions.

B. Require staff to repeat the same training before reviewing the approval design.

C. Find the cause and use the learning to improve the approval step.

D. Transfer responsibility to the supplier before checking the user journey or instructions.

Show answer Next card

Topic index Contents

Practice: card 340 of 1,000

Answer 340

Correct Answer: C. Find the cause and use the learning to improve the approval step.

Why this answer

Repeated misunderstanding is a useful signal about service clarity and use. Diagnose the cause before choosing training, guidance, or a design change; repeating existing instructions or assigning blame may leave the source of confusion unresolved.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 341 of 1,000

Question 341

Choose the best answer.

A product owner leaves a release backlog unchanged despite recurring failures at one workflow step. Which criticism BEST reflects lifecycle thinking?

A. The workflow lacks a single technical owner for incident escalation.

B. Recurring failure evidence should inform backlog priorities and subsequent lifecycle decisions.

C. Release scope lacks a documented baseline for future progress reporting.

D. Support capacity has not been compared with the supplier's response commitment.

Show answer Next card

Topic index Contents

Practice: card 341 of 1,000

Answer 341

Correct Answer: B. Recurring failure evidence should inform backlog priorities and subsequent lifecycle decisions.

Why this answer

Repeated failures provide evidence for reconsidering design and backlog priorities. Staffing, baselines, and ownership may matter, but the stated failure is refusing to let operational learning influence future work.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

Open the course directory and select this episode.

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Practice: card 342 of 1,000

Question 342

Choose the best answer.

A service is ready to leave early life support. Which evidence MOST directly establishes a controlled handover to routine support?

A. Business communications describe the features planned for the next release.

B. The supplier has published a complete set of installation instructions.

C. Routine ownership and exception escalation criteria are agreed.

D. The project has reconciled its planned and actual deployment costs.

Show answer Next card

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Practice: card 342 of 1,000

Answer 342

Correct Answer: C. Routine ownership and exception escalation criteria are agreed.

Why this answer

A controlled handover establishes who owns normal work and when additional help is needed. Supplier documents, cost reports, and future feature communications do not establish that operational boundary.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index Contents

Practice: card 343 of 1,000

Question 343

Choose the best answer.

An annual enrollment deadline creates a brief surge in service demand. Why should discovery capture that calendar event?

A. It fixes the detailed deployment sequence for every future release.

B. It changes the capacity and readiness needed for the outcome.

C. It establishes which supplier should own the service contract.

D. It determines the reporting hierarchy for the operational support team.

Show answer Next card

Topic index Contents

Practice: card 343 of 1,000

Answer 343

Correct Answer: B. It changes the capacity and readiness needed for the outcome.

Why this answer

Business timing affects demand, acceptable delay, and readiness needs. It informs later decisions without independently determining suppliers, deployment sequences, or reporting lines.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 344 of 1,000

Question 344

Choose the best answer.

During design, a new requirement makes approval evidence mandatory. The current design cannot capture it. What is the BEST next action?

A. Ask support to preserve screenshots once the service enters use.

B. Revise the design to capture the required evidence.

C. Document the gap for the first scheduled operational assurance review.

D. Increase testing of the existing approval workflow before continuing.

Show answer Next card

Topic index Contents

Practice: card 344 of 1,000

Answer 344

Correct Answer: B. Revise the design to capture the required evidence.

Why this answer

The changed constraint affects what the service must support, so the design needs revision before further commitment. Testing the unchanged design or relying on later manual evidence does not resolve the identified capability gap.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Early Governance, Risk, and Sustainability Thinking

Main book, page 85

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 345 of 1,000

Question 345

Choose the best answer.

At launch, phone, portal, and email guidance give different routes for the same support need. Which readiness check was MOST directly missed?

A. Reconcile supplier charges with the commercial terms.

B. Verify that the release package contains the intended component versions.

C. Check recovery checkpoints in the deployment sequence.

D. Confirm that support channels give coherent instructions and ownership.

Show answer Next card

Topic index Contents

Practice: card 345 of 1,000

Answer 345

Correct Answer: D. Confirm that support channels give coherent instructions and ownership.

Why this answer

Readiness includes the help users can obtain after launch. Technical and commercial checks can pass while inconsistent support instructions still create avoidable confusion.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 346 of 1,000

Question 346

Choose the best answer.

A team bundles changes monthly for developer convenience, although users need independently releasable weekly updates. Which tradeoff needs review?

A. The balance between automated testing and manual test evidence.

B. Local build convenience versus independently releasable changes that fit the service need.

C. The allocation of product ownership between internal teams and suppliers.

D. The balance between operational monitoring and customer satisfaction surveys.

Show answer Next card

Topic index Contents

Practice: card 346 of 1,000

Answer 346

Correct Answer: B. Local build convenience versus independently releasable changes that fit the service need.

Why this answer

The packaging choice constrains when users can receive useful changes. The other tradeoffs may deserve attention, but they do not explain the mismatch between bundling and the required delivery cadence.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Architectures, Dependencies, and Integration Points

Main book, page 94

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 347 of 1,000

Question 347

Choose the best answer.

A release passes technical tests, but new users cannot explain their entitlements or first-use steps. Which readiness area needs attention?

A. Component compatibility across the target environment.

B. Technical recovery evidence for a failed deployment.

C. Supplier exit arrangements for the acquired platform.

D. User enablement for the changed service.

Show answer Next card

Topic index Contents

Practice: card 347 of 1,000

Answer 347

Correct Answer: D. User enablement for the changed service.

Why this answer

Users need to understand how to enter and use the service, even when its components work. Supplier exit, compatibility, and recovery checks address different readiness concerns.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index Contents

Practice: card 348 of 1,000

Question 348

Choose the best answer.

A service meets its response-time target, yet users repeatedly contact support about one policy step. What should the team do FIRST?

A. Tighten the response-time target to encourage faster processing.

B. Increase the support rota for the next reporting period.

C. Combine ticket patterns with users' experience of the step.

D. Compare response-time results with those of competing providers.

Show answer Next card

Topic index Contents

Practice: card 348 of 1,000

Answer 348

Correct Answer: C. Combine ticket patterns with users' experience of the step.

Why this answer

The target does not explain why users are confused. Combining operational patterns with qualitative evidence helps identify the cause before changing targets, staffing, or benchmarks.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Contents

Practice: card 349 of 1,000

Question 349

Choose the best answer.

A finance service must support a three-day year-end close. Which discovery finding would MOST change readiness priorities?

A. The supplier offers a discount for an annual payment.

B. Managers prefer the visual style used by another department.

C. A short interruption during close prevents required financial submissions.

D. Developers prefer the team's usual release documentation format.

Show answer Next card

Topic index Contents

Practice: card 349 of 1,000

Answer 349

Correct Answer: C. A short interruption during close prevents required financial submissions.

Why this answer

A time-critical business outcome changes the importance of resilience, support coverage, and release timing. Preferences and commercial convenience do not carry the same consequence for this readiness decision.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 350 of 1,000

Question 350

Choose the best answer.

A tool must be purchased this quarter to use available funds, but its integration and support fit remain untested. What is the BEST decision basis?

A. Assess lifecycle fit before committing the funds.

B. Choose the shortest procurement approval path.

C. Select the lowest available purchase price.

D. Compare supplier market share and contract duration.

Show answer Next card

Topic index Contents

Practice: card 350 of 1,000

Answer 350

Correct Answer: A. Assess lifecycle fit before committing the funds.

Why this answer

Budget timing is a constraint, not evidence that the tool can sustain the service. Integration, supportability, and ongoing cost need assessment before an attractive purchase becomes a difficult operating commitment.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 351 of 1,000

Question 351

Choose the best answer.

During early life support, users share screenshots because the workflow's first-use instructions are unclear. What should the team do with this evidence?

A. Add the screenshots to a technical incident archive without further review.

B. Extend enhanced support until every user has contacted the service desk.

C. Treat the workaround as sufficient evidence that onboarding is effective.

D. Test clearer onboarding and workflow guidance.

Show answer Next card

Topic index Contents

Practice: card 351 of 1,000

Answer 351

Correct Answer: D. Test clearer onboarding and workflow guidance.

Why this answer

The screenshots reveal a gap in how users understand the workflow. Early support should turn that signal into improved guidance and test its effect, rather than merely normalizing the workaround.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 352 of 1,000

Question 352

Choose the best answer.

New users repeatedly abandon account linking. Leaders propose more training without examining the step. What is the BEST next action?

A. Observe the failed journey and test design or onboarding changes.

B. Transfer responsibility for abandoned accounts to the support queue.

C. Require completion of the existing training before collecting further feedback.

D. Increase the number of reminder messages sent to incomplete accounts.

Show answer Next card

Topic index Contents

Practice: card 352 of 1,000

Answer 352

Correct Answer: A. Observe the failed journey and test design or onboarding changes.

Why this answer

Observed abandonment is evidence to investigate, not proof that training is the cause. Reviewing the journey can distinguish unclear instructions, design friction, and other barriers before selecting a remedy.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Users, Customers, and Service Journeys

Main book, page 81

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 353 of 1,000

Question 353

Choose the best answer.

A migration preserves record counts, but support staff cannot find the history needed to resolve cases. What did validation fail to establish?

A. That the transfer completed within the approved deployment window.

B. That the migration team followed its documented transfer sequence.

C. That the migrated information is usable in operational work.

D. That source and target systems contain matching record totals.

Show answer

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Practice: card 353 of 1,000

Answer 353

Correct Answer: C. That the migrated information is usable in operational work.

Why this answer

Completeness is one part of validation; staff must also be able to use the information for its intended purpose. Counts, timing, and procedural compliance do not establish that operational usability.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 354 of 1,000

Question 354

Choose the best answer.

Live users follow a different task sequence from the one assumed in design. What should the next design review examine?

A. Whether training attendance matched the launch communication plan.

B. Whether supplier delivery dates matched the original project schedule.

C. Which assumptions the observed sequence challenges.

D. Whether the support team's ticket handling times meet the current target.

Show answer Next card

Topic index Contents

Practice: card 354 of 1,000

Answer 354

Correct Answer: C. Which assumptions the observed sequence challenges.

Why this answer

Actual behavior tests the assumptions behind the service path. Attendance, support speed, and supplier dates may provide context, but they do not explain the mismatch in how the service is used.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 355 of 1,000

Question 355

Choose the best answer.

A build team postpones capacity analysis until its final prelaunch test. Which risk increases MOST directly?

A. Performance limits may surface with little time to correct them.

B. Release scope may freeze before interface demonstrations.

C. Support articles may need revision after the first training session.

D. Supplier invoices may precede the commercial review.

Show answer Next card

Topic index Contents

Practice: card 355 of 1,000

Answer 355

Correct Answer: A. Performance limits may surface with little time to correct them.

Why this answer

Late capacity evidence can leave too little time for architectural or configuration changes before transition. The other possibilities are project concerns, but they are not the direct consequence of deferring capacity analysis.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Architectures, Dependencies, and Integration Points

Main book, page 94

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 356 of 1,000

Question 356

Choose the best answer.

Leadership promises twenty-four-hour response before staffing and escalation coverage are known. What should determine the commitment?

A. The response target requested by the largest business unit.

B. The coverage level used in the launch announcement draft.

C. The support capability the organization can sustain.

D. The service hours offered by the most visible competitor.

Show answer Next card

Topic index Contents

Practice: card 356 of 1,000

Answer 356

Correct Answer: C. The support capability the organization can sustain.

Why this answer

Commitments must account for staffing, dependencies, and recovery capability as well as business needs. Competitor promises and stakeholder requests cannot establish that the provider can deliver the promised coverage.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments

Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 357 of 1,000

Question 357

Choose the best answer.

A new service has uncertain adoption and support demand. What is the MAIN advantage of starting with a limited pilot?

A. It proves full-scale peak-load behavior.

B. It settles the long-term roadmap before broader stakeholder feedback.

C. It fixes final staffing before real use.

D. It produces evidence before exposing the whole user population.

Show answer Next card

Topic index Contents

Practice: card 357 of 1,000

Answer 357

Correct Answer: D. It produces evidence before exposing the whole user population.

Why this answer

A limited pilot makes real-use learning possible while exposure remains bounded. It does not by itself establish final staffing, full-scale load behavior, or a permanent roadmap.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 358 of 1,000

Question 358

Choose the best answer.

Two solutions meet current functional requirements. One is harder to patch and recover. Which comparison is MOST relevant to the choice?

A. The effort and risk of sustaining each solution.

B. The number of future functions included in each product roadmap.

C. The quality of each supplier demonstration.

D. Familiarity with each option's user interface.

Show answer Next card

Topic index Contents

Practice: card 358 of 1,000

Answer 358

Correct Answer: A. The effort and risk of sustaining each solution.

Why this answer

Patchability and recoverability affect the cost and risk of operating and changing a service. Presentation quality, familiarity, and possible features do not resolve that ongoing sustainability difference.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Designing for Serviceability and Supportability

Main book, page 96

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 359 of 1,000

Question 359

Choose the best answer.

Weekend use has grown well beyond the demand assumed at launch. What should the service owner review FIRST?

A. The supplier's compliance with the initial installation schedule.

B. The wording of the original project completion announcement.

C. Support coverage against the changed demand.

D. The volume of features promised for the next major upgrade.

Show answer Next card

Topic index Contents

Practice: card 359 of 1,000

Answer 359

Correct Answer: C. Support coverage against the changed demand.

Why this answer

Commitments should be reviewed as actual use changes. The immediate question is whether current coverage supports the new demand pattern, not whether earlier project activity was completed as planned.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments

Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 360 of 1,000

Question 360

Choose the best answer.

Which example BEST demonstrates feedback connecting lifecycle activities?

A. A support trend changes design and readiness checks for the next release.

B. Build and support exchange completion reports at a scheduled monthly meeting.

C. Each team reports progress using the same project milestone definitions.

D. A supplier provides one contact for all contractual escalation requests.

Show answer Next card

Topic index Contents

Practice: card 360 of 1,000

Answer 360

Correct Answer: A. A support trend changes design and readiness checks for the next release.

Why this answer

The support evidence changes work in design and transition, closing a learning loop. Shared reports, terminology, and contacts help coordination but do not alone show that evidence changed the service.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

Open the course directory and select this episode.

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Practice: card 361 of 1,000

Question 361

Choose the best answer.

A sponsor judges readiness entirely from feature burndown and code-complete dates. Which additional evidence is MOST relevant?

A. Whether the repository contains the planned modules.

B. Whether development throughput exceeds last sprint.

C. Whether the build team recorded its estimates in the standard format.

D. Whether the service can be used and supported reliably.

Show answer Next card

Topic index Contents

Practice: card 361 of 1,000

Answer 361

Correct Answer: D. Whether the service can be used and supported reliably.

Why this answer

Build progress does not establish live-use viability. Readiness evidence must also cover how the service will be used, supported, monitored, and recovered under real conditions.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 36: Master the Eight-Stage Product and Service Lifecycle Model End to End

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Topic index

Contents

Practice: card 362 of 1,000

Question 362

Choose the best answer.

A team postpones journey mapping until after launch because the feature list is settled. What opportunity does it lose?

A. Using deployment logs to measure actual transaction throughput.

B. Finding user friction while design changes are still easier.

C. Comparing incident trends across several months of production use.

D. Estimating recurring supplier charges from realized consumption.

Show answer

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Contents

Practice: card 362 of 1,000

Answer 362

Correct Answer: B. Finding user friction while design changes are still easier.

Why this answer

Journey review can expose adoption and handoff problems before commitments deepen. The other analyses require later operational evidence and do not substitute for early examination of the user path.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Users, Customers, and Service Journeys

Main book, page 81

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Contents

Practice: card 363 of 1,000

Question 363

Choose the best answer.

An executive requests a prominent feature, while field observations show users cannot complete a basic task. What should discovery clarify FIRST?

A. The outcome users need and the barrier preventing it.

B. Which implementation team can begin work without additional funding.

C. Which request has the strongest executive sponsorship.

D. Which feature can be demonstrated at the next leadership meeting.

Show answer Next card

Topic index Contents

Practice: card 363 of 1,000

Answer 363

Correct Answer: A. The outcome users need and the barrier preventing it.

Why this answer

Discovery separates requested solutions from the underlying outcome and context. Sponsorship, demonstration timing, and available capacity cannot replace evidence of the need the service should address.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Topic index

Contents

Practice: card 364 of 1,000

Question 364

Choose the best answer.

A request completes correctly, but users receive no progress information and repeatedly contact support. Which design issue should be examined?

A. Visibility of progress throughout the user journey.

B. Commercial terms for a service extension.

C. The format of the project's internal financial reporting.

D. Component count in the deployment package.

Show answer Next card

Topic index Contents

Practice: card 364 of 1,000

Answer 364

Correct Answer: A. Visibility of progress throughout the user journey.

Why this answer

Clear progress information can reduce uncertainty even when the underlying transaction succeeds. The service journey includes what users understand while waiting, not just the final technical result.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Users, Customers, and Service Journeys

Main book, page 81

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Topic index Contents

Practice: card 365 of 1,000

Question 365

Choose the best answer.

A low-code platform meets prototype needs. Which check MOST directly addresses whether it will remain manageable after adoption?

A. Compare how closely the designer resembles tools staff already know.

B. Test integration, data control, and ongoing support requirements.

C. Compare the number of demonstration templates available from suppliers.

D. Compare the time required to prepare a polished stakeholder demo.

Show answer Next card

Topic index Contents

Practice: card 365 of 1,000

Answer 365

Correct Answer: B. Test integration, data control, and ongoing support requirements.

Why this answer

Lifecycle fit includes integration, control, and the ability to sustain the service after the prototype. Templates, presentation effort, and familiarity may help adoption but do not establish operational fit.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Contents

Practice: card 366 of 1,000

Question 366

Choose the best answer.

A build omits diagnostic logging and restore procedures to meet its delivery date. What is the MOST direct downstream concern?

A. The discovery team may need to repeat its stakeholder survey.

B. Procurement may need to renegotiate the payment schedule.

C. Users may ask for a different set of reporting features.

D. Failures may be harder to diagnose and recover from.

Show answer Next card

Topic index Contents

Practice: card 366 of 1,000

Answer 366

Correct Answer: D. Failures may be harder to diagnose and recover from.

Why this answer

Diagnostics and recovery are part of operational capability. Their omission makes validation, stabilization, and incident recovery harder even if the initial deployment succeeds.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Acquire and Build

Main book, page 74

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Contents

Practice: card 367 of 1,000

Question 367

Choose the best answer.

Deployment steps and tests are complete, but launch communications, support coverage, and first-hours monitoring are unplanned. What is the gap?

A. A definition of the underlying business opportunity.

B. A technical record of the components included in the build.

C. Supplier selection evidence for the acquisition decision.

D. Coordinated readiness for the service's entry into use.

Show answer Next card

Topic index Contents

Practice: card 367 of 1,000

Answer 367

Correct Answer: D. Coordinated readiness for the service's entry into use.

Why this answer

Transition coordinates people, ownership, communication, and observation with technical deployment. The missing arrangements concern live entry, rather than supplier selection or basic scope definition.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 368 of 1,000

Question 368

Choose the best answer.

Several regions still lack required configuration and training. What should MOST influence whether rollout is simultaneous or phased?

A. The evidence of readiness in each region.

B. The number of launch announcements needed for the chosen approach.

C. Consistency with the rollout style used in the previous project.

D. The date when the central implementation team's funding ends.

Show answer Next card

Topic index Contents

Practice: card 368 of 1,000

Answer 368

Correct Answer: A. The evidence of readiness in each region.

Why this answer

Readiness can differ across operating contexts. A rollout should manage those differences and exposure; historical preference, communication effort, and project funding dates do not establish safe readiness.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index Contents

Practice: card 369 of 1,000

Question 369

Choose the best answer.

Incident counts fall while manual exceptions consume increasing support time. Which measure would BEST reveal the tradeoff?

A. The number of knowledge articles published during the reporting month.

B. The proportion of monitoring events acknowledged by the operations team.

C. Total support effort, including exception handling and workarounds.

D. The number of incidents closed within the target response period.

Show answer Next card

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Practice: card 369 of 1,000

Answer 369

Correct Answer: C. Total support effort, including exception handling and workarounds.

Why this answer

A lower incident count can conceal effort transferred into other work. Measuring the full support burden tests whether the service actually became easier to sustain rather than merely improving one category's count.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Operating Services for Stability and Value

Main book, page 117

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 370 of 1,000

Question 370

Choose the best answer.

The same misunderstanding recurs in support tickets. What is the BEST way to make this evidence influence future service quality?

A. Track each response against the current acknowledgement-time commitment.

B. Add the repeated contacts to the next staffing forecast.

C. Combine the tickets under one category for monthly reporting.

D. Assign an improvement item to investigate and address the pattern.

Show answer Next card

Topic index Contents

Practice: card 370 of 1,000

Answer 370

Correct Answer: D. Assign an improvement item to investigate and address the pattern.

Why this answer

Classification and reporting describe the pattern, but an owned improvement item creates a route to action. Investigation can then determine whether design, guidance, or another change is appropriate.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Contents

Practice: card 371 of 1,000

Question 371

Choose the best answer.

Which evidence BEST shows product and service teams sharing responsibility for lifecycle outcomes?

A. Both teams submit separate progress reports using the same template.

B. The service desk receives a copy of the final product release notes.

C. The product team attends the annual service-management conference.

D. Operational findings change the jointly reviewed backlog and release priorities.

Show answer Next card

Topic index Contents

Practice: card 371 of 1,000

Answer 371

Correct Answer: D. Operational findings change the jointly reviewed backlog and release priorities.

Why this answer

A shared feedback loop connects live performance to decisions about what changes next. Common templates, attendance, and document distribution do not by themselves establish shared decision making.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Practice: card 372 of 1,000

Question 372

Choose the best answer.

Discovery interviews include primary users but exclude compliance and support staff. Which risk is MOST directly increased?

A. Important obligations and support needs may be missed.

B. The solution will require a different commercial purchasing process.

C. Users will receive excessive information about the technical architecture.

D. More stakeholders will need to approve routine user interface preferences.

Show answer

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Topic index

Contents

Practice: card 372 of 1,000

Answer 372

Correct Answer: A. Important obligations and support needs may be missed.

Why this answer

Compliance and support perspectives reveal obligations and operational constraints that primary users may not know. Excluding them can leave a design unprepared for real use; the other outcomes do not follow from that exclusion.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 373 of 1,000

Question 373

Choose the best answer.

A managed service is affordable at pilot scale, but per-user charges rise sharply with wider adoption. Why review that now?

A. Growth may make the selected service financially unsustainable.

B. The pilot cost per user fixes the budget needed for expansion.

C. The lowest initial price is evidence of the lowest lifecycle cost.

D. A small pilot confirms that future usage rates will remain stable.

Show answer Next card

Topic index Contents

Practice: card 373 of 1,000

Answer 373

Correct Answer: A. Growth may make the selected service financially unsustainable.

Why this answer

Lifecycle cost must include plausible future use, not just the pilot bill. Growth-related charges can change whether successful adoption remains affordable, so the selection decision should examine them before commitment.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Topic index

Contents

Practice: card 374 of 1,000

Question 374

Choose the best answer.

A team removes staged rollout and quick-disable capability to shorten development. What cost is being shifted downstream?

A. Greater exposure and fewer recovery choices during live change.

B. More effort documenting the original business need.

C. Greater effort to compare the feature lists of competing products.

D. More effort reconciling supplier purchases and invoices.

Show answer Next card

Topic index Contents

Practice: card 374 of 1,000

Answer 374

Correct Answer: A. Greater exposure and fewer recovery choices during live change.

Why this answer

These mechanisms limit exposure and provide response options when live behavior is unexpected. Removing them trades local build speed for more difficult transition and operational risk management.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Moving Fast Without Losing Control

Main book, page 112

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Contents

Practice: card 375 of 1,000

Question 375

Choose the best answer.

Exit criteria require a completed deployment and an accessible system. Which addition BEST checks whether the service is ready for users?

A. Evidence that users and support staff can perform their required tasks.

B. A record of attendance at the final project status presentation.

C. A reconciliation of the supplier's quoted and actual installation effort.

D. A forecast of the features requested for the next product cycle.

Show answer Next card

Topic index Contents

Practice: card 375 of 1,000

Answer 375

Correct Answer: A. Evidence that users and support staff can perform their required tasks.

Why this answer

Accessibility and deployment completion do not establish usability or support capability. Task-based evidence tests whether the live service can meet its intended use and be sustained when help is needed.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 376 of 1,000

Question 376

Choose the best answer.

After clearer onboarding is introduced, successful task completion rises and repeat help requests fall without new features. What does this demonstrate?

A. Service refinement can improve value without expanding functionality.

B. Future releases need fewer readiness checks.

C. The service's technical dependencies have become less important to support.

D. The lower ticket count proves complete satisfaction.

Show answer Next card

Topic index Contents

Practice: card 376 of 1,000

Answer 376

Correct Answer: A. Service refinement can improve value without expanding functionality.

Why this answer

Better guidance can improve outcomes using existing capability. The result supports that focused conclusion, not claims that all needs are met or that technical readiness and dependencies cease to matter.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments
Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 377 of 1,000

Question 377

Choose the best answer.

Weekend usage data leads to revised support coverage and a change in the next design. Which lifecycle relationship is illustrated?

A. Live evidence informs both present operation and future design.

B. Transition approval permanently fixes support commitments.

C. Supplier performance determines technical build order.

D. Product feature completion establishes the required customer support model.

Show answer Next card

Topic index Contents

Practice: card 377 of 1,000

Answer 377

Correct Answer: A. Live evidence informs both present operation and future design.

Why this answer

The same operational evidence can improve today's coverage and reshape tomorrow's service. Lifecycle feedback is useful across activities rather than being confined to the team that collected it.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments
Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Topic index Contents

Practice: card 378 of 1,000

Question 378

Choose the best answer.

A team closes the improvement backlog when version one goes live. Which responsibility has been overlooked?

A. Recording the technical components included in the first release.

B. Using live feedback to keep improving the service.

C. Reconciling development estimates with the baseline.

D. Archiving supplier selection records.

Show answer Next card

Topic index Contents

Practice: card 378 of 1,000

Answer 378

Correct Answer: B. Using live feedback to keep improving the service.

Why this answer

Real use reveals needs and weaknesses that earlier work may not expose. Closing the improvement route at launch prevents that learning from shaping subsequent service changes.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

Open the course directory and select this episode.

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Topic index Contents

Practice: card 379 of 1,000

Question 379

Choose the best answer.

A design requires scarce specialists to reconcile routine exceptions indefinitely. Which design concern is MOST directly raised?

A. Whether the launch announcement uses the approved service terminology.

B. Whether the interface follows the organization's visual identity standards.

C. Whether the operating model can be sustained as demand grows.

D. Whether procurement has recorded the supplier's payment milestones.

Show answer Next card

Topic index Contents

Practice: card 379 of 1,000

Answer 379

Correct Answer: C. Whether the operating model can be sustained as demand grows.

Why this answer

A permanent reliance on scarce manual effort can limit resilience and scale. Sustainability belongs in design because later staffing adjustments may not resolve the underlying structural dependency.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Designing for Serviceability and Supportability

Main book, page 96

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 380 of 1,000

Question 380

Choose the best answer.

A fixed launch date arrives before rollback ownership and failure communications are agreed. What is the BEST go/no-go response?

A. Agree who owns recovery and failure communications before authorizing exposure to users.

B. Accept the launch date as the evidence that stakeholders need.

C. Transfer the open actions to the post-implementation review agenda.

D. Approve launch because the technical deployment tests have passed.

Show answer Next card

Topic index Contents

Practice: card 380 of 1,000

Answer 380

Correct Answer: A. Agree who owns recovery and failure communications before authorizing exposure to users.

Why this answer

A date and passed tests do not establish who will act if the release fails. The authorization decision needs explicit response ownership and communication arrangements, along with the other readiness evidence.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index Contents

Practice: card 381 of 1,000

Question 381

Choose the best answer.

Support analysts identify repeated friction in a live workflow. Which response BEST keeps design connected to operation?

A. Use the pattern to estimate the next quarter's support staffing.

B. Record the pattern in the operational report for future reference.

C. Provide refresher training on the workflow as currently documented.

D. Review the affected design assumptions with the service team.

Show answer Next card

Topic index Contents

Practice: card 381 of 1,000

Answer 381

Correct Answer: D. Review the affected design assumptions with the service team.

Why this answer

The evidence should test whether the workflow still fits real use. Staffing, reporting, and training can help, but they should not replace examination of a potentially flawed design assumption.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 382 of 1,000

Question 382

Choose the best answer.

Stakeholders propose a feature list but cannot describe what it would improve. What should discovery establish before scope is accepted?

A. The reporting format used to track implementation of the features.

B. The supplier's estimate for configuring the features.

C. The developers' preferred implementation order.

D. The outcome the proposed features are meant to support.

Show answer Next card

Topic index Contents

Practice: card 382 of 1,000

Answer 382

Correct Answer: D. The outcome the proposed features are meant to support.

Why this answer

Scope needs a defensible connection to stakeholder outcomes. Implementation order, estimates, and reporting become more useful after the need is understood well enough to judge the proposed features.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 383 of 1,000

Question 383

Choose the best answer.

A walkthrough tests successful submission but omits rejected approvals and incomplete data. What is the MAIN design risk?

A. The required integration sequence may remain undecided.

B. Different teams may implement the successful submission path inconsistently.

C. Successful-path throughput may be underestimated by the test sample.

D. Exception journeys may remain unusable or unsupported.

Show answer Next card

Topic index Contents

Practice: card 383 of 1,000

Answer 383

Correct Answer: D. Exception journeys may remain unusable or unsupported.

Why this answer

Users encounter exceptions as well as the intended path. Testing those situations helps reveal unclear recovery, ownership, or guidance before the service depends on them in live use.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Discover and Design

Main book, page 72

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Contents

Practice: card 384 of 1,000

Question 384

Choose the best answer.

A supplier demonstrates the required features but cannot explain ongoing testing, release, or support arrangements. What remains unproven?

A. Whether the capability can be sustained through its lifecycle.

B. Whether another audience can repeat the demonstration.

C. Whether the demonstrated functions match the scope.

D. Whether the customer has recorded its current feature preferences.

Show answer Next card

Topic index Contents

Practice: card 384 of 1,000

Answer 384

Correct Answer: A. Whether the capability can be sustained through its lifecycle.

Why this answer

A feature demonstration does not establish how the service will be maintained and supported. The unresolved arrangements concern ongoing lifecycle fit rather than the feature match already demonstrated.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 385 of 1,000

Question 385

Choose the best answer.

A team calls diagnostic messages and recovery scripts cosmetic. Which acceptance criterion BEST challenges that classification?

A. The interface uses the approved colors and component spacing.

B. Support staff can diagnose a fault and perform the agreed recovery.

C. The feature demonstration fits within the allocated meeting time.

D. The user guide contains a screenshot for each menu option.

Show answer Next card

Topic index Contents

Practice: card 385 of 1,000

Answer 385

Correct Answer: B. Support staff can diagnose a fault and perform the agreed recovery.

Why this answer

Diagnostics and recovery are capabilities needed to operate the service. A realistic support-and-recovery check demonstrates their purpose more directly than visual consistency or document completeness.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Designing for Serviceability and Supportability

Main book, page 96

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Practice: card 386 of 1,000

Question 386

Choose the best answer.

A release is scheduled for peak annual demand, when support capacity is already committed. Which evidence should carry MOST weight in deciding timing?

A. The number of test cases completed before the release meeting.

B. Expected user impact, concurrent demand, and the coverage available to respond safely.

C. The implementation team's forecast of project closure costs.

D. The effort needed to revise the published launch announcement.

Show answer Next card

Topic index Contents

Practice: card 386 of 1,000

Answer 386

Correct Answer: B. Expected user impact, concurrent demand, and the coverage available to respond safely.

Why this answer

Timing changes both exposure and the capacity to respond. Passed tests and schedule costs matter, but they cannot establish that the service can absorb the release safely during peak demand.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 387 of 1,000

Question 387

Choose the best answer.

A phased rollout reveals a serious failure in its first group. What feature of the approach makes the finding useful?

A. Further exposure can pause while the team responds.

B. The first group fixes the final budget.

C. The staged plan transfers production responsibility to the pilot users.

D. The first group validates every operating context.

Show answer Next card

Topic index Contents

Practice: card 387 of 1,000

Answer 387

Correct Answer: A. Further exposure can pause while the team responds.

Why this answer

Staging creates a decision point before more users are exposed. The initial evidence still needs interpretation and corrective action; it does not prove all contexts or transfer provider responsibility.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Question 388

Choose the best answer.

Early life support has no exit criteria or agreed routine owner. Which difficulty is MOST likely when the project specialists leave?

A. Supplier feature estimates may become less accurate.

B. The design team will have insufficient information about project costs.

C. Users may receive excessive training.

D. Teams may disagree about responsibility for unresolved issues.

Show answer Next card

Topic index Contents

Practice: card 388 of 1,000

Answer 388

Correct Answer: D. Teams may disagree about responsibility for unresolved issues.

Why this answer

Enhanced support needs a defined handover into routine operation. Without exit criteria and ownership, unresolved work may fall between teams even if individual launch incidents were handled quickly.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Contents

Practice: card 389 of 1,000

Question 389

Choose the best answer.

An available service still prevents users completing tasks because guidance, approvals, and support timing do not fit their work. What review is needed?

A. A review of the service journey and operational commitments.

B. A review of the number of features completed before launch.

C. A review of the monitoring sampling interval.

D. A review of supplier component delivery dates.

Show answer Next card

Topic index Contents

Practice: card 389 of 1,000

Answer 389

Correct Answer: A. A review of the service journey and operational commitments.

Why this answer

The problem spans how users encounter, access, and receive support for the service. Availability measurement alone does not explain whether those arrangements enable the intended outcome.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments
Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Topic index Contents

Practice: card 390 of 1,000

Question 390

Choose the best answer.

The same fault is restored weekly, but each ticket is closed without linking the pattern. Which action would turn recovery experience into lifecycle learning?

A. Send the existing workaround again whenever the next ticket arrives.

B. Set a faster acknowledgement target for the recurring ticket category.

C. Count each restoration separately in the monthly productivity report.

D. Connect the cases to an owned investigation and improvement decision.

Show answer Next card

Topic index Contents

Practice: card 390 of 1,000

Answer 390

Correct Answer: D. Connect the cases to an owned investigation and improvement decision.

Why this answer

Recurring cases should inform a decision about the underlying service weakness. Faster response and clearer records can help operations, but they do not by themselves create the investigation and improvement loop.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Topic index

Contents

Practice: card 391 of 1,000

Question 391

Choose the best answer.

A roadmap continues to fund an old usage pattern after demand has changed. Which governance habit would BEST reduce this lifecycle risk?

A. Require every team to use an identical project progress template.

B. Review priorities regularly against evidence from live use.

C. Increase the detail recorded in the original roadmap approval.

D. Schedule feature demonstrations at the end of each development cycle.

Show answer Next card

Topic index Contents

Practice: card 391 of 1,000

Answer 391

Correct Answer: B. Review priorities regularly against evidence from live use.

Why this answer

Regular evidence-based review can reveal when priorities no longer serve current needs. A stronger original record or more demonstrations cannot replace reconsideration of changing demand.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

Open the course directory and select this episode.

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Topic index

Contents

Practice: card 392 of 1,000

Question 392

Choose the best answer.

Experts and first-time users struggle with the same mandatory workflow for different reasons. What should design investigate?

A. Whether both groups should share the same training-completion target.

B. How experience level changes the support and interaction needed.

C. Whether both groups can be measured against one average completion time.

D. Whether both groups are using the same supported client version.

Show answer Next card

Topic index Contents

Practice: card 392 of 1,000

Answer 392

Correct Answer: B. How experience level changes the support and interaction needed.

Why this answer

Different contexts can require different guidance or interaction choices even within one service. The design should examine those needs before assuming one path fits both groups.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Users, Customers, and Service Journeys
Main book, page 81

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Topic index Contents

Practice: card 393 of 1,000

Question 393

Choose the best answer.

A reporting dependency makes every minor change trigger regression testing across unrelated functions. Which lifecycle quality is MOST affected?

A. The consistency of branding across user-facing service descriptions.

B. The ease of making controlled future changes.

C. Commercial clarity of supplier invoicing.

D. Completeness of the original requirements catalogue.

Show answer Next card

Topic index Contents

Practice: card 393 of 1,000

Answer 393

Correct Answer: B. The ease of making controlled future changes.

Why this answer

Tight coupling increases the impact and testing burden of change. That affects maintainability and release agility even if the current reporting function performs correctly.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Architectures, Dependencies, and Integration Points

Main book, page 94

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Contents

Practice: card 394 of 1,000

Question 394

Choose the best answer.

A go/no-go meeting already has deployment and test evidence. Which question MOST directly checks readiness for a failed launch?

A. Which features await the next planning meeting?

B. Which audience will receive the final project success presentation?

C. Who will decide recovery actions and coordinate support?

D. When does the supplier agreement renew?

Show answer Next card

Topic index Contents

Practice: card 394 of 1,000

Answer 394

Correct Answer: C. Who will decide recovery actions and coordinate support?

Why this answer

A failed launch needs clear decision rights, support ownership, and coordination. Future features, contract dates, and success presentations do not establish the response capability needed at go-live.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Contents

Practice: card 395 of 1,000

Question 395

Choose the best answer.

A long-running service still follows its original user assumptions despite changed working practices. What should a service review test?

A. Whether the supplier retained the original release documentation format.

B. Whether implementation met its project budget.

C. Whether staff know the original service description.

D. Whether the current service still fits users' actual work.

Show answer Next card

Topic index Contents

Practice: card 395 of 1,000

Answer 395

Correct Answer: D. Whether the current service still fits users' actual work.

Why this answer

Live services can drift away from their intended value as context changes. Reviewing current fit tests that risk; checking historic project compliance does not establish present usefulness.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Operating Services for Stability and Value

Main book, page 117

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Topic index

Contents

Practice: card 396 of 1,000

Question 396

Choose the best answer.

Entitlement rules and first-use guidance are still contradictory at the launch review. Which action BEST addresses the immediate readiness gap?

A. Resolve the contradictory rules and validate first-use guidance before launching to users.

B. Ask users to choose the instruction that best matches their task.

C. Add more support staff to interpret the conflicting instructions individually.

D. Record the contradiction for review after the first reporting period.

Show answer Next card

Topic index Contents

Practice: card 396 of 1,000

Answer 396

Correct Answer: A. Resolve the contradictory rules and validate first-use guidance before launching to users.

Why this answer

Predictable confusion should be resolved and checked before launch. Additional staff or later review may manage symptoms, but neither establishes a coherent service entry path.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index

Contents

Practice: card 397 of 1,000

Question 397

Choose the best answer.

An analytics feature is rarely used, while manual exports generate repeated help requests. What should happen before more analytics features are funded?

A. Promote the existing feature through larger demonstrations.

B. Compare the outcomes and friction revealed by actual use.

C. Increase feature development capacity to accelerate the planned roadmap.

D. Mandate analytics usage targets for every team.

Show answer Next card

Topic index Contents

Practice: card 397 of 1,000

Answer 397

Correct Answer: B. Compare the outcomes and friction revealed by actual use.

Why this answer

Usage and support evidence can challenge the assumed investment priority. Promotion, mandates, and extra capacity commit to the current direction before establishing which problem most deserves attention.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Contents

Practice: card 398 of 1,000

Question 398

Choose the best answer.

A draft service description promises instant access, but the design requires manual approval. What should the team reconcile before build is complete?

A. The promised experience and the capability being designed.

B. Technical authors and documentation deadlines.

C. Supplier demonstrations and marketing dates.

D. The naming convention used in source-code repositories and build reports.

Show answer Next card

Topic index Contents

Practice: card 398 of 1,000

Answer 398

Correct Answer: A. The promised experience and the capability being designed.

Why this answer

Service descriptions create expectations that the operating model must support. Reconciling the promise with approval and delivery capability prevents a gap that technical functionality alone cannot fix.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments
Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Topic index Contents

Practice: card 399 of 1,000

Question 399

Choose the best answer.

Unrelated changes are bundled into one release, so faults are hard to isolate and recover from. Which adjustment is MOST directly worth evaluating?

A. A broader feature list for the next scheduled release presentation.

B. A higher target for the number of completed development tasks.

C. Smaller change packages with clearer validation and recovery boundaries.

D. A longer period between supplier performance review meetings.

Show answer Next card

Topic index Contents

Practice: card 399 of 1,000

Answer 399

Correct Answer: C. Smaller change packages with clearer validation and recovery boundaries.

Why this answer

Smaller coherent packages can reduce uncertainty and limit the scope of recovery. The choice still needs context, but it directly addresses the diagnosis and rollback difficulty caused by bundling.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Moving Fast Without Losing Control

Main book, page 112

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 400 of 1,000

Question 400

Choose the best answer.

A support trend leads to a workflow change and revised launch checks. Repeat failures then decline. Which evidence completes the lifecycle feedback loop?

A. The release meeting included both product and service representatives.

B. The revised checks were circulated before the next deployment date.

C. The design change was entered in the team's standard template.

D. The resulting live outcome improved after the changes.

Show answer Next card

Topic index Contents

Practice: card 400 of 1,000

Answer 400

Correct Answer: D. The resulting live outcome improved after the changes.

Why this answer

Feedback has value when action is followed by evaluation of its effect. Documentation and collaboration support the loop, but the changed live outcome provides evidence that the response helped.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

Open the course directory and select this episode.

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Practice: card 401 of 1,000

Question 401

Choose the best answer.

A team marks its handoff complete after submitting documents, although the receiving team cannot use them. What is the BEST completion criterion?

A. The receiving team can act on the supplied knowledge.

B. The sender met the submission date.

C. The project sponsor has acknowledged receipt of the document package.

D. The sender used the approved template.

Show answer Next card

Topic index Contents

Practice: card 401 of 1,000

Answer 401

Correct Answer: A. The receiving team can act on the supplied knowledge.

Why this answer

A handoff should leave the next activity operationally ready. Timely submission and formal receipt can coexist with unusable knowledge, so they are insufficient evidence of effective completion.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural

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Practice: card 402 of 1,000

Question 402

Choose the best answer.

A team designs a frontline workflow from policy documents without observing current work. What is the MAIN risk?

A. The launch announcement may reach different stakeholder groups at different times.

B. The interface may contain fewer components.

C. Actual workarounds and user constraints may remain unseen.

D. Supplier invoicing may use a different schedule.

Show answer Next card

Topic index Contents

Practice: card 402 of 1,000

Answer 402

Correct Answer: C. Actual workarounds and user constraints may remain unseen.

Why this answer

Documents describe part of the service, while observation can expose how people work around gaps and constraints. Omitting that evidence can produce a design fitted to an abstract process rather than real demand.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 403 of 1,000

Question 403

Choose the best answer.

Conflicting feature requests compete for limited design capacity. Which comparison BEST supports a value-focused priority decision?

A. Each request's expected effect on the intended user outcome.

B. The amount of presentation material available for each proposed feature.

C. Developers' familiarity with each requested technology.

D. The seniority of each request's sponsor.

Show answer

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Topic index

Contents

Practice: card 403 of 1,000

Answer 403

Correct Answer: A. Each request's expected effect on the intended user outcome.

Why this answer

The intended outcome supplies the basis for judging competing requests. Seniority, staff familiarity, and presentation readiness may affect implementation but cannot establish which request creates the most relevant value.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Understanding Demand, Opportunity, and Context

Main book, page 79

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Practice: card 404 of 1,000

Question 404

Choose the best answer.

An internal build fits requirements, but the organization lacks ongoing maintenance and on-call capacity. What should the selection review do?

A. Compare sourcing options against the maintenance and support capacity each would require.

B. Choose the build because its functional fit has been demonstrated.

C. Transfer maintenance planning to the final deployment checkpoint.

D. Use the development team temporarily and decide ownership after launch.

Show answer Next card

Topic index Contents

Practice: card 404 of 1,000

Answer 404

Correct Answer: A. Compare sourcing options against the maintenance and support capacity each would require.

Why this answer

Buy, partner, and build choices must fit the organization's ability to sustain them. Functional fit cannot compensate for an operating model that has no credible maintenance or support capacity.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Contents

Practice: card 405 of 1,000

Question 405

Choose the best answer.

A proof of concept demonstrates a feature but bypasses the service's hardest integration. What does the result establish?

A. Feature feasibility, while the key integration assumption remains untested.

B. Production readiness if the interface is final.

C. Support capacity, provided the implementation team attends the launch.

D. Operational resilience from a successful demonstration.

Show answer Next card

Topic index Contents

Practice: card 405 of 1,000

Answer 405

Correct Answer: A. Feature feasibility, while the key integration assumption remains untested.

Why this answer

A proof establishes what it actually tests. Bypassing the consequential integration leaves an important lifecycle risk unresolved despite successful demonstration of the isolated feature.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Deciding What to Buy, Partner For, or Build

Main book, page 91

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Contents

Practice: card 406 of 1,000

Question 406

Choose the best answer.

Retention, audit evidence, and data ownership are deferred until implementation is nearly complete. Which risk does this create?

A. Users will receive more training on routine service features.

B. The service will require fewer documented operational controls.

C. Required data controls may force late redesign.

D. Procurement will need to compare a larger number of suppliers.

Show answer Next card

Topic index Contents

Practice: card 406 of 1,000

Answer 406

Correct Answer: C. Required data controls may force late redesign.

Why this answer

These constraints influence architecture and workflows, so postponing them can create substantial rework. They are design inputs rather than administrative details to add after the service has hardened.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Avoiding Late-Stage Rework and Technical Debt

Main book, page 99

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Topic index

Contents

Practice: card 407 of 1,000

Question 407

Choose the best answer.

Two developers hold essential configuration knowledge that routine support cannot access. What would MOST reduce the handover risk?

A. Count configuration changes in the development dashboard.

B. Rehearse support tasks using documented configuration guidance.

C. Schedule the next feature demonstration before the developers leave.

D. List the developers in project records.

Show answer Next card

Topic index Contents

Practice: card 407 of 1,000

Answer 407

Correct Answer: B. Rehearse support tasks using documented configuration guidance.

Why this answer

Usable documentation and rehearsal transfer knowledge into operational capability. Naming specialists or counting changes leaves routine support dependent on those individuals.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Contents

Practice: card 408 of 1,000

Question 408

Choose the best answer.

Before launch, tests pass and deployment steps are approved. What additional evidence MOST directly supports a controlled response to early failure?

A. The supplier has published its feature roadmap.

B. Recovery triggers, communication owners, and support routing are agreed.

C. The marketing department has selected the final launch presentation design.

D. The next major release has a cost estimate.

Show answer Next card

Topic index Contents

Practice: card 408 of 1,000

Answer 408

Correct Answer: B. Recovery triggers, communication owners, and support routing are agreed.

Why this answer

Early failure requires recognized triggers and people authorized to coordinate the response. Future plans and presentation decisions do not establish those immediate operating arrangements.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Contents

Practice: card 409 of 1,000

Question 409

Choose the best answer.

A pilot succeeds in one unit, but other units have different data quality and support arrangements. What should happen before broad rollout?

A. Apply the pilot's communications unchanged to keep messaging consistent.

B. Scale the pilot's existing support roster in proportion to headcount.

C. Use the pilot's task-completion rate as the readiness target for every unit.

D. Validate readiness in the materially different operating contexts.

Show answer Next card

Topic index Contents

Practice: card 409 of 1,000

Answer 409

Correct Answer: D. Validate readiness in the materially different operating contexts.

Why this answer

A successful pilot supplies evidence for the conditions it tested. Material differences in data, demand, or support need assessment before the result can justify wider exposure.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Topic index

Contents

Practice: card 410 of 1,000

Question 410

Choose the best answer.

What should early life support leave behind when routine operation takes over?

A. An unchanged model relying on launch specialists.

B. A new product strategy independent of evidence.

C. Improved support guidance informed by observed launch patterns.

D. A complete list of features requested for every future release.

Show answer

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Topic index

Contents

Practice: card 410 of 1,000

Answer 410

Correct Answer: C. Improved support guidance informed by observed launch patterns.

Why this answer

Early life support combines stabilization with learning for the standing support model. Capturing patterns and improving guidance makes the handover stronger than simply resolving each issue and leaving.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Knowledge Transfer and Early Life Support

Main book, page 110

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Contents

Practice: card 411 of 1,000

Question 411

Choose the best answer.

Analysts meet handle-time targets but escalate common cases because knowledge and delegated authority are missing. What should be improved FIRST?

A. The number of fields collected in the monthly financial report.

B. The frequency of the supplier's feature demonstration meetings.

C. First-line capability to resolve the appropriate cases safely.

D. The length of the introductory script used to greet callers.

Show answer Next card

Topic index Contents

Practice: card 411 of 1,000

Answer 411

Correct Answer: C. First-line capability to resolve the appropriate cases safely.

Why this answer

Short handling time does not demonstrate effective support when avoidable handoffs persist. Relevant knowledge and authority let analysts resolve suitable work while preserving escalation for cases needing additional expertise or decisions.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Support Models, Escalation Paths, and Responsiveness

Main book, page 121

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 412 of 1,000

Question 412

Choose the best answer.

Why should operational leaders participate in backlog reviews after launch?

A. They can expose how product choices affect real service performance.

B. They can approve each design detail on behalf of all customers.

C. They can replace user research with technical monitoring reports.

D. They can set future feature priorities from incident counts alone.

Show answer Next card

Topic index Contents

Practice: card 412 of 1,000

Answer 412

Correct Answer: A. They can expose how product choices affect real service performance.

Why this answer

Operational perspectives reveal consequences such as support effort, resilience, and recurring friction. They complement customer and product perspectives rather than replacing them or determining priority from one metric.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Practice: card 413 of 1,000

Question 413

Choose the best answer.

Users repeatedly request clearer status information rather than additional features. What is the BEST inference to investigate?

A. The service must remain in enhanced support until every request ends.

B. The supplier cannot meet future needs.

C. The platform lacks adequate processing capacity.

D. Visibility may be a higher-value improvement than new functionality.

Show answer Next card

Topic index Contents

Practice: card 413 of 1,000

Answer 413

Correct Answer: D. Visibility may be a higher-value improvement than new functionality.

Why this answer

Requests for status can reveal uncertainty in the journey. They justify testing a visibility improvement, but do not by themselves establish a platform failure or prove the value of every proposed remedy.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 414 of 1,000

Question 414

Choose the best answer.

A cheaper architecture requires all components to be released together, even for small fixes. Which cost should the comparison include?

A. The cost of maintaining a common visual style across component interfaces.

B. The cost of documenting the organization's current feature preferences.

C. The cost of preparing supplier presentations for the procurement team.

D. The recurring testing burden and recovery exposure created by releasing coupled components together.

Show answer Next card

Topic index Contents

Practice: card 414 of 1,000

Answer 414

Correct Answer: D. The recurring testing burden and recovery exposure created by releasing coupled components together.

Why this answer

Initial savings can be offset by greater effort and risk every time a change is released. Lifecycle comparison therefore includes maintainability and recovery, not just construction cost.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Architectures, Dependencies, and Integration Points

Main book, page 94

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Contents

Practice: card 415 of 1,000

Question 415

Choose the best answer.

A launch plan says technical staff will be available 'if needed' but names no observation or communication owners. What is MOST needed?

A. Assigned owners and decision responsibilities for the launch period.

B. More support headcount during the first week of operation.

C. Automated alerts sent to the entire technical distribution list.

D. A longer period of monitoring after the deployment completes.

Show answer Next card

Topic index Contents

Practice: card 415 of 1,000

Answer 415

Correct Answer: A. Assigned owners and decision responsibilities for the launch period.

Why this answer

Availability is not the same as accountable ownership. Named responsibilities ensure that observations lead to decisions and users receive coordinated communication when the launch behaves unexpectedly.

Read and listen

Chapter 9: Transitioning into Live Operation

Section: Deployment, Validation, and Readiness

Main book, page 107

Episode 39: Navigate Transition with Less Friction Better Handoffs and Stronger Readiness

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Practice: card 416 of 1,000

Question 416

Choose the best answer.

A service originally supported office hours but is now heavily used for weekend self-service. Which evidence BEST tests whether its operating commitments still fit?

A. The distribution list used for the first service launch announcement.

B. The supplier's product announcement frequency during the previous quarter.

C. The number of office-hour features completed during the original project.

D. Weekend demand, user impact, and actual escalation coverage.

Show answer Next card

Topic index Contents

Practice: card 416 of 1,000

Answer 416

Correct Answer: D. Weekend demand, user impact, and actual escalation coverage.

Why this answer

Commitments need to reflect when users rely on the service and what help is available. Historic project output or announcement activity does not test the fit of current weekend coverage.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Delivery Expectations, User Outcomes, and Operational Commitments
Main book, page 120

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Practice: card 417 of 1,000

Question 417

Choose the best answer.

A team hardcodes environment-specific values in several modules to meet a deadline. Which consequence should be recorded as technical debt?

A. Future releases may require fragile, repeated configuration edits.

B. The service description may need a shorter introduction for new readers.

C. Users may prefer a different navigation layout after receiving training.

D. The supplier may need additional time to invoice the completed project.

Show answer Next card

Topic index Contents

Practice: card 417 of 1,000

Answer 417

Correct Answer: A. Future releases may require fragile, repeated configuration edits.

Why this answer

Hardcoded dependencies can exchange immediate speed for later change effort and error risk. Recording the affected components and consequences makes the tradeoff visible for a future remediation decision.

Read and listen

Chapter 8: Acquiring and Building the Right Solution

Section: Avoiding Late-Stage Rework and Technical Debt

Main book, page 99

Episode 38: Choose Wisely Between Acquire and Build in Modern Digital Environments

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Contents

Practice: card 418 of 1,000

Question 418

Choose the best answer.

Before committing to a large rollout, a team watches users try a simple prototype's first critical step. What can this MOST directly establish?

A. Whether production architecture withstands peak demand.

B. Whether the eventual supplier meets the long-term commercial commitment.

C. Whether users interpret the proposed step as intended.

D. Whether support can restore every component.

Show answer Next card

Topic index Contents

Practice: card 418 of 1,000

Answer 418

Correct Answer: C. Whether users interpret the proposed step as intended.

Why this answer

A simple prototype can test a design assumption about understanding and behavior. Its evidence is useful precisely because it is focused; it does not validate production architecture, full recovery, or future supplier performance.

Read and listen

Chapter 7: Discovering Demand and Designing for Real Use

Section: Design Choices That Shape Experience and Value

Main book, page 83

Episode 37: Move with Purpose Through Discover and Design Before Work Accelerates

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Topic index

Contents

Practice: card 419 of 1,000

Question 419

Choose the best answer.

One approval step generates repeated retries and clarifications. What should the improvement team do before selecting a fix?

A. Increase the number of approval levels for higher visibility.

B. Raise the processing target for the staff who receive each retry.

C. Investigate the step using transaction data and user accounts.

D. Add a reminder to every existing approval notification message.

Show answer Next card

Topic index Contents

Practice: card 419 of 1,000

Answer 419

Correct Answer: C. Investigate the step using transaction data and user accounts.

Why this answer

Repeated signals justify investigating how the step works in practice. Data and user accounts can distinguish design, guidance, control, or handoff problems before the team commits to an intervention.

Read and listen

Chapter 10: Operating, Delivering, and Supporting Services

Section: Learning from Real Usage and Operational Signals

Main book, page 124

Episode 40: Run Operate Deliver and Support as Connected Value-Generating Activities

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Topic index Contents

Practice: card 420 of 1,000

Question 420

Choose the best answer.

A service has a shared backlog, but launch preparation and operating commitments never change in response to its findings. What is missing from the lifecycle?

A. A fixed sequence of approvals for every possible service change.

B. A separate progress report for each department in the service.

C. A common file naming convention for the product team's documents.

D. Feedback that changes priorities, launch preparation, and commitments where the evidence warrants action.

Show answer Next card

Topic index Contents

Practice: card 420 of 1,000

Answer 420

Correct Answer: D. Feedback that changes priorities, launch preparation, and commitments where the evidence warrants action.

Why this answer

A shared record is useful only when learning informs relevant decisions and actions. A connected lifecycle carries evidence into design, transition, and operation where the consequences need attention.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management
Main book, page 69

Episode 42: Revisit the Lifecycle Stages Until the End-to-End Story Feels Natural
Open the course directory and select this episode.

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Topic index Contents

Topic 4

Governance, principles, and the value system

Connect direction, decision rights, management practices, and guiding principles. Choose proportionate actions that support the whole service.

Select a question. Return here with Topic index on either card face.

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Practice: card 421 of 1,000

Question 421

Choose the best answer.

What is the PRIMARY benefit of connecting governance, activities, practices, and improvement in one service management model?

A. Standardize the detailed operating procedures used throughout the organization.

B. Select the technology platform for every service.

C. Put internal teams and suppliers in one reporting line.

D. Link direction, capability, and learning to the creation of value.

Show answer Next card

Topic index Contents

Practice: card 421 of 1,000

Answer 421

Correct Answer: D. Link direction, capability, and learning to the creation of value.

Why this answer

The model connects the elements needed to turn demand and opportunity into useful outcomes. It does not itself prescribe identical procedures, a platform selection, or an organizational reporting structure.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 22: Understand the ITIL Value System as the Engine of Value Creation

Open the course directory and select this episode.

Return to question Next card

Topic index Contents

Practice: card 422 of 1,000

Question 422

Choose the best answer.

Which responsibility BEST describes governance in service management?

A. Configuring service components and applying approved deployment instructions.

B. Resolving incidents and confirming that users can resume their work.

C. Assigning daily tasks and maintaining the operational work schedule.

D. Setting direction, overseeing performance, and establishing accountability.

Show answer Next card

Topic index Contents

Practice: card 422 of 1,000

Answer 422

Correct Answer: D. Setting direction, overseeing performance, and establishing accountability.

Why this answer

Governance keeps decisions connected to purpose, authority, and acceptable risk. Task coordination, incident resolution, and deployment execution are management or operational activities carried out within that direction.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Return to question

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Topic index

Contents

Practice: card 423 of 1,000

Question 423

Choose the best answer.

Why are guiding principles useful when a service team encounters an unfamiliar situation?

A. They provide the exact sequence for every service recovery procedure.

B. They guide judgment across contexts without prescribing every operational step.

C. They identify the individual who must authorize each category of spending.

D. They specify the detailed permissions required by each software component.

Show answer Next card

Topic index Contents

Practice: card 423 of 1,000

Answer 423

Correct Answer: B. They guide judgment across contexts without prescribing every operational step.

Why this answer

Principles offer broad guidance that can be applied with evidence and context. They complement decision rights and operating procedures rather than supplying those details for every situation.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Guiding Principles as Decision Anchors

Main book, page 45

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Return to question

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Topic index

Contents

Practice: card 424 of 1,000

Question 424

Choose the best answer.

Why examine a value chain when several teams contribute to one service outcome?

A. To understand how connected activities turn demand into value.

B. To identify the most senior manager in each delivery department.

C. To replace each team's task description with one common checklist.

D. To compare each team's performance against its own local target.

Show answer Next card

Topic index Contents

Practice: card 424 of 1,000

Answer 424

Correct Answer: A. To understand how connected activities turn demand into value.

Why this answer

A value-chain view shows connections across work contributing to the outcome. Local targets and reporting lines may be useful, but they do not show how the whole path functions.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices
Main book, page 47

Episode 25: Understand the Simplified Value Chain Without Losing the Big Picture
Open the course directory and select this episode.

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Topic index Contents

Practice: card 425 of 1,000

Question 425

Choose the best answer.

How do management practices contribute to the broader service management model?

A. Provide the repeatable capabilities needed to do the work.

B. Set the organization's direction and acceptable risk exposure.

C. Describe the consumer's experience at each service interaction.

D. Express broad principles for judging unfamiliar situations.

Show answer Next card

Topic index Contents

Practice: card 425 of 1,000

Answer 425

Correct Answer: A. Provide the repeatable capabilities needed to do the work.

Why this answer

Practices organize the resources and capabilities needed to perform useful management work. Governance sets direction, journeys describe experience, and principles guide judgment; these elements reinforce rather than replace one another.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 426 of 1,000

Question 426

Choose the best answer.

Which arrangement BEST makes continual improvement part of normal service work?

A. Reserve proposals for the annual strategy workshop.

B. Convert suggestions into independently funded transformation projects.

C. Collect ideas for consideration when the service is replaced.

D. Review recurring problems and assign actions within routine work.

Show answer Next card

Topic index Contents

Practice: card 426 of 1,000

Answer 426

Correct Answer: D. Review recurring problems and assign actions within routine work.

Why this answer

Regular review and owned action make improvement an ongoing capability. Formal projects can still be useful, but improvement need not wait for an annual event or a complete replacement.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 50: Turn Improvement from Occasional Projects into a Daily Operating Habit

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Topic index

Contents

Practice: card 427 of 1,000

Question 427

Choose the best answer.

When service priorities compete, what does 'focus on value' ask the team to compare?

A. The development task count each option would complete.

B. Each option's fit with the team's preferred technical architecture.

C. The outcomes people need, weighed against costs and risks.

D. How prominently each option could feature at the next review.

Show answer Next card

Topic index Contents

Practice: card 427 of 1,000

Answer 427

Correct Answer: C. The outcomes people need, weighed against costs and risks.

Why this answer

Value-focused choices consider the outcomes people need and the burden or exposure involved. Task volume, preference, and presentation appeal may influence activity without establishing value.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Topic index

Contents

Practice: card 428 of 1,000

Question 428

Choose the best answer.

A new tool prompts a proposal to replace a working intake process. What should the team do FIRST?

A. Assess current performance and identify what remains useful.

B. Train staff on replacement steps before reviewing existing strengths.

C. Adopt the tool's default workflow as the future service design.

D. Set a retirement date based on the software purchase date.

Show answer Next card

Topic index Contents

Practice: card 428 of 1,000

Answer 428

Correct Answer: A. Assess current performance and identify what remains useful.

Why this answer

Starting where you are means using evidence about current capability before deciding what to retain or replace. Buying a tool does not establish that the existing process lacks value or that its defaults fit the service.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback

Main book, page 59

Episode 29: Start Where You Are Before You Reinvent What Already Works

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Topic index Contents

Practice: card 429 of 1,000

Question 429

Choose the best answer.

A team plans a large redesign with no review until completion. Which alternative BEST applies iterative progress with feedback?

A. Shorten the project schedule by reducing the time reserved for evaluation.

B. Split the work between teams while preserving the original design unchanged.

C. Deliver useful increments, evaluate their effects, and adjust the next step.

D. Complete the design first, then ask users to assess its final outputs.

Show answer Next card

Topic index Contents

Practice: card 429 of 1,000

Answer 429

Correct Answer: C. Deliver useful increments, evaluate their effects, and adjust the next step.

Why this answer

Iteration combines manageable action with learning that influences subsequent action. Dividing tasks or compressing the schedule is not enough if the team never uses evidence to revise its approach.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Topic index Contents

Practice: card 430 of 1,000

Question 430

Choose the best answer.

Related teams hide their work, dependencies, and constraints from one another. Which guiding principle MOST directly addresses that problem?

A. Keep it simple and practical.

B. Collaborate and promote visibility.

C. Optimize and automate.

D. Start where you are.

Show answer Next card

Topic index Contents

Practice: card 430 of 1,000

Answer 430

Correct Answer: B. Collaborate and promote visibility.

Why this answer

The stated gap is shared understanding across teams. Collaboration brings relevant perspectives together, while visibility makes dependencies and constraints available for coordinated action.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 31: Collaborate and Promote Visibility to Break Silos and Surface Reality

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Return to question Next card

Topic index Contents

Practice: card 431 of 1,000

Question 431

Choose the best answer.

A team's faster processing causes larger queues and extra handoffs elsewhere in the service. Which principle MOST directly addresses that tradeoff?

A. Keep it simple and practical.

B. Think and work holistically.

C. Start where you are.

D. Focus on value.

Show answer Next card

Topic index Contents

Practice: card 431 of 1,000

Answer 431

Correct Answer: B. Think and work holistically.

Why this answer

Holistic thinking examines the effects of a local change on the complete service. Focusing on value also matters, but the specific failure here is optimizing one part without considering connected work.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 32: Think and Work Holistically Across Teams Technology and Outcomes

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Topic index Contents

Practice: card 432 of 1,000

Question 432

Choose the best answer.

A process contains duplicated approvals and information that no decision uses. Which principle MOST directly guides removing that unnecessary work?

A. Collaborate and promote visibility.

B. Keep it simple and practical.

C. Optimize and automate.

D. Progress iteratively with feedback.

Show answer Next card

Topic index Contents

Practice: card 432 of 1,000

Answer 432

Correct Answer: B. Keep it simple and practical.

Why this answer

The immediate issue is complexity that adds no useful outcome or required control. Simplification addresses that issue; iteration, collaboration, and automation may support how the change is implemented.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over
Open the course directory and select this episode.

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Topic index Contents

Practice: card 433 of 1,000

Question 433

Choose the best answer.

An unstable workflow is proposed for automation, but its decision rules are not understood. What is the BEST next step?

A. Clarify and improve the workflow, then test a bounded automation.

B. Automate the current rules and infer their purpose from later results.

C. Create additional automated branches for every exception reported so far.

D. Select the fastest engine before examining the decisions it will execute.

Show answer Next card

Topic index Contents

Practice: card 433 of 1,000

Answer 433

Correct Answer: A. Clarify and improve the workflow, then test a bounded automation.

Why this answer

Unclear work can be made faster without being made better. In this situation, understanding and improving the logic comes first; the principles do not impose one rigid sequence on every possible automation effort.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate

Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Topic index Contents

Practice: card 434 of 1,000

Question 434

Choose the best answer.

A service is designed and built before governance is asked to approve its direction and risks. What should change?

A. Set direction and risk boundaries while choices remain open.

B. Extend the final approval meeting after implementation has finished.

C. Delegate the governance role to the implementation team.

D. Use project spending reports as the main evidence for approval.

Show answer Next card

Topic index Contents

Practice: card 434 of 1,000

Answer 434

Correct Answer: A. Set direction and risk boundaries while choices remain open.

Why this answer

Governance should shape consequential choices throughout the service's work. A late approval or financial report may reveal a problem after commitments have already made correction expensive.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index

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Practice: card 435 of 1,000

Question 435

Choose the best answer.

Which example BEST connects the service management model to daily work?

A. Staff memorize the names of the service model's elements.

B. The service catalogue links to each team's process documents.

C. Risk limits, practice capability, and feedback shape a release decision.

D. A leadership workshop publishes a diagram describing the complete model.

Show answer Next card

Topic index Contents

Practice: card 435 of 1,000

Answer 435

Correct Answer: C. Risk limits, practice capability, and feedback shape a release decision.

Why this answer

The model becomes practical when its elements guide an actual decision. Diagrams, training, and catalogues can support that use, but their existence does not show that daily choices have changed.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Connecting the Value System to Daily Work

Main book, page 52

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Topic index

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Practice: card 436 of 1,000

Question 436

Choose the best answer.

How should connected service activities be used when different types of demand arrive?

A. Adapt the work to the context and the intended outcome.

B. Assign each activity permanently to a particular organizational department.

C. Select activities by checking which team has spare capacity.

D. Apply the same detailed sequence to every work item.

Show answer Next card

Topic index Contents

Practice: card 436 of 1,000

Answer 436

Correct Answer: A. Adapt the work to the context and the intended outcome.

Why this answer

Connected activities organize work without requiring every case to follow an identical route. Context and intended outcome determine how work is combined, with responsibilities and dependencies kept visible.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 25: Understand the Simplified Value Chain Without Losing the Big Picture

Open the course directory and select this episode.

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Topic index Contents

Practice: card 437 of 1,000

Question 437

Choose the best answer.

What is the MOST useful contribution of measurement to continual improvement?

A. Showing whether outcomes changed and where further action is needed.

B. Ranking teams by how many improvement tasks they completed.

C. Establishing that a deployed change should be treated as successful.

D. Producing a larger number of charts for the governance report.

Show answer Next card

Topic index Contents

Practice: card 437 of 1,000

Answer 437

Correct Answer: A. Showing whether outcomes changed and where further action is needed.

Why this answer

Measures should support decisions about progress, priorities, and sustained results. Reporting volume and completed tasks describe activity, while deployment alone does not prove an improved outcome.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Topic index

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Practice: card 438 of 1,000

Question 438

Choose the best answer.

Teams conceal delays because they expect blame. Which principle MOST directly requires the delays and dependencies to become visible?

A. Start where you are.

B. Optimize and automate.

C. Collaborate and promote visibility.

D. Focus on value.

Show answer Next card

Topic index Contents

Practice: card 438 of 1,000

Answer 438

Correct Answer: C. Collaborate and promote visibility.

Why this answer

Coordinated work depends on an honest shared view of constraints. Leaders need conditions in which people can surface those facts, rather than assuming that a shared dashboard alone will overcome fear of blame.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 31: Collaborate and Promote Visibility to Break Silos and Surface Reality

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Topic index Contents

Practice: card 439 of 1,000

Question 439

Choose the best answer.

Several guiding principles appear relevant to a service decision. How should the team apply them?

A. Select one principle and use its wording as a fixed decision rule.

B. Use the principle favored by the team that owns the current task.

C. Use them together with evidence and context to judge the tradeoffs.

D. Apply them in their published order before considering any exception.

Show answer Next card

Topic index Contents

Practice: card 439 of 1,000

Answer 439

Correct Answer: C. Use them together with evidence and context to judge the tradeoffs.

Why this answer

The principles reinforce one another and guide judgment rather than prescribe a universal algorithm. Choosing one mechanically or treating their order as mandatory loses that contextual value.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Applying the Guiding Principles

Main book, page 57

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Practice: card 440 of 1,000

Question 440

Choose the best answer.

What relationship should exist between governance, principles, activities, practices, and improvement?

A. Each should maintain independent objectives to avoid conflicting responsibilities.

B. They should reinforce how work is directed, performed, evaluated, and improved.

C. Each should be replaced by the next as organizational maturity increases.

D. Each should own a separate stage and finish before the next begins.

Show answer Next card

Topic index Contents

Practice: card 440 of 1,000

Answer 440

Correct Answer: B. They should reinforce how work is directed, performed, evaluated, and improved.

Why this answer

These elements contribute different functions to one service management system. Keeping them separate or treating them as successive maturity stages weakens the connection between direction and results.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Connecting the Value System to Daily Work

Main book, page 52

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Practice: card 441 of 1,000

Question 441

Choose the best answer.

A steering group wants to approve every routine low-risk service decision. Which response BEST preserves governance without unnecessary delay?

A. Set clear delegated boundaries and monitor decisions against them.

B. Retain all approvals but process them at a more frequent executive meeting.

C. Use one detailed workflow for all service decisions regardless of context.

D. Transfer oversight to the teams and stop reviewing service performance.

Show answer Next card

Topic index Contents

Practice: card 441 of 1,000

Answer 441

Correct Answer: A. Set clear delegated boundaries and monitor decisions against them.

Why this answer

Governance establishes direction, authority, and accountability, with oversight proportionate to consequence. It need not personally execute every routine decision to maintain those responsibilities.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Contents

Practice: card 442 of 1,000

Question 442

Choose the best answer.

A dashboard upgrade competes with a fix for incorrect customer bills. Which assessment BEST applies 'focus on value'?

A. Count the visible interface improvements each proposal would deliver.

B. Choose the work for which a team already has spare capacity.

C. Weigh customer harm, expected gains, costs, and risks.

D. Compare how many development tasks the options would close.

Show answer Next card

Topic index Contents

Practice: card 442 of 1,000

Answer 442

Correct Answer: C. Weigh customer harm, expected gains, costs, and risks.

Why this answer

Value-focused prioritization examines consequences for stakeholders rather than visual appeal or task throughput. The billing harm is material evidence, but the decision still considers the options' costs and risks.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Topic index

Contents

Practice: card 443 of 1,000

Question 443

Choose the best answer.

An intake process looks dated, but no performance evidence has been reviewed. What should precede a replacement decision?

A. An assessment of current strengths, weaknesses, and performance.

B. A final decision on the visual style of the replacement portal.

C. A training plan for the new tool's standard intake workflow.

D. A schedule for retiring the old process across every department.

Show answer Next card

Topic index Contents

Practice: card 443 of 1,000

Answer 443

Correct Answer: A. An assessment of current strengths, weaknesses, and performance.

Why this answer

Appearance does not establish whether the process meets real needs. Current-state evidence helps identify what should be retained, improved, or replaced before the team commits to the solution.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 29: Start Where You Are Before You Reinvent What Already Works

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Topic index Contents

Practice: card 444 of 1,000

Question 444

Choose the best answer.

A redesign plan contains many work packages but no opportunity to revise the design from user evidence. What is missing?

A. A fixed approval sequence applied to every implementation activity.

B. Feedback that can influence the next manageable increment.

C. A larger number of tasks recorded in the project schedule.

D. A single final presentation summarizing all completed work packages.

Show answer Next card

Topic index Contents

Practice: card 444 of 1,000

Answer 444

Correct Answer: B. Feedback that can influence the next manageable increment.

Why this answer

Breaking work into packages does not create iterative learning by itself. The team needs feedback soon enough to change subsequent choices, not merely confirm that planned tasks were completed.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Topic index Contents

Practice: card 445 of 1,000

Question 445

Choose the best answer.

Service work is scattered across private spreadsheets and side conversations. What action BEST applies collaboration and visibility?

A. Create a shared view of important work, ownership, and constraints.

B. Automate status reporting from the currently inconsistent records immediately.

C. Replace every informal conversation with a formal approval meeting.

D. Give each team a more detailed private productivity dashboard.

Show answer Next card

Topic index Contents

Practice: card 445 of 1,000

Answer 445

Correct Answer: A. Create a shared view of important work, ownership, and constraints.

Why this answer

Relevant work and dependencies need to be understandable across the people coordinating the service. Visibility does not require banning informal conversation or exposing every detail; it requires a usable shared picture.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically

Main book, page 61

Episode 31: Collaborate and Promote Visibility to Break Silos and Surface Reality

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Topic index

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Practice: card 446 of 1,000

Question 446

Choose the best answer.

An approval change improves one team's speed but disrupts support and supplier coordination. Which principle MOST directly challenges the decision?

A. Start where you are.

B. Think and work holistically.

C. Focus on value.

D. Optimize and automate.

Show answer Next card

Topic index Contents

Practice: card 446 of 1,000

Answer 446

Correct Answer: B. Think and work holistically.

Why this answer

The decision ignored connected consequences outside the team's own measure. Holistic thinking examines the complete service so that a local improvement does not simply move delay or risk elsewhere.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 32: Think and Work Holistically Across Teams Technology and Outcomes

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Topic index Contents

Practice: card 447 of 1,000

Question 447

Choose the best answer.

A request form has twenty-five required fields, but several are never used. What is the BEST first improvement?

A. Automate copying the collected information into additional reporting systems.

B. Explain every existing requirement through new tooltips.

C. Spread the same required fields across shorter screens.

D. Keep inputs that support decisions or controls; remove needless ones.

Show answer Next card

Topic index Contents

Practice: card 447 of 1,000

Answer 447

Correct Answer: D. Keep inputs that support decisions or controls; remove needless ones.

Why this answer

Simplification removes work that serves no meaningful purpose while preserving necessary evidence and controls. Changing presentation or copying unused data faster leaves the underlying burden intact.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over
Open the course directory and select this episode.

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Topic index Contents

Practice: card 448 of 1,000

Question 448

Choose the best answer.

Request categories mean different things to different teams. What should happen before automating routing based on those categories?

A. Agree and test clear category definitions and routing rules.

B. Add more categories for every team that reports an exception.

C. Choose the fastest routing engine from the approved supplier list.

D. Require senior approval for every route selected by the current process.

Show answer Next card

Topic index Contents

Practice: card 448 of 1,000

Answer 448

Correct Answer: A. Agree and test clear category definitions and routing rules.

Why this answer

Automation depends on decision logic that is understood well enough to execute consistently. Clarifying the meanings and testing the rules addresses the stated weakness before it is scaled.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Topic index Contents

Practice: card 449 of 1,000

Question 449

Choose the best answer.

An improvement backlog has more ideas than the team can fund. Which basis BEST supports prioritization?

A. Select the ideas proposed by the highest-ranking service stakeholder.

B. Give priority to suggestions with the earliest submission dates.

C. Select the ideas that require the shortest leadership presentation.

D. Compare expected outcomes, supporting evidence, effort, and risk.

Show answer Next card

Topic index Contents

Practice: card 449 of 1,000

Answer 449

Correct Answer: D. Compare expected outcomes, supporting evidence, effort, and risk.

Why this answer

Prioritization weighs the expected contribution against constraints and exposure. Age, presentation convenience, and seniority can inform administration, but they do not establish the best use of limited capacity.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Topic index

Contents

Practice: card 450 of 1,000

Question 450

Choose the best answer.

What does examining work through a management-practice lens help a team identify?

A. The people, data, tools, and methods needed for its purpose.

B. The technology product that should define how the work operates.

C. The approval meeting required before each task can proceed.

D. The standard organizational structure to reproduce in each service.

Show answer Next card

Topic index Contents

Practice: card 450 of 1,000

Answer 450

Correct Answer: A. The people, data, tools, and methods needed for its purpose.

Why this answer

A practice is an organizational capability, broader than one team, tool, or procedure. The practice lens asks what resources and methods make the objective achievable in the service's context.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index

Contents

Practice: card 451 of 1,000

Question 451

Choose the best answer.

How should service activities be combined when an urgent restoration and a planned enhancement require different work?

A. Begin with the activity owned by the least busy team.

B. Connect the activities that fit the need and intended outcome.

C. Follow an identical path with the same sequence of records.

D. Give departments independent objectives to reduce coordination requirements.

Show answer Next card

Topic index Contents

Practice: card 451 of 1,000

Answer 451

Correct Answer: B. Connect the activities that fit the need and intended outcome.

Why this answer

Different demand can require different combinations and emphasis while retaining the complete service purpose. A fixed route or isolated departmental targets can obscure the work actually needed.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices
Main book, page 47

Episode 25: Understand the Simplified Value Chain Without Losing the Big Picture
Open the course directory and select this episode.

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Topic index Contents

Practice: card 452 of 1,000

Question 452

Choose the best answer.

A second approval queue duplicates a routine review without adding a new decision or control. What should governance do?

A. Clarify decision authority and remove duplication while monitoring results.

B. Retain both queues and compare their average processing times.

C. Transfer both reviews to an executive committee for consistency.

D. Suspend delegated decisions until every service has identical approval steps.

Show answer Next card

Topic index Contents

Practice: card 452 of 1,000

Answer 452

Correct Answer: A. Clarify decision authority and remove duplication while monitoring results.

Why this answer

Governance should establish clear authority and meaningful oversight. Duplicating the same review adds delay without a distinct control benefit, so the design should preserve accountability more proportionately.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index Contents

Practice: card 453 of 1,000

Question 453

Choose the best answer.

Which intake redesign proposal BEST combines several guiding principles?

A. Retain the current process because changing it would disturb familiar work.

B. Adopt the purchased tool's defaults and train users after full rollout.

C. Use current evidence, simplify weak steps, and test improvements with feedback.

D. Automate all existing paths so every department keeps its preferred process.

Show answer Next card

Topic index Contents

Practice: card 453 of 1,000

Answer 453

Correct Answer: C. Use current evidence, simplify weak steps, and test improvements with feedback.

Why this answer

The proposal uses current capability, removes unnecessary work, and learns through manageable changes. The alternatives either preserve assumptions or scale them before establishing that they serve the outcome.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback

Main book, page 59

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Topic index Contents

Practice: card 454 of 1,000

Question 454

Choose the best answer.

A team saves every improvement idea for annual planning, although small recurring problems affect users weekly. What is the BEST correction?

A. Review and act on useful ideas as part of routine work.

B. Use the annual satisfaction survey to gather the improvement evidence.

C. Convert every idea into a funded transformation project.

D. Complete next year's strategy presentation before acting on suggestions.

Show answer Next card

Topic index Contents

Practice: card 454 of 1,000

Answer 454

Correct Answer: A. Review and act on useful ideas as part of routine work.

Why this answer

Continual improvement gives recurring evidence a regular route to action. Major projects remain appropriate for some changes, but routine opportunities need not wait for the annual planning cycle.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle
Main book, page 163

Episode 50: Turn Improvement from Occasional Projects into a Daily Operating Habit

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Topic index Contents

Practice: card 455 of 1,000

Question 455

Choose the best answer.

An improvement is marked complete when the change is deployed. What evidence is still needed?

A. Whether the implementation team attended the final project review.

B. Whether the change followed the standard reporting template.

C. Whether the deployment tasks are in the completed column.

D. Whether users gained the intended benefit and it lasted.

Show answer Next card

Topic index Contents

Practice: card 455 of 1,000

Answer 455

Correct Answer: D. Whether users gained the intended benefit and it lasted.

Why this answer

Deployment establishes that an intervention occurred, not that it worked. Outcome measurement and feedback, followed over a suitable period, test both the benefit and whether it is sustained.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Contents

Practice: card 456 of 1,000

Question 456

Choose the best answer.

A service owner proposes shorter support hours to meet a budget target without reviewing demand. What should precede the decision?

A. Transfer the target to the service desk's individual performance measures.

B. Publish revised hours so customers can adjust their expectations.

C. Compare the proposed hours with the lowest-cost competitor's schedule.

D. Assess user impact, evidence, obligations, and risk alongside the saving.

Show answer Next card

Topic index Contents

Practice: card 456 of 1,000

Answer 456

Correct Answer: D. Assess user impact, evidence, obligations, and risk alongside the saving.

Why this answer

Cost is one part of value, and changing commitments can alter outcomes and risk. The decision needs the wider evidence and governance context before the saving can be judged worthwhile.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Topic index Contents

Practice: card 457 of 1,000

Question 457

Choose the best answer.

Three reports repeat the same data for the same decision and control requirement. What is the BEST simplification?

A. Consolidate the reporting while preserving the required evidence.

B. Retain each format and automate producing all three copies.

C. Assign separate owners to improve the consistency of each report.

D. Add a summary report to explain differences between the existing copies.

Show answer Next card

Topic index Contents

Practice: card 457 of 1,000

Answer 457

Correct Answer: A. Consolidate the reporting while preserving the required evidence.

Why this answer

The stated reports add duplicate work without a distinct purpose. Consolidation should retain the information needed for decisions and controls; multiplying or accelerating copies does not remove the duplication.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate

Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over

Open the course directory and select this episode.

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Topic index Contents

Practice: card 458 of 1,000

Question 458

Choose the best answer.

An automated approval engine rejects unusual cases, but no owner can explain or review the decision. What should be corrected FIRST?

A. Establish accountable ownership and an appropriate review or exception path.

B. Expand automation to reduce the number of requests handled manually.

C. Shorten the response message to reduce questions about the denial.

D. Increase the number of rules so more unusual cases receive automatic denial.

Show answer Next card

Topic index Contents

Practice: card 458 of 1,000

Answer 458

Correct Answer: A. Establish accountable ownership and an appropriate review or exception path.

Why this answer

Automation needs boundaries, ownership, and a route for cases requiring judgment. More rules or less explanation does not resolve the accountability gap and may amplify its consequences.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Topic index Contents

Practice: card 459 of 1,000

Question 459

Choose the best answer.

Improvement ideas lack a connection to strategy or acceptable risk. What should governance provide?

A. One technical solution for use by all improvement initiatives.

B. Direction and risk limits for choosing which work to fund.

C. Detailed task schedules for the teams making workflow changes.

D. A selection rule that favors the cheapest implementation proposal.

Show answer Next card

Topic index Contents

Practice: card 459 of 1,000

Answer 459

Correct Answer: B. Direction and risk limits for choosing which work to fund.

Why this answer

Governance helps align resource commitments with purpose, value, and risk. It sets the decision context without needing to prescribe every operational task or select every technical solution.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Topic index Contents

Practice: card 460 of 1,000

Question 460

Choose the best answer.

Which example BEST shows the service management model functioning coherently?

A. Principles training runs without reference to current service choices.

B. A practice team improves its local measures without checking wider effects.

C. Governance and delivery maintain separate objectives and review them independently.

D. Direction guides work, practices enable it, and results shape improvements.

Show answer Next card

Topic index Contents

Practice: card 460 of 1,000

Answer 460

Correct Answer: D. Direction guides work, practices enable it, and results shape improvements.

Why this answer

The elements need to connect purpose, execution, and learning. Separate ownership can be workable, but disconnected objectives or local measures do not demonstrate a coherent value system.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Connecting the Value System to Daily Work

Main book, page 52

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

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Topic index Contents

Practice: card 461 of 1,000

Question 461

Choose the best answer.

A team says guiding principles are useless because speed and caution can pull in different directions. What is the BEST response?

A. Choose the principle whose wording is easiest to apply consistently.

B. Apply each principle in order and accept the last resulting decision.

C. Use the principles together to judge the contextual tradeoffs.

D. Use the principle preferred by the team accountable for delivery.

Show answer Next card

Topic index Contents

Practice: card 461 of 1,000

Answer 461

Correct Answer: C. Use the principles together to judge the contextual tradeoffs.

Why this answer

Principles help teams reason about competing needs rather than eliminate tradeoffs. Evidence, desired outcomes, and context determine their combined application; no single wording or order supplies a universal answer.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Applying the Guiding Principles

Main book, page 57

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Practice: card 462 of 1,000

Question 462

Choose the best answer.

Leaders want stronger oversight and faster routine service decisions. Which arrangement BEST supports both?

A. Keep routine choices in a central queue and meet more often.

B. Require two independent executive signatures for routine operational decisions.

C. Delegate within risk limits and review accountable owners' results.

D. Let each delivery team define its own acceptable risk policy.

Show answer Next card

Topic index Contents

Practice: card 462 of 1,000

Answer 462

Correct Answer: C. Delegate within risk limits and review accountable owners' results.

Why this answer

Clear delegated authority allows appropriate decisions to happen close to the work. Governance retains direction and oversight, while duplicated central approvals can add delay without strengthening the actual decision.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Practice: card 463 of 1,000

Question 463

Choose the best answer.

Must every request pass through every major service activity in the same order?

A. No; activities are combined as needed to achieve the relevant outcome.

B. Yes; a common model requires an identical route for each case.

C. No; each department should define an outcome independent of other teams.

D. Yes; variation is handled by adding approvals within the fixed route.

Show answer Next card

Topic index Contents

Practice: card 463 of 1,000

Answer 463

Correct Answer: A. No; activities are combined as needed to achieve the relevant outcome.

Why this answer

The model helps identify connected work rather than impose a universal route. Context can change the combination of activities without abandoning the shared outcome or cross-team dependencies.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices
Main book, page 47

Episode 25: Understand the Simplified Value Chain Without Losing the Big Picture
Open the course directory and select this episode.

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Topic index Contents

Practice: card 464 of 1,000

Question 464

Choose the best answer.

A new market opportunity affects design, suppliers, and support. What does a connected activity model help leaders do?

A. Coordinate the response around the value of the whole service.

B. Adopt the supplier's preferred workflow as the operating model.

C. Give every task to the department with the most spare staff.

D. Keep team budgets independent of the service's cross-functional dependencies.

Show answer Next card

Topic index Contents

Practice: card 464 of 1,000

Answer 464

Correct Answer: A. Coordinate the response around the value of the whole service.

Why this answer

The model links work and decisions that jointly turn an opportunity into an outcome. It helps leaders see consequences across the service instead of treating staffing, supplier preference, or budgets as separate answers.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 23: Translate Opportunity and Demand into Value with Stronger Structural Thinking

Open the course directory and select this episode.

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Topic index Contents

Practice: card 465 of 1,000

Question 465

Choose the best answer.

A cosmetic report update competes with a change expected to reduce customer onboarding delay. How should the priority be decided?

A. Choose the change the reporting team can complete most quickly.

B. Compare stakeholder benefit, cost, and risk.

C. Choose the change with the fewest affected internal departments.

D. Choose the proposal with the most detailed implementation plan.

Show answer Next card

Topic index Contents

Practice: card 465 of 1,000

Answer 465

Correct Answer: B. Compare stakeholder benefit, cost, and risk.

Why this answer

The value decision needs evidence about outcomes and tradeoffs. The onboarding delay is relevant, but neither an attractive label nor implementation convenience replaces comparison of benefit, cost, and risk.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Topic index

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Practice: card 466 of 1,000

Question 466

Choose the best answer.

Current logs accurately identify the main failure points, but an operations lead wants a new monitoring platform. What should be done FIRST?

A. Use the current evidence to assess what is actually missing.

B. Buy the new platform and recreate the existing dashboards.

C. Choose measures from the supplier's demonstration package.

D. Retire current reporting before specifying the replacement measurement system.

Show answer Next card

Topic index Contents

Practice: card 466 of 1,000

Answer 466

Correct Answer: A. Use the current evidence to assess what is actually missing.

Why this answer

Starting where you are preserves useful evidence and reveals what actually needs improvement. A new platform may be justified, but replacing an effective capability before examining its gaps risks unnecessary work.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback

Main book, page 59

Episode 29: Start Where You Are Before You Reinvent What Already Works

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Topic index Contents

Practice: card 467 of 1,000

Question 467

Choose the best answer.

A regulated service needs improvement, but leaders want complete certainty about the final design before any change. Which approach is BEST?

A. Preserve the current service until the next scheduled regulatory review.

B. Substitute more planning documents for any operational experiment.

C. Test controlled increments within obligations and learn before expanding.

D. Wait until a complete model can remove every anticipated uncertainty.

Show answer Next card

Topic index Contents

Practice: card 467 of 1,000

Answer 467

Correct Answer: C. Test controlled increments within obligations and learn before expanding.

Why this answer

Regulation does not make learning through bounded change inappropriate. The team should preserve required controls while gathering evidence in manageable steps, rather than assume perfect certainty is achievable in advance.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback

Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Topic index Contents

Practice: card 468 of 1,000

Question 468

Choose the best answer.

Finance, suppliers, and service teams repeatedly discover one another's constraints after design choices are made. What action BEST addresses the cause?

A. Give each team a longer private planning period before handoff.

B. Add a final sign-off confirming that every team received the design.

C. Review constraints jointly while choices can still change.

D. Route all communication through the procurement function after approval.

Show answer

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Practice: card 468 of 1,000

Answer 468

Correct Answer: C. Review constraints jointly while choices can still change.

Why this answer

Purposeful collaboration exposes constraints early enough to influence decisions. Later signatures and longer isolated planning do not resolve the assumption that other groups already know the relevant facts.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 31: Collaborate and Promote Visibility to Break Silos and Surface Reality

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Topic index Contents

Practice: card 469 of 1,000

Question 469

Choose the best answer.

A chatbot would change knowledge ownership, identity checks, escalation, and user communications. Which principle MOST directly calls for examining those connected effects?

A. Keep it simple and practical.

B. Focus on value.

C. Think and work holistically.

D. Progress iteratively with feedback.

Show answer Next card

Topic index Contents

Practice: card 469 of 1,000

Answer 469

Correct Answer: C. Think and work holistically.

Why this answer

The proposal changes more than the service desk's local work. Holistic thinking examines the connected people, controls, information, and service outcomes before judging the change.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 32: Think and Work Holistically Across Teams Technology and Outcomes

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Topic index Contents

Practice: card 470 of 1,000

Question 470

Choose the best answer.

An exception decision requires three narratives containing the same facts for the same reviewers. What should the team evaluate FIRST?

A. Assigning three separate owners to improve each document's presentation.

B. Consolidating the evidence while preserving what the decision needs.

C. Adding a summary page to reconcile differences between the copies.

D. Automating production of all three current narrative formats.

Show answer Next card

Topic index Contents

Practice: card 470 of 1,000

Answer 470

Correct Answer: B. Consolidating the evidence while preserving what the decision needs.

Why this answer

The repeated narratives add burden without a distinct decision purpose. A shared evidence record may preserve the necessary control while removing duplication; automating copies does not examine whether they are needed.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate

Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over

Open the course directory and select this episode.

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Topic index Contents

Practice: card 471 of 1,000

Question 471

Choose the best answer.

Teams disagree about review criteria and ownership for knowledge publishing. What should precede automating that workflow?

A. Set a shorter publication target for all contributing teams.

B. Copy each team's current approval route into the new platform.

C. Choose the publishing tool with the most configurable workflow states.

D. Agree core decision rules, ownership, and handling for exceptions.

Show answer Next card

Topic index Contents

Practice: card 471 of 1,000

Answer 471

Correct Answer: D. Agree core decision rules, ownership, and handling for exceptions.

Why this answer

Automation needs understandable logic and accountability. Configurability, faster targets, or copying inconsistent routes can reproduce the disagreement at scale without resolving it.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Topic index Contents

Practice: card 472 of 1,000

Question 472

Choose the best answer.

A manager calls the weekly change advisory meeting the entire change practice. What is missing from that description?

A. The number of attendees and the length of the agenda.

B. Software that removes the need for a meeting-based change decision.

C. The roles, skills, data, and tools used beyond the meeting.

D. A requirement for the meeting to authorize each operational adjustment.

Show answer Next card

Topic index Contents

Practice: card 472 of 1,000

Answer 472

Correct Answer: C. The roles, skills, data, and tools used beyond the meeting.

Why this answer

A practice includes roles, information, methods, technology, skills, and measures that achieve its objective. One meeting can contribute, but it does not establish that complete capability.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Practice: card 473 of 1,000

Question 473

Choose the best answer.

Which proposed addition is MOST likely to overcomplicate a practice?

A. A named owner for maintaining guidance used in common situations.

B. A clear criterion for choosing a proportionate standard handling path.

C. Required fields unused by decisions or controls.

D. A concise explanation of when operational staff should escalate exceptions.

Show answer Next card

Topic index Contents

Practice: card 473 of 1,000

Answer 473

Correct Answer: C. Required fields unused by decisions or controls.

Why this answer

Additional detail needs a purpose grounded in outcome, control, quality, or coordination. The unused fields add burden, while the other proposals strengthen usable guidance and accountability.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Topic index

Contents

Practice: card 474 of 1,000

Question 474

Choose the best answer.

Requests wait between intake and fulfillment, but teams disagree about where delay occurs. What should precede choosing a fix?

A. Replace the intake application with the newest available version.

B. Add a new status field to every request category.

C. Assign the delay to the team with the largest queue.

D. Map actual work, waits, handoffs, and returns using evidence.

Show answer Next card

Topic index Contents

Practice: card 474 of 1,000

Answer 474

Correct Answer: D. Map actual work, waits, handoffs, and returns using evidence.

Why this answer

A current-state value stream map establishes where work really moves and stalls. Extra fields, default blame, or tool replacement can commit to a remedy before the cause is understood.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Topic index

Contents

Practice: card 475 of 1,000

Question 475

Choose the best answer.

Leaders declare value-stream work complete when the first map is drawn. What remains to be done?

A. Separate the map into individual departmental process documents.

B. Manage actual flow through owners, measures, and reviews.

C. Archive the map until the next major reorganization occurs.

D. Redraw the map using the organization's approved diagram symbols.

Show answer Next card

Topic index Contents

Practice: card 475 of 1,000

Answer 475

Correct Answer: B. Manage actual flow through owners, measures, and reviews.

Why this answer

Mapping makes the current flow visible; managing the stream requires continuing decisions and follow-through. A diagram's existence does not establish that delays, dependencies, or outcomes are being managed.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Topic index

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Practice: card 476 of 1,000

Question 476

Choose the best answer.

An improvement idea is popular, but the team has no baseline or definition of success. What should it establish FIRST?

A. The new tool's configuration defaults and licensing period.

B. The complete future operating model for every affected department.

C. The exact deployment date and the announcement distribution list.

D. The reason for change, current state, and intended measurable outcome.

Show answer Next card

Topic index Contents

Practice: card 476 of 1,000

Answer 476

Correct Answer: D. The reason for change, current state, and intended measurable outcome.

Why this answer

Direction and current evidence make it possible to judge a proposed improvement. Jumping to implementation details or exhaustive future design before defining success leaves the team unable to assess whether it helped.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Contents

Practice: card 477 of 1,000

Question 477

Choose the best answer.

Which improvement item is MOST ready for an accountable trial?

A. Test one routing change; baseline and target set; owner and review date agreed.

B. Improve support; sponsor identified; desired outcome and affected service remain unspecified.

C. Reduce request delays; owner assigned; benefits and baseline to be decided later.

D. Modernize intake; baseline measured; owner and review date still to be agreed.

Show answer Next card

Topic index Contents

Practice: card 477 of 1,000

Answer 477

Correct Answer: A. Test one routing change; baseline and target set; owner and review date agreed.

Why this answer

The bounded routing trial connects an action with evidence, a target, ownership, and a review point. The other items still lack essential information for deciding what success means or who will follow through.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Practice: card 478 of 1,000

Question 478

Choose the best answer.

A team removes approval steps to shorten fulfillment. Which measures BEST test whether the change helped without degrading quality?

A. Approval meeting frequency together with average attendance.

B. Request completion time together with errors and rework.

C. Change announcement volume together with page-view counts.

D. Training session length together with participant satisfaction.

Show answer Next card

Topic index Contents

Practice: card 478 of 1,000

Answer 478

Correct Answer: B. Request completion time together with errors and rework.

Why this answer

Faster completion should be assessed alongside quality consequences. Meeting, communication, and training measures describe supporting activity without establishing that fulfillment outcomes improved.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Topic index

Contents

Practice: card 479 of 1,000

Question 479

Choose the best answer.

Five departments propose local improvements competing for one budget. What should leadership do?

A. Select the proposal with the most detailed implementation schedule.

B. Fund requests in the order the departments submitted them.

C. Divide the budget equally among the five departments.

D. Weigh value, strategic fit, risk, and links across the proposals.

Show answer Next card

Topic index Contents

Practice: card 479 of 1,000

Answer 479

Correct Answer: D. Weigh value, strategic fit, risk, and links across the proposals.

Why this answer

Governance should judge competing investments against shared direction and consequences. Request age, equal shares, and document detail do not show which combination of work best serves the organization.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Topic index Contents

Practice: card 480 of 1,000

Question 480

Choose the best answer.

A new obligation affects intake, approvals, reporting, and training. Which response BEST connects the service management elements?

A. Finish training first and ask the other teams to adapt afterward.

B. Add a reporting control and postpone the remaining changes until annual planning.

C. Agree the rules, coordinate practice changes, and check the service result.

D. Let teams revise their procedures and report local completion.

Show answer Next card

Topic index Contents

Practice: card 480 of 1,000

Answer 480

Correct Answer: C. Agree the rules, coordinate practice changes, and check the service result.

Why this answer

A cross-service obligation needs clear direction, coordinated execution, and feedback on results. Isolated completion can leave contradictory handoffs or untested gaps between the affected activities.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

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Topic index Contents

Practice: card 481 of 1,000

Question 481

Choose the best answer.

A federated service organization delegates routine choices locally. How should governance reduce inconsistent risk decisions?

A. Let each location define its own risk limits independently.

B. Set shared boundaries and accountability, then monitor delegated decisions.

C. Require central approval of every local operating adjustment.

D. Use identical staffing and tooling arrangements in every location.

Show answer Next card

Topic index Contents

Practice: card 481 of 1,000

Answer 481

Correct Answer: B. Set shared boundaries and accountability, then monitor delegated decisions.

Why this answer

Shared direction and decision boundaries preserve organizational intent while permitting appropriate local action. Central micromanagement and identical implementations are not prerequisites for accountable delegation.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index Contents

Practice: card 482 of 1,000

Question 482

Choose the best answer.

A defect produces incorrect customer balances while a dashboard redesign awaits funding. Which evidence is MOST relevant to prioritization?

A. The number of interface screens changed by each proposal.

B. The readiness of the presentation prepared for the steering group.

C. The consequence for customers and the value of correcting it.

D. The proportion of developers who prefer each technical solution.

Show answer Next card

Topic index Contents

Practice: card 482 of 1,000

Answer 482

Correct Answer: C. The consequence for customers and the value of correcting it.

Why this answer

Customer harm and the expected effect of a correction are central to value. Scope counts, team preferences, and presentation readiness do not establish which outcome deserves the investment.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Contents

Practice: card 483 of 1,000

Question 483

Choose the best answer.

A knowledge base looks old, but its accuracy and usefulness have not been assessed. What should guide the first review?

A. The visual design of the supplier's newest knowledge portal.

B. The number of features available in a replacement platform.

C. Evidence of what users can accomplish with the current content.

D. The cost of migrating every article before examining its quality.

Show answer Next card

Topic index Contents

Practice: card 483 of 1,000

Answer 483

Correct Answer: C. Evidence of what users can accomplish with the current content.

Why this answer

Current-state assessment should examine the capability's real performance, including useful strengths and gaps. Appearance and feature quantity do not establish whether replacement will improve the knowledge service.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback

Main book, page 59

Episode 29: Start Where You Are Before You Reinvent What Already Works

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Topic index

Contents

Practice: card 484 of 1,000

Question 484

Choose the best answer.

An onboarding redesign is planned for six months with no interim user checks. Which plan BEST enables earlier learning?

A. Publish weekly progress percentages based on development tasks completed.

B. Collect suggestions but defer design changes until after the full release.

C. Split the tasks among more teams but retain the final review date.

D. Test a useful part of onboarding, then adapt subsequent increments.

Show answer Next card

Topic index Contents

Practice: card 484 of 1,000

Answer 484

Correct Answer: D. Test a useful part of onboarding, then adapt subsequent increments.

Why this answer

A useful increment exposes assumptions to evidence while subsequent choices remain flexible. More teams, progress reports, or unused suggestions do not create the same learning loop.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Topic index Contents

Practice: card 485 of 1,000

Question 485

Choose the best answer.

Two merged service teams keep separate backlogs and conceal dependencies. What action BEST applies collaboration and visibility?

A. Report each team's throughput separately at a quarterly leadership meeting.

B. Automate both private backlogs without changing their ownership arrangements.

C. Establish a shared view of work and discuss the dependencies together.

D. Require the same backlog software before reviewing the actual service work.

Show answer Next card

Topic index Contents

Practice: card 485 of 1,000

Answer 485

Correct Answer: C. Establish a shared view of work and discuss the dependencies together.

Why this answer

The immediate need is shared understanding of connected work. Common tools or separate reporting may support administration, but they do not themselves expose dependencies or coordinate decisions.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically

Main book, page 61

Episode 31: Collaborate and Promote Visibility to Break Silos and Surface Reality

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Contents

Practice: card 486 of 1,000

Question 486

Choose the best answer.

A portal responds faster after hiding request details, but support calls increase. What should a holistic assessment examine?

A. Whether the interface uses the latest approved visual design.

B. The net effect on the complete user journey and support burden.

C. Whether the support team can acknowledge calls more quickly.

D. Whether the portal exceeded its original software delivery estimate.

Show answer Next card

Topic index Contents

Practice: card 486 of 1,000

Answer 486

Correct Answer: B. The net effect on the complete user journey and support burden.

Why this answer

A local response-time gain can move work and uncertainty elsewhere. Holistic assessment considers the complete service effect before declaring the change successful.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 32: Think and Work Holistically Across Teams Technology and Outcomes

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Topic index Contents

Practice: card 487 of 1,000

Question 487

Choose the best answer.

An exception workflow has eighteen categories, but many trigger the same decision and treatment. What is the BEST simplification?

A. Retain distinctions that change handling and consolidate the rest.

B. Automate the full category list before examining its decision purpose.

C. Add subcategories so unusual cases can be identified more precisely.

D. Give each category a more detailed description and separate owner.

Show answer Next card

Topic index Contents

Practice: card 487 of 1,000

Answer 487

Correct Answer: A. Retain distinctions that change handling and consolidate the rest.

Why this answer

Categories are useful when they change the information, control, or response needed. Consolidating indistinguishable paths reduces burden while preserving meaningful treatment of exceptions.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over
Open the course directory and select this episode.

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Topic index Contents

Practice: card 488 of 1,000

Question 488

Choose the best answer.

Incident auto-closure has no owner for disputed results or correction path. What must be resolved before expansion?

A. A larger set of automated rules to classify exceptional outcomes.

B. Accountability, exception review, and correction of mistaken closures.

C. A dashboard showing the number of closures completed each hour.

D. A faster closure target for the next group of incident categories.

Show answer Next card

Topic index Contents

Practice: card 488 of 1,000

Answer 488

Correct Answer: B. Accountability, exception review, and correction of mistaken closures.

Why this answer

Automation needs someone responsible for its consequences and a way to correct error. Speed, rule count, and output volume do not resolve that control gap.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Topic index Contents

Practice: card 489 of 1,000

Question 489

Choose the best answer.

A team wants to choose between an activity model and management practices, treating them as competing approaches. What is the BEST correction?

A. The activity model determines which practices should be discarded.

B. Practices describe individual jobs while the activity model replaces their coordination.

C. Activities describe delivery work, while practices are reserved for recurring support.

D. Practices supply capabilities that enable the connected activities.

Show answer Next card

Topic index Contents

Practice: card 489 of 1,000

Answer 489

Correct Answer: D. Practices supply capabilities that enable the connected activities.

Why this answer

The two perspectives serve different, complementary purposes. Activities show connected work, while practices provide the resources and methods needed to perform it reliably.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Contents

Practice: card 490 of 1,000

Question 490

Choose the best answer.

An improvement suggestion box grows, but nobody reviews or owns the ideas. Which change would MOST improve follow-through?

A. Move the suggestions into the next annual planning presentation.

B. Give ideas regular review, owners, and visible next steps.

C. Ask each author to implement the preferred idea independently.

D. Increase the monthly target for submitted suggestions.

Show answer Next card

Topic index Contents

Practice: card 490 of 1,000

Answer 490

Correct Answer: B. Give ideas regular review, owners, and visible next steps.

Why this answer

Improvement needs a route from observation to prioritization and action. More ideas or an unowned annual record does not address the missing decision and follow-through mechanism.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 50: Turn Improvement from Occasional Projects into a Daily Operating Habit

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Contents

Practice: card 491 of 1,000

Question 491

Choose the best answer.

An intake form is simplified. Which result BEST demonstrates better submission quality?

A. The revised form displays fewer fields.

B. A higher proportion of submissions are correct on first receipt.

C. More internal announcements explain the new submission process.

D. The redesign required fewer meetings and a shorter approval cycle.

Show answer

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Contents

Practice: card 491 of 1,000

Answer 491

Correct Answer: B. A higher proportion of submissions are correct on first receipt.

Why this answer

A higher first-pass correctness rate directly tests whether users can supply what the service needs. Fewer fields and less meeting effort may be useful outputs, but do not prove improved submission quality.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Practice: card 492 of 1,000

Question 492

Choose the best answer.

A value stream map lists each team's formal tasks but omits waits and returned work. What is missing?

A. The formal reporting hierarchy of the teams performing the tasks.

B. The flow losses that occur between and within the activities.

C. A complete comparison of supplier prices for the supporting tools.

D. The annual budget allocation assigned to each participating manager.

Show answer Next card

Topic index Contents

Practice: card 492 of 1,000

Answer 492

Correct Answer: B. The flow losses that occur between and within the activities.

Why this answer

Value stream mapping should show how work actually reaches the outcome, including delay and rework. A task list can look orderly while omitting the conditions that dominate elapsed time.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Practice: card 493 of 1,000

Question 493

Choose the best answer.

A map identifies a recurring bottleneck, but no one is assigned to review it after the workshop. What should happen next?

A. Establish ownership and a regular review of the affected flow.

B. Treat workshop attendance as evidence that the bottleneck has an owner.

C. Improve the diagram's visual design before sharing it with other teams.

D. Replace end-to-end measures with each team's local productivity target.

Show answer Next card

Topic index Contents

Practice: card 493 of 1,000

Answer 493

Correct Answer: A. Establish ownership and a regular review of the affected flow.

Why this answer

A mapped bottleneck still needs management attention and accountable action. Visual quality and attendance do not establish that someone will evaluate the constraint and its effect over time.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Practice: card 494 of 1,000

Question 494

Choose the best answer.

Teams submit investment proposals before leadership has defined comparison criteria. What should governance establish FIRST?

A. Shared criteria for strategic contribution, value, risk, and feasibility.

B. A rule to select the lowest initial implementation cost.

C. A fixed allocation based on the number of staff in each team.

D. A priority order based on when each business case arrived.

Show answer Next card

Topic index Contents

Practice: card 494 of 1,000

Answer 494

Correct Answer: A. Shared criteria for strategic contribution, value, risk, and feasibility.

Why this answer

Shared criteria make tradeoffs understandable and consistent with organizational purpose. Simple allocation rules may appear fair or efficient while ignoring consequences and feasibility.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Practice: card 495 of 1,000

Question 495

Choose the best answer.

A team invokes simplicity to remove information used for incident investigation and required evidence. What is the BEST response?

A. Retain the familiar form until the next scheduled platform replacement.

B. Remove the field and ask investigators to reconstruct its contents.

C. Keep needed evidence and remove duplicate or needless effort.

D. Add other fields to offset the loss of investigative information.

Show answer Next card

Topic index Contents

Practice: card 495 of 1,000

Answer 495

Correct Answer: C. Keep needed evidence and remove duplicate or needless effort.

Why this answer

Simplicity removes unnecessary complexity, not information with a material control or service purpose. The team can still simplify collection and use without discarding what the wider service needs.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Topic index Contents

Practice: card 496 of 1,000

Question 496

Choose the best answer.

A tool contains a workflow, but teams disagree about input ownership, outputs, and success. What would MOST strengthen the practice?

A. Replace written guidance with weekly discussions among team members.

B. Add optional fields reflecting each team's local terminology.

C. Agree roles, needed inputs, outputs, and measures around the tool.

D. Ask the workflow software supplier to define the management objective.

Show answer Next card

Topic index Contents

Practice: card 496 of 1,000

Answer 496

Correct Answer: C. Agree roles, needed inputs, outputs, and measures around the tool.

Why this answer

A workflow is one part of a practice. Roles, information, decision rights, and measures make the capability usable and consistent across the people performing the work.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Contents

Practice: card 497 of 1,000

Question 497

Choose the best answer.

An initiative has a sponsor but no baseline, target, or follow-through owner. Which preparation is MOST needed before choosing its actions?

A. A purchase order for the preferred implementation technology.

B. An agreed current state, intended outcome, owner, and review point.

C. A comprehensive list of every possible future service improvement.

D. A final presentation template and a larger invitation list.

Show answer Next card

Topic index Contents

Practice: card 497 of 1,000

Answer 497

Correct Answer: B. An agreed current state, intended outcome, owner, and review point.

Why this answer

These elements connect purpose, evidence, accountability, and evaluation. Sponsorship alone cannot make a proposed action testable or ensure that someone sustains the resulting improvement.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Topic index Contents

Practice: card 498 of 1,000

Question 498

Choose the best answer.

AI-generated approval summaries hide their evidence and have no owner for contested cases. What is the BEST first correction?

A. Expand the tool to collect more examples from additional approval types.

B. Make evidence reviewable and assign accountable handling of disputed results.

C. Generate longer summaries to make each recommendation more persuasive.

D. Reduce review time to match the speed of automated production.

Show answer Next card

Topic index Contents

Practice: card 498 of 1,000

Answer 498

Correct Answer: B. Make evidence reviewable and assign accountable handling of disputed results.

Why this answer

Trustworthy automation needs understandable evidence and responsibility for consequential errors or disputes. More output or less review does not resolve the missing transparency and accountability.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Topic index Contents

Practice: card 499 of 1,000

Question 499

Choose the best answer.

An executive says the service model is useful only after a new opportunity has become a live service. What is the BEST correction?

A. Its starting point should be the service's first annual budget approval.

B. It coordinates the journey from opportunity to useful service.

C. It becomes useful after suppliers have defined the technical solution.

D. Its use should begin when operations receives the completed service.

Show answer Next card

Topic index Contents

Practice: card 499 of 1,000

Answer 499

Correct Answer: B. It coordinates the journey from opportunity to useful service.

Why this answer

A connected model helps interpret demand and opportunity before substantial commitments are made. Delaying it until a later milestone loses its value in shaping direction, coordination, and the intended outcome.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 23: Translate Opportunity and Demand into Value with Stronger Structural Thinking

Open the course directory and select this episode.

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Topic index Contents

Practice: card 500 of 1,000

Question 500

Choose the best answer.

A recurring issue leads to practice changes, revised guidance, and follow-up outcome measures. What makes this continual improvement across the system?

A. Learning changed delivery, and the resulting outcomes were reviewed.

B. The issue was documented using the organization's standard improvement template.

C. A team with a dedicated improvement budget received the assignment.

D. The activity produced more detailed reports for senior managers.

Show answer Next card

Topic index Contents

Practice: card 500 of 1,000

Answer 500

Correct Answer: A. Learning changed delivery, and the resulting outcomes were reviewed.

Why this answer

Improvement connects evidence to changed work and evaluation of its effect. A budget, template, or report can support that cycle, but none demonstrates the connection by itself.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 52: Review Continual Improvement as the Thread Running Through All ITIL Learning

Open the course directory and select this episode.

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Topic index Contents

Practice: card 501 of 1,000

Question 501

Choose the best answer.

A board approves every minor operational adjustment, creating a growing queue. Which evidence would BEST support a proportionate governance redesign?

A. The number of operational teams waiting for an agenda slot.

B. Managers' preference ratings for the current meeting arrangements.

C. The risks, decision rights, and results of similar routine changes.

D. The number of slides presented at the latest board meeting.

Show answer Next card

Topic index Contents

Practice: card 501 of 1,000

Answer 501

Correct Answer: C. The risks, decision rights, and results of similar routine changes.

Why this answer

Governance should understand which decisions need its attention and which can be delegated safely. Risk and outcome evidence supports that distinction better than presentation volume, queue size alone, or personal preference.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index Contents

Practice: card 502 of 1,000

Question 502

Choose the best answer.

A team compares an internal analytics view with a fix for delayed customer access. Which principle MOST directly asks whose outcomes will improve?

A. Focus on value.

B. Optimize and automate.

C. Keep it simple and practical.

D. Start where you are.

Show answer Next card

Topic index Contents

Practice: card 502 of 1,000

Answer 502

Correct Answer: A. Focus on value.

Why this answer

Focusing on value connects effort to outcomes that matter to stakeholders. Other principles can help implement the choice, but this question establishes why one improvement is worth prioritizing.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Topic index Contents

Practice: card 503 of 1,000

Question 503

Choose the best answer.

Staff describe a request workflow as outdated. Which first action BEST applies 'start where you are'?

A. Observe current work and assess what helps or hinders users.

B. Set a replacement deadline based on the software renewal.

C. Select a supplier whose demonstration offers a modern interface.

D. Preserve current procedures until a serious service failure occurs.

Show answer Next card

Topic index Contents

Practice: card 503 of 1,000

Answer 503

Correct Answer: A. Observe current work and assess what helps or hinders users.

Why this answer

The principle asks for evidence of present strengths and weaknesses. It neither protects the existing process indefinitely nor assumes that a newer tool provides a better service.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 29: Start Where You Are Before You Reinvent What Already Works

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Topic index Contents

Practice: card 504 of 1,000

Question 504

Choose the best answer.

A leader excludes feedback during redesign to maintain momentum. Which risk does that decision increase?

A. Users will receive too many opportunities to influence minor details.

B. Teams will have more evidence than their final report can summarize.

C. Existing process strengths will be documented earlier than expected.

D. Incorrect assumptions may survive until they are costly to change.

Show answer Next card

Topic index Contents

Practice: card 504 of 1,000

Answer 504

Correct Answer: D. Incorrect assumptions may survive until they are costly to change.

Why this answer

Early feedback can expose misunderstanding while subsequent work remains adaptable. Excluding it can preserve the appearance of progress while increasing the scope of later rework.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Topic index Contents

Practice: card 505 of 1,000

Question 505

Choose the best answer.

A service spans several teams, but each hides its workload and constraints. Which principle MOST directly addresses the missing shared view?

A. Think and work holistically.

B. Start where you are.

C. Optimize and automate.

D. Collaborate and promote visibility.

Show answer Next card

Topic index Contents

Practice: card 505 of 1,000

Answer 505

Correct Answer: D. Collaborate and promote visibility.

Why this answer

Relevant work and constraints must become visible for teams to coordinate. Holistic thinking benefits from that shared picture, but collaboration and visibility directly address the information gap described.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 31: Collaborate and Promote Visibility to Break Silos and Surface Reality

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Topic index Contents

Practice: card 506 of 1,000

Question 506

Choose the best answer.

A local throughput gain creates manual reconciliation in two downstream teams. Which question BEST applies holistic thinking?

A. Did the originating team meet its own revised throughput target?

B. Did the change use the originating team's preferred technical tool?

C. Did the complete service improve after accounting for the downstream work?

D. Did the new process reduce the number of local approval meetings?

Show answer Next card

Topic index Contents

Practice: card 506 of 1,000

Answer 506

Correct Answer: C. Did the complete service improve after accounting for the downstream work?

Why this answer

The service must be assessed across connected activities, including costs shifted elsewhere. A local target can improve even when the overall flow and user outcome deteriorate.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 32: Think and Work Holistically Across Teams Technology and Outcomes

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Topic index Contents

Practice: card 507 of 1,000

Question 507

Choose the best answer.

A catalogue has many special entries that follow the same routing and controls. Which criterion should guide consolidation?

A. Whether the category generates a high volume of routine requests.

B. Whether a category was created before the latest catalogue redesign.

C. Whether the distinction changes routing, control, or the intended outcome.

D. Whether the requesting department has a separate management reporting line.

Show answer Next card

Topic index Contents

Practice: card 507 of 1,000

Answer 507

Correct Answer: C. Whether the distinction changes routing, control, or the intended outcome.

Why this answer

Categories should reflect meaningful handling or outcome differences. Age, request volume, and department structure do not by themselves justify distinct service paths.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate

Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over

Open the course directory and select this episode.

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Topic index Contents

Practice: card 508 of 1,000

Question 508

Choose the best answer.

Automated routing sends disputed requests between teams because ownership rules are unclear. What is the BEST correction?

A. Measure route speed and close requests that exceed the target.

B. Agree accountable ownership and a usable exception-resolution path.

C. Expand the automation so all teams must adapt to its decisions.

D. Add more routing retries before a request becomes visible to staff.

Show answer Next card

Topic index Contents

Practice: card 508 of 1,000

Answer 508

Correct Answer: B. Agree accountable ownership and a usable exception-resolution path.

Why this answer

An engine cannot resolve an organizational ambiguity merely by processing it faster. Clear ownership and handling for disputes supply the decision logic needed for accountable routing.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Topic index Contents

Practice: card 509 of 1,000

Question 509

Choose the best answer.

A service owner postpones practice design until after the service's 'value work' is complete. Why is that weak?

A. Practices determine which business outcomes customers are permitted to request.

B. Practice teams must own the entire service rather than share responsibilities.

C. Practices provide capabilities needed to create and sustain the service outcome.

D. Practice documentation must be completed before any stakeholder need is discussed.

Show answer Next card

Topic index Contents

Practice: card 509 of 1,000

Answer 509

Correct Answer: C. Practices provide capabilities needed to create and sustain the service outcome.

Why this answer

Practices enable real work across the service lifecycle. They are not an optional layer to add after value has somehow been created, nor do they replace customer needs or service ownership.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: How Practices Support Lifecycle Activities

Main book, page 132

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 510 of 1,000

Question 510

Choose the best answer.

What does an activity model contribute when a service team handles different kinds of demand?

A. A fixed route with the same detailed steps for every request.

B. A departmental chart that permanently assigns each activity to one manager.

C. A tool configuration that removes the need to define local responsibilities.

D. A shared structure for connecting the work needed to achieve value.

Show answer Next card

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Practice: card 510 of 1,000

Answer 510

Correct Answer: D. A shared structure for connecting the work needed to achieve value.

Why this answer

The model helps teams understand connected contributions to value. The actual path and operating responsibilities still need to fit the situation rather than follow one prescribed route.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 25: Understand the Simplified Value Chain Without Losing the Big Picture

Open the course directory and select this episode.

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Topic index Contents

Practice: card 511 of 1,000

Question 511

Choose the best answer.

Governance wants to know whether an improvement investment worked. Which measurement plan is BEST?

A. Record attendance at the meetings that authorized the investment.

B. Count ideas submitted and presentations delivered during implementation.

C. Check outcomes and quality against baseline, then look for lasting gains.

D. Track the number of hours charged to the project budget.

Show answer Next card

Topic index Contents

Practice: card 511 of 1,000

Answer 511

Correct Answer: C. Check outcomes and quality against baseline, then look for lasting gains.

Why this answer

Investment value depends on resulting service performance, including quality and sustainment. Effort and participation measures can explain expenditure but do not establish that the service improved.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Topic index

Contents

Practice: card 512 of 1,000

Question 512

Choose the best answer.

Competing improvement proposals cannot be compared consistently. What should governance agree before selection?

A. An identical funding amount for each participating department.

B. A rule favoring the proposal with the shortest implementation schedule.

C. A priority list ranked by each sponsor's organizational influence.

D. Shared tests of value, strategic fit, risk, and feasibility.

Show answer Next card

Topic index Contents

Practice: card 512 of 1,000

Answer 512

Correct Answer: D. Shared tests of value, strategic fit, risk, and feasibility.

Why this answer

Common criteria make tradeoffs explicit and aligned with direction. Sponsor influence, equal allocation, or speed alone cannot show which investment best serves organizational needs.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Topic index Contents

Practice: card 513 of 1,000

Question 513

Choose the best answer.

A team finds a useful existing workflow, removes duplication, and trials one change with users before expanding. What does this demonstrate?

A. A requirement to finish organizational change before any automation begins.

B. A preference for retaining the existing process because it is familiar.

C. Several principles working together to guide a practical choice.

D. A fixed sequence that service improvements must follow.

Show answer Next card

Topic index Contents

Practice: card 513 of 1,000

Answer 513

Correct Answer: C. Several principles working together to guide a practical choice.

Why this answer

Current-state assessment, practical simplification, and feedback can work together. Their useful combination in this example does not turn them into a mandatory sequence for every service.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Topic index Contents

Practice: card 514 of 1,000

Question 514

Choose the best answer.

An organization holds many improvement workshops, yet recurring service problems remain unchanged. What evidence is MOST needed?

A. Whether each improvement team used the approved presentation template.

B. Whether workshops attracted more participants than in the previous quarter.

C. Whether agreed actions changed outcomes and were sustained in daily work.

D. Whether every workshop produced a completed set of meeting minutes.

Show answer Next card

Topic index Contents

Practice: card 514 of 1,000

Answer 514

Correct Answer: C. Whether agreed actions changed outcomes and were sustained in daily work.

Why this answer

Workshops create opportunities to improve, but results depend on action and follow-through. Participation and records can support the process without demonstrating that the recurring service issue improved.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 50: Turn Improvement from Occasional Projects into a Daily Operating Habit

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Topic index Contents

Practice: card 515 of 1,000

Question 515

Choose the best answer.

A map shows task names but no queues or correction loops. Which addition would MOST improve its usefulness for diagnosing delay?

A. The approved visual style for diagrams used in executive reports.

B. The formal management grade of every task owner.

C. Waiting intervals, returned work, and the handoffs where they occur.

D. The annual financial plan of each participating department.

Show answer Next card

Topic index Contents

Practice: card 515 of 1,000

Answer 515

Correct Answer: C. Waiting intervals, returned work, and the handoffs where they occur.

Why this answer

Delay and rework often explain elapsed time better than the list of active tasks. Adding their actual locations and evidence makes the map useful for selecting a targeted improvement.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Topic index Contents

Practice: card 516 of 1,000

Question 516

Choose the best answer.

A simplification removes information required as regulatory evidence. What should the team conclude?

A. The governance board should design the replacement form itself.

B. Keep required evidence while cutting effort that serves no purpose.

C. Regulated processes should retain existing fields throughout their operational life.

D. Simplicity should be reserved for work outside the regulated service.

Show answer Next card

Topic index Contents

Practice: card 516 of 1,000

Answer 516

Correct Answer: B. Keep required evidence while cutting effort that serves no purpose.

Why this answer

Practical simplicity retains what the service and its obligations require. The mistake is removing necessary evidence, not attempting simplification or allowing teams to improve the work.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Topic index Contents

Practice: card 517 of 1,000

Question 517

Choose the best answer.

A practice guide buries the common path beneath many rare cases. Which revision would MOST improve usability?

A. Replace written procedures with verbal instruction from the most experienced analyst.

B. Explain the common path clearly and make exception guidance easy to find.

C. Transfer the existing material into a different document format.

D. Add a mandatory section for every new exception reported.

Show answer Next card

Topic index Contents

Practice: card 517 of 1,000

Answer 517

Correct Answer: B. Explain the common path clearly and make exception guidance easy to find.

Why this answer

Guidance should support consistent work and proportionate handling. A clear common path with findable exceptions helps staff use it; changing file format or relying on individual memory does not solve the structure problem.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Contents

Practice: card 518 of 1,000

Question 518

Choose the best answer.

An improvement backlog contains outdated ideas with no recent review. What should make it useful again?

A. Move ideas into annual planning without updating their status.

B. Regularly check value, relevance, owners, and next steps.

C. Close the backlog when it reaches the preferred item count.

D. Retain every item unchanged to preserve the original historical record.

Show answer Next card

Topic index Contents

Practice: card 518 of 1,000

Answer 518

Correct Answer: B. Regularly check value, relevance, owners, and next steps.

Why this answer

A backlog supports choices when its entries reflect current needs and accountable action. Historical records can be retained separately while obsolete or unsupported work is closed, updated, or reprioritized.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Topic index

Contents

Practice: card 519 of 1,000

Question 519

Choose the best answer.

Leaders ask teams to think holistically but provide no shared view of dependencies. What is MOST needed to support that request?

A. A separate diagram limited to each department's internal tasks.

B. A requirement that each team solve its own delays without escalation.

C. Usable information about the complete service and its connected work.

D. A longer description of each team's individual productivity target.

Show answer Next card

Topic index Contents

Practice: card 519 of 1,000

Answer 519

Correct Answer: C. Usable information about the complete service and its connected work.

Why this answer

Holistic judgment requires enough visibility to understand relationships and consequences. More detailed local targets or isolated diagrams do not reveal how one change affects the wider service.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 32: Think and Work Holistically Across Teams Technology and Outcomes

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Topic index Contents

Practice: card 520 of 1,000

Question 520

Choose the best answer.

Which response to a recurring access issue BEST demonstrates a coherent value system?

A. Each team closes its own action without reviewing the customer's outcome.

B. The issue is added to training while existing operating decisions continue unchanged.

C. Managers produce separate reports measuring only their own team's task completion.

D. Agreed priorities guide practice changes, followed by coordinated outcome review.

Show answer Next card

Topic index Contents

Practice: card 520 of 1,000

Answer 520

Correct Answer: D. Agreed priorities guide practice changes, followed by coordinated outcome review.

Why this answer

The response connects direction, execution, and learning around the service result. Isolated closure and reporting may document activity while leaving the recurring user problem unresolved.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Connecting the Value System to Daily Work

Main book, page 52

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

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Topic index Contents

Practice: card 521 of 1,000

Question 521

Choose the best answer.

A council requires detailed monthly reports on every minor workaround, creating substantial burden. What is the BEST review of that requirement?

A. Match reporting to meaningful risks, patterns, and oversight decisions.

B. Move the reports to a supplier without reviewing their decision purpose.

C. End all local workarounds until the reporting backlog has cleared.

D. Keep the reports because any increase in visibility improves control.

Show answer Next card

Topic index Contents

Practice: card 521 of 1,000

Answer 521

Correct Answer: A. Match reporting to meaningful risks, patterns, and oversight decisions.

Why this answer

Governance information should support decisions and accountability at a proportionate cost. The team should preserve required evidence while removing reporting detail that does not improve meaningful oversight.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Practice: card 522 of 1,000

Question 522

Choose the best answer.

A team plans to rebuild a capability without checking whether another unit already performs it effectively. What should happen FIRST?

A. Select a common technology platform for all business units.

B. Set a standard implementation deadline for the proposed replacement.

C. Investigate and assess the existing useful capability.

D. Assign development work before comparing local service conditions.

Show answer

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Topic index

Contents

Practice: card 522 of 1,000

Answer 522

Correct Answer: C. Investigate and assess the existing useful capability.

Why this answer

Starting where you are includes capabilities already available across the organization. Their effectiveness and fit should be assessed before deciding to reuse, adapt, or rebuild them.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 29: Start Where You Are Before You Reinvent What Already Works

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Practice: card 523 of 1,000

Question 523

Choose the best answer.

Local activity metrics improve, yet customer waiting time rises. What should the team examine before more local changes?

A. The consistency of departmental productivity reporting templates.

B. The task count achieved by the highest-performing local team.

C. The punctuality of each manager's monthly report submission.

D. Where the whole service waits, returns work, or depends on others.

Show answer Next card

Topic index Contents

Practice: card 523 of 1,000

Answer 523

Correct Answer: D. Where the whole service waits, returns work, or depends on others.

Why this answer

The contradiction suggests that local measures are missing part of the service flow. An end-to-end view can show work shifted into queues or handoffs that departmental metrics do not capture.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices
Main book, page 47

Episode 25: Understand the Simplified Value Chain Without Losing the Big Picture
Open the course directory and select this episode.

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Topic index Contents

Practice: card 524 of 1,000

Question 524

Choose the best answer.

An internal shortcut saves effort but demonstrably slows the customer journey and hides status. What should the team do before approval?

A. Reassess the wider value tradeoff and redesign the proposal where needed.

B. Approve the shortcut because the originating team's effort will fall.

C. Wait for a complaint threshold before reviewing the customer effect.

D. Exclude customer measures so the internal saving can be evaluated independently.

Show answer Next card

Topic index Contents

Practice: card 524 of 1,000

Answer 524

Correct Answer: A. Reassess the wider value tradeoff and redesign the proposal where needed.

Why this answer

A value decision includes consequences for the people using the service. The saving must be weighed with the demonstrated delay and uncertainty, rather than approved from one internal measure alone.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Topic index Contents

Practice: card 525 of 1,000

Question 525

Choose the best answer.

A team proposes removing three approvals without knowing which requirements they enforce. What should it do FIRST?

A. Merge the approval stages before examining their separate requirements.

B. Automate the current approvals to reduce handling time immediately.

C. Retain every approval because it already exists in the documented process.

D. Determine the purpose, evidence, and control contribution of each step.

Show answer Next card

Topic index Contents

Practice: card 525 of 1,000

Answer 525

Correct Answer: D. Determine the purpose, evidence, and control contribution of each step.

Why this answer

Current-state assessment distinguishes useful controls from inherited burden. The team needs that understanding before choosing what to remove, redesign, retain, or automate.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 29: Start Where You Are Before You Reinvent What Already Works

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Topic index Contents

Practice: card 526 of 1,000

Question 526

Choose the best answer.

A large redesign is months away, but a bounded onboarding fix has clear benefit and manageable risk. What approach BEST reflects iterative progress?

A. Replace the workflow platform to demonstrate a larger commitment.

B. Test the bounded fix and feed its results into the wider redesign.

C. Suspend stakeholder suggestions until the enterprise model receives approval.

D. Wait for the complete redesign so teams change simultaneously.

Show answer Next card

Topic index Contents

Practice: card 526 of 1,000

Answer 526

Correct Answer: B. Test the bounded fix and feed its results into the wider redesign.

Why this answer

A useful manageable change can produce value and learning while broader work continues. The intervention still needs appropriate controls and evaluation rather than being treated as a reason to bypass them.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback

Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Topic index Contents

Practice: card 527 of 1,000

Question 527

Choose the best answer.

Finance, identity, and support use different meanings for 'blocked' and 'complete'. What would MOST improve coordination?

A. Create additional local states so each team can preserve its terminology.

B. Increase automated status updates using each team's existing definitions.

C. Compare the teams' completion totals without changing how states are recorded.

D. Agree common meanings and the evidence needed to apply each state.

Show answer Next card

Topic index Contents

Practice: card 527 of 1,000

Answer 527

Correct Answer: D. Agree common meanings and the evidence needed to apply each state.

Why this answer

Shared definitions make work visible on a common basis. Faster reporting of inconsistent states can amplify confusion instead of making dependencies or completion more understandable.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 31: Collaborate and Promote Visibility to Break Silos and Surface Reality

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Topic index Contents

Practice: card 528 of 1,000

Question 528

Choose the best answer.

Shorter support conversations reduce handle time but increase repeat calls and escalations. What should the next review consider?

A. Total resolution effort and user outcomes across all subsequent contacts.

B. The percentage of calls ending within the local handling target.

C. The reduction in average minutes recorded for each initial contact.

D. The number of analysts who followed the shortened conversation script.

Show answer Next card

Topic index Contents

Practice: card 528 of 1,000

Answer 528

Correct Answer: A. Total resolution effort and user outcomes across all subsequent contacts.

Why this answer

The service can become worse when work is shifted beyond the first contact. Holistic review follows the complete result, including repeat effort, instead of declaring success from a local time reduction.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 32: Think and Work Holistically Across Teams Technology and Outcomes

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Topic index Contents

Practice: card 529 of 1,000

Question 529

Choose the best answer.

Optional form fields confuse requestors but have no demonstrated routing, control, or outcome use. What is the BEST response?

A. Make the fields required so the resulting data becomes more consistent.

B. Add explanations for every field without questioning whether it is useful.

C. Retain every field because optional information cannot create service burden.

D. Remove or hide low-value fields while preserving justified information needs.

Show answer Next card

Topic index Contents

Practice: card 529 of 1,000

Answer 529

Correct Answer: D. Remove or hide low-value fields while preserving justified information needs.

Why this answer

Optional complexity can still distract users and increase effort. A practical form retains information with a clear purpose and removes needless burden rather than making unused inputs more prominent.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over
Open the course directory and select this episode.

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Topic index Contents

Practice: card 530 of 1,000

Question 530

Choose the best answer.

Analysts disagree about what incoming-work categories mean. What is the BEST preparation for automated classification?

A. Increase the category count to capture more possible interpretations.

B. Choose the classifier with the highest demonstrated processing speed.

C. Use the most experienced analyst's labels without reviewing their meaning.

D. Define and test meaningful categories and their handling rules.

Show answer Next card

Topic index Contents

Practice: card 530 of 1,000

Answer 530

Correct Answer: D. Define and test meaningful categories and their handling rules.

Why this answer

The classification logic needs a shared, useful meaning before it is scaled. More categories, personal preference, or processing speed does not resolve ambiguity about the decisions the labels should support.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Topic index Contents

Practice: card 531 of 1,000

Question 531

Choose the best answer.

A team rejects the service model because it does not assign tomorrow's task to a named employee. What is the BEST response?

A. The model becomes relevant once detailed operating procedures are unnecessary.

B. The model can assign tasks once all teams share a workflow tool.

C. The model should prescribe the same team structure for every organization.

D. The model sets a structure that local roles and practices put to work.

Show answer Next card

Topic index Contents

Practice: card 531 of 1,000

Answer 531

Correct Answer: D. The model sets a structure that local roles and practices put to work.

Why this answer

A high-level model organizes relationships and purpose without supplying every local assignment. Practices and operating design translate that structure into responsibilities and usable work.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Practice: card 532 of 1,000

Question 532

Choose the best answer.

A practice is described entirely as a weekly review meeting. Which evidence would show that the wider capability exists?

A. The chair can explain the process without consulting documentation.

B. A workflow product has been purchased for the team organizing the meeting.

C. Staff use clear roles, inputs, guidance, and measures in the work.

D. The meeting has a fixed time and an approved agenda.

Show answer Next card

Topic index Contents

Practice: card 532 of 1,000

Answer 532

Correct Answer: C. Staff use clear roles, inputs, guidance, and measures in the work.

Why this answer

A practice must enable consistent management work, not merely hold an event. Schedule, individual expertise, and purchased tooling can contribute but do not demonstrate the complete capability.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Topic index

Contents

Practice: card 533 of 1,000

Question 533

Choose the best answer.

A team tracks many numbers, but none shows whether onboarding became easier or more successful. What should change?

A. Replace numerical evidence with the sponsor's overall assessment.

B. Choose measures that show the desired outcome and guide action.

C. Collect more measures to cover additional internal activity.

D. Make the most frequently reported metric the primary success indicator.

Show answer Next card

Topic index Contents

Practice: card 533 of 1,000

Answer 533

Correct Answer: B. Choose measures that show the desired outcome and guide action.

Why this answer

Useful measures support judgments about the outcome and the next action. Volume of metrics does not compensate for a missing connection to what users need the improvement to achieve.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Contents

Practice: card 534 of 1,000

Question 534

Choose the best answer.

A nominal map shows a straight approval path, but half of requests return for clarification. What should be changed FIRST?

A. Show the observed return loops and waiting, then investigate their causes.

B. Assign the approval team responsibility for every return without investigation.

C. Add a target requiring staff to follow the nominal path more consistently.

D. Keep the clean map and report returns only in a separate team dashboard.

Show answer Next card

Topic index Contents

Practice: card 534 of 1,000

Answer 534

Correct Answer: A. Show the observed return loops and waiting, then investigate their causes.

Why this answer

The current-state map should represent how work actually flows. Hiding the loops prevents the team from understanding rework and choosing a remedy grounded in the real process.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Topic index Contents

Practice: card 535 of 1,000

Question 535

Choose the best answer.

Which action turns an agreed value stream map into an ongoing management capability?

A. Publish a polished diagram and record the workshop participants.

B. Divide the map into departmental pages and review local task totals independently.

C. Use the finished map as evidence that further investigation is unnecessary.

D. Coordinate teams and regularly review flow, constraints, and outcomes.

Show answer Next card

Topic index Contents

Practice: card 535 of 1,000

Answer 535

Correct Answer: D. Coordinate teams and regularly review flow, constraints, and outcomes.

Why this answer

Management requires continuing visibility, ownership, and decisions about flow. Documentation supports that work but does not replace evaluation of changing constraints and results.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Topic index

Contents

Practice: card 536 of 1,000

Question 536

Choose the best answer.

Leaders approve more improvement initiatives than available capacity can support. What should governance do?

A. Fund projects according to the enthusiasm of their executive sponsors.

B. Prioritize and sequence work by direction, expected value, risk, and capacity.

C. Keep all initiatives active and reduce each team's allocated effort equally.

D. Increase progress reporting while retaining the current commitments unchanged.

Show answer Next card

Topic index Contents

Practice: card 536 of 1,000

Answer 536

Correct Answer: B. Prioritize and sequence work by direction, expected value, risk, and capacity.

Why this answer

A portfolio needs deliberate tradeoffs when resources are limited. Spreading effort across everything or adding reports can preserve activity while delaying useful outcomes and obscuring accountability.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Continual Improvement as a Built-In Capability

Main book, page 50

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Topic index Contents

Practice: card 537 of 1,000

Question 537

Choose the best answer.

A simplification removes the only knowledgeable review of material financial exceptions. What is the BEST correction?

A. Have another team perform the same review to add rigor.

B. Keep needed judgment and remove duplicate or avoidable effort.

C. Use the shorter process as evidence that the control is effective.

D. Preserve the complete existing procedure because financial exceptions are consequential.

Show answer Next card

Topic index Contents

Practice: card 537 of 1,000

Answer 537

Correct Answer: B. Keep needed judgment and remove duplicate or avoidable effort.

Why this answer

A necessary exception decision is not waste simply because it takes effort. Practical simplicity preserves the judgment and evidence required while challenging duplication and needless burden around it.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Topic index Contents

Practice: card 538 of 1,000

Question 538

Choose the best answer.

A guide routes routine cases and novel high-risk cases through the same lengthy approval wording. What improvement is MOST appropriate?

A. Let each analyst create an undocumented local route for difficult cases.

B. Add more rare-case detail before explaining the normal working path.

C. Use a longer universal rule so no case can require interpretation.

D. Provide clear common handling and proportionate guidance for unusual cases.

Show answer Next card

Topic index Contents

Practice: card 538 of 1,000

Answer 538

Correct Answer: D. Provide clear common handling and proportionate guidance for unusual cases.

Why this answer

Useful guidance supports consistent but proportionate decisions. Common work should be understandable without losing the controls or judgment needed when risk and circumstances differ.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Practice: card 539 of 1,000

Question 539

Choose the best answer.

AI summaries omit reasons for priority changes, and analysts miss escalation needs. Which control should be strengthened FIRST?

A. Checks against source evidence and clear ownership of corrections.

B. A target for the number of summaries produced per shift.

C. A broader rollout across services to collect additional examples of the same summaries.

D. A shorter review interval based on average reading time.

Show answer Next card

Topic index Contents

Practice: card 539 of 1,000

Answer 539

Correct Answer: A. Checks against source evidence and clear ownership of corrections.

Why this answer

The omission affects a consequential decision, so analysts need evidence and a way to detect and correct it. Output volume and speed are not proof that summaries preserve the information required for safe escalation.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate

Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Topic index Contents

Practice: card 540 of 1,000

Question 540

Choose the best answer.

Which scenario BEST demonstrates the value system influencing a real service decision?

A. Direction shapes practice choices, and measured results guide the next action.

B. Teams share training while maintaining separate, unreviewed decision rules.

C. A service owner adopts a practice template without checking its operational effects.

D. Managers approve the proposal and end their review when implementation tasks finish.

Show answer Next card

Topic index Contents

Practice: card 540 of 1,000

Answer 540

Correct Answer: A. Direction shapes practice choices, and measured results guide the next action.

Why this answer

A coherent system connects direction, execution, and learning about results. Shared training, approval, or templates are useful inputs, but they do not alone establish that connection.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Connecting the Value System to Daily Work

Main book, page 52

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

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Practice: card 541 of 1,000

Question 541

Choose the best answer.

A board handles both urgent exceptions and routine low-risk changes in one central approval queue. What would improve control and responsiveness?

A. Set risk-based decision rights, routine paths, and escalation rules.

B. Require two central approvals for each change classified as urgent.

C. Replace advance decision rules with retrospective monthly reporting.

D. Let delivery teams set their own acceptable risk limits.

Show answer Next card

Topic index Contents

Practice: card 541 of 1,000

Answer 541

Correct Answer: A. Set risk-based decision rights, routine paths, and escalation rules.

Why this answer

Different risks and urgency need proportionate handling within clear authority. Delegation and defined paths can preserve control while reserving escalation for cases that exceed the agreed boundaries.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Return to question Next card

Topic index Contents

Practice: card 542 of 1,000

Question 542

Choose the best answer.

A new demand signal prompts competing local solutions. What should the team establish before choosing one?

A. The intended outcome and the connected work needed to respond.

B. Which tool offers the highest processing rate for one existing task.

C. Which team can demonstrate a new automation most quickly.

D. Which department currently holds the largest unspent technology budget.

Show answer Next card

Topic index Contents

Practice: card 542 of 1,000

Answer 542

Correct Answer: A. The intended outcome and the connected work needed to respond.

Why this answer

Interpreting demand in relation to an outcome prevents activity from becoming the goal. A connected view then helps identify where action is needed rather than choosing a locally attractive solution first.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 23: Translate Opportunity and Demand into Value with Stronger Structural Thinking

Open the course directory and select this episode.

Return to question Next card

Topic index Contents

Practice: card 543 of 1,000

Question 543

Choose the best answer.

Fulfillment works only when one expert coordinator is present. What evidence would BEST show a more dependable practice?

A. The expert explains every exception without consulting written documentation.

B. The workflow runs in a widely used commercial service platform.

C. The coordinator chairs weekly meetings with the participating managers.

D. Teams consistently use defined roles, inputs, guidance, and measures.

Show answer Next card

Topic index Contents

Practice: card 543 of 1,000

Answer 543

Correct Answer: D. Teams consistently use defined roles, inputs, guidance, and measures.

Why this answer

A practice is shared capability rather than dependence on one person's memory. Consistent use of roles, information, guidance, and measures demonstrates that the organization can sustain the work.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Return to question

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Topic index

Contents

Practice: card 544 of 1,000

Question 544

Choose the best answer.

A new working practice initially improves results, but staff gradually resume their previous methods. What should the team investigate FIRST?

A. Whether owners and follow-up checks helped the new practice last.

B. Whether spare technical capacity could offset the resulting loss of performance.

C. Whether the baseline should be reset to match the latest reported performance.

D. Whether stricter completion targets would make the old methods work faster.

Show answer Next card

Topic index Contents

Practice: card 544 of 1,000

Answer 544

Correct Answer: A. Whether owners and follow-up checks helped the new practice last.

Why this answer

The return to previous methods calls for checking how the change was supported and sustained. Ownership, reinforcement, and follow-up can help reveal why adoption faded; the review should establish the cause before selecting another intervention.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Return to question Next card

Topic index Contents

Practice: card 545 of 1,000

Question 545

Choose the best answer.

A defect makes customers miss onboarding deadlines, while a cosmetic dashboard update competes for the same capacity. Which reason BEST supports fixing the defect first?

A. It follows the implementation team's preferred sequence of technical activities.

B. It protects a needed outcome that customers are failing to reach.

C. It produces more visible improvements to internal reporting.

D. It needs fewer discussions with the users affected by the defect.

Show answer Next card

Topic index Contents

Practice: card 545 of 1,000

Answer 545

Correct Answer: B. It protects a needed outcome that customers are failing to reach.

Why this answer

The missed deadline is direct evidence of harm to the service's purpose. Internal visibility, convenience, or fewer conversations do not establish an equivalent stakeholder benefit.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Return to question

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Topic index

Contents

Practice: card 546 of 1,000

Question 546

Choose the best answer.

After an acquisition, leaders want to discard the inherited triage model because its terminology differs. What should be done FIRST?

A. Preserve the inherited process indefinitely to avoid disrupting local expertise.

B. Assess its performance and useful capabilities before deciding what to change.

C. Ask the new software supplier to prescribe the combined triage process.

D. Replace the model so all teams use the acquiring company's terminology.

Show answer Next card

Topic index Contents

Practice: card 546 of 1,000

Answer 546

Correct Answer: B. Assess its performance and useful capabilities before deciding what to change.

Why this answer

Different language does not establish that the capability is ineffective. Current-state assessment can identify what to retain, adapt, or replace while building a shared understanding across the merged service.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 29: Start Where You Are Before You Reinvent What Already Works

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Return to question Next card

Topic index Contents

Practice: card 547 of 1,000

Question 547

Choose the best answer.

A proposed approval path may behave differently across regions. What is the BEST way to learn before broad commitment?

A. Make the largest region's existing procedure the mandatory international standard.

B. Wait until documentation resolves every regional uncertainty.

C. Roll out globally and make the first month the final design test.

D. Trial the path, compare regions, and use the evidence to expand.

Show answer Next card

Topic index Contents

Practice: card 547 of 1,000

Answer 547

Correct Answer: D. Trial the path, compare regions, and use the evidence to expand.

Why this answer

A bounded trial can test assumptions while limiting exposure. Evidence from one context still needs evaluation against other regions rather than being treated as universal proof.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Return to question Next card

Topic index Contents

Practice: card 548 of 1,000

Question 548

Choose the best answer.

Teams conceal blockers because reporting them has led to blame. What should leadership establish FIRST?

A. Automatically escalate every missed local target to the executive management team.

B. Require all facts to be resolved before discussing a dependency.

C. Collect private reports without discussion across teams.

D. Create shared reviews where people can safely raise and resolve blockers.

Show answer Next card

Topic index Contents

Practice: card 548 of 1,000

Answer 548

Correct Answer: D. Create shared reviews where people can safely raise and resolve blockers.

Why this answer

Useful visibility depends on people being able to surface reality without punishment for reporting it. A constructive review can still preserve accountability while directing attention to causes and action.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 31: Collaborate and Promote Visibility to Break Silos and Surface Reality

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Return to question Next card

Topic index Contents

Practice: card 549 of 1,000

Question 549

Choose the best answer.

A fraud control reduces losses but raises abandonment, support demand, and manual reviews. What should guide the next decision?

A. The originating team's improvement in recorded fraud losses.

B. The net effect on service outcomes, risk, and total effort.

C. The implementation schedule for extending the control to additional customers.

D. The additional control rules created during implementation.

Show answer Next card

Topic index Contents

Practice: card 549 of 1,000

Answer 549

Correct Answer: B. The net effect on service outcomes, risk, and total effort.

Why this answer

A control can improve one outcome while imposing consequences elsewhere. Holistic assessment examines the combined effects so the next change balances protection with practical service value.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Collaborate and Promote Visibility; Think and Work Holistically
Main book, page 61

Episode 32: Think and Work Holistically Across Teams Technology and Outcomes

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Return to question Next card

Topic index Contents

Practice: card 550 of 1,000

Question 550

Choose the best answer.

Rarely used form sections confuse requestors and delay routing. What is the BEST redesign approach?

A. Clarify the common path and provide targeted exception guidance.

B. Display every possible exception section at the beginning of the form.

C. Replace written guidance with verbal explanations for individual requests.

D. Retain the current form and require comprehensive training before submission.

Show answer Next card

Topic index Contents

Practice: card 550 of 1,000

Answer 550

Correct Answer: A. Clarify the common path and provide targeted exception guidance.

Why this answer

Practical simplicity reduces unnecessary exposure to complexity while preserving needed controls and exceptional handling. Eliminating guidance or keeping all rare detail prominent does not resolve the usability problem.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate

Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over

Open the course directory and select this episode.

Return to question Next card

Topic index Contents

Practice: card 551 of 1,000

Question 551

Choose the best answer.

Which task is the STRONGEST initial automation candidate, assuming acceptable implementation risk?

A. An infrequent negotiation shaped by changing stakeholder requirements and preferences.

B. A novel approval path whose categories staff interpret differently.

C. Repeatable work with reliable inputs, stable rules, and defined exceptions.

D. A rare exception with disputed ownership and case-specific judgment.

Show answer Next card

Topic index Contents

Practice: card 551 of 1,000

Answer 551

Correct Answer: C. Repeatable work with reliable inputs, stable rules, and defined exceptions.

Why this answer

Stable, understood, repeatable work is well suited to consistent execution when controls and exceptions are clear. Novel or disputed work may need additional design and judgment before automation is appropriate.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate

Main book, page 64

Episode 34: Optimize and Automate Without Losing Judgment Ownership and Trust

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Return to question Next card

Topic index Contents

Practice: card 552 of 1,000

Question 552

Choose the best answer.

Which observation BEST shows that the service management model affects daily decisions?

A. The governance handbook is available on the intranet.

B. Staff can recite guiding principles during annual training.

C. Each practice has documentation completed in the organization's approved template.

D. Direction, practices, and evidence shape the actions teams choose.

Show answer Next card

Topic index Contents

Practice: card 552 of 1,000

Answer 552

Correct Answer: D. Direction, practices, and evidence shape the actions teams choose.

Why this answer

Practical use is visible when the model changes how work is decided and evaluated. Knowledge of names and completed documents may support that behavior but do not demonstrate it alone.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Connecting the Value System to Daily Work

Main book, page 52

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Return to question Next card

Topic index Contents

Practice: card 553 of 1,000

Question 553

Choose the best answer.

An incident review is stuck on blame. Which question BEST uses a practice perspective to improve future work?

A. Which department has the largest incident-management staffing allocation?

B. Which manager approved the service's original organizational structure?

C. Did roles, data, outputs, and decision rules support the task?

D. Which analyst received the most messages during the busiest hour?

Show answer Next card

Topic index Contents

Practice: card 553 of 1,000

Answer 553

Correct Answer: C. Did roles, data, outputs, and decision rules support the task?

Why this answer

The practice lens examines the capability needed to perform and improve the work. It supports accountability through roles and evidence without reducing the review to personal blame or activity counts.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 45: Learn Why Practice Guides Matter for Roles Actions Inputs Outputs and Measures

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Topic index

Contents

Practice: card 554 of 1,000

Question 554

Choose the best answer.

Three teams disagree about where request delay starts. What is the BEST first investigation?

A. Replace the intake tool because every request first passes through it.

B. Trace recent requests using timestamps, handoffs, returns, and staff accounts.

C. Assign responsibility to the department with the highest visible backlog.

D. Compare managers' opinions and adopt the most widely supported explanation.

Show answer Next card

Topic index Contents

Practice: card 554 of 1,000

Answer 554

Correct Answer: B. Trace recent requests using timestamps, handoffs, returns, and staff accounts.

Why this answer

Operational records combined with practitioner insight establish the actual flow. Tool replacement, popularity of explanations, or queue size alone can misidentify the cause before it is examined.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Return to question

Next card

Topic index

Contents

Practice: card 555 of 1,000

Question 555

Choose the best answer.

After mapping a cross-team stream, leaders still judge it solely through departmental service targets. What is missing?

A. Measures covering end-to-end flow and achievement of stakeholder outcomes.

B. Consistent presentation layouts for all departmental performance dashboards.

C. One software vendor for tracking every team's work.

D. More detailed descriptions of the work each department completes independently.

Show answer Next card

Topic index Contents

Practice: card 555 of 1,000

Answer 555

Correct Answer: A. Measures covering end-to-end flow and achievement of stakeholder outcomes.

Why this answer

Local targets can be healthy while work waits between teams. End-to-end measures complement local information by revealing whether the full path is timely, coherent, and useful to the stakeholder.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Return to question Next card

Topic index Contents

Practice: card 556 of 1,000

Question 556

Choose the best answer.

Two well-sponsored initiatives have weak results and unclear ownership after several months. What should governance do?

A. Use evidence to continue, redirect, rescope, or stop.

B. Add progress-reporting layers before examining whether the work is worthwhile.

C. Divide remaining funding equally to maintain confidence among the sponsors.

D. Continue both unchanged to preserve consistency with the original approvals.

Show answer Next card

Topic index Contents

Practice: card 556 of 1,000

Answer 556

Correct Answer: A. Use evidence to continue, redirect, rescope, or stop.

Why this answer

Oversight evaluates whether investment still serves the expected outcome and acceptable risk. Initial sponsorship does not justify indefinite continuation when evidence and accountability no longer support the commitment.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Return to question Next card

Topic index Contents

Practice: card 557 of 1,000

Question 557

Choose the best answer.

A near-miss reveals a weak handoff before serious harm occurs. How should it enter improvement work?

A. Leave it to the individuals involved because the outcome was not harmful.

B. Wait until the same weakness causes a major service disruption.

C. Treat it as a complete failure requiring an enterprise transformation project.

D. Record and assess the signal using handling proportionate to its significance.

Show answer Next card

Topic index Contents

Practice: card 557 of 1,000

Answer 557

Correct Answer: D. Record and assess the signal using handling proportionate to its significance.

Why this answer

Small events can reveal meaningful weaknesses worth addressing before harm grows. Proportionate assessment avoids both dismissing the signal and turning every minor observation into an oversized project.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 50: Turn Improvement from Occasional Projects into a Daily Operating Habit

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Return to question Next card

Topic index Contents

Practice: card 558 of 1,000

Question 558

Choose the best answer.

A new knowledge workflow is intended to help staff resolve common cases correctly and sooner. Which measure pair BEST tests that outcome?

A. Articles written and training sessions delivered each month.

B. Resolution time and the accuracy of the resulting answers.

C. Review meetings held and total pages added to the knowledge base.

D. Contributors registered and tags applied to newly published articles.

Show answer Next card

Topic index Contents

Practice: card 558 of 1,000

Answer 558

Correct Answer: B. Resolution time and the accuracy of the resulting answers.

Why this answer

The target outcome concerns speed and correctness in real cases. Production counts describe the knowledge workflow's activity but do not demonstrate that it helps users resolve the work better.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Return to question

Next card

Topic index

Contents

Practice: card 559 of 1,000

Question 559

Choose the best answer.

A recurring issue leads to a revised runbook, clearer intake guidance, and a better detection threshold. What does the connected response illustrate?

A. The value of completing each team's improvement independently of the others.

B. Improvement using evidence across several parts of the service system.

C. The need to transfer permanent ownership of the service to one technical team.

D. The use of documentation volume as the main indicator of service maturity.

Show answer Next card

Topic index Contents

Practice: card 559 of 1,000

Answer 559

Correct Answer: B. Improvement using evidence across several parts of the service system.

Why this answer

One pattern can require changes in several contributing capabilities. Coordinated improvement uses that evidence across boundaries rather than confining learning to whichever team first observed the problem.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 52: Review Continual Improvement as the Thread Running Through All ITIL Learning

Open the course directory and select this episode.

Return to question Next card

Topic index Contents

Practice: card 560 of 1,000

Question 560

Choose the best answer.

A service decision cites governance direction, practical principles, and relevant practices. What would BEST show that these elements work together?

A. Managers declare success through independent departmental performance measures.

B. Staff can identify each element's source publication during training.

C. Each element has a separate document approved by its responsible team.

D. They guide shared action, and its results inform what happens next.

Show answer Next card

Topic index Contents

Practice: card 560 of 1,000

Answer 560

Correct Answer: D. They guide shared action, and its results inform what happens next.

Why this answer

Coherence is shown by how direction and capability shape action and learning. Separate documentation and knowledge of terminology are helpful supports but do not establish a shared service result.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Connecting the Value System to Daily Work

Main book, page 52

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

Return to question Next card

Topic index Contents

Topic 5

Continual improvement and value streams

Use evidence to understand flow, select improvements, and check outcomes. Distinguish local activity from progress across the complete value stream.

Select a question. Return here with Topic index on either card face.

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Practice: card 561 of 1,000

Question 561

Choose the best answer.

What is the PRIMARY purpose of identifying a value stream?

A. Understand the path connecting demand with a useful outcome.

B. Select the technology product used by each participating team.

C. List the departments shown in the service provider's organization chart.

D. Record the contractual reporting hierarchy for every external supplier.

Show answer Next card

Topic index Contents

Practice: card 561 of 1,000

Answer 561

Correct Answer: A. Understand the path connecting demand with a useful outcome.

Why this answer

A value stream is defined around the path to a useful outcome, not the boundaries of a tool or department. Identifying it makes the combined work and its purpose available for analysis.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Return to question

Next card

Topic index

Contents

Practice: card 562 of 1,000

Question 562

Choose the best answer.

A map reproduces official steps but excludes frequent returns and waits. What conclusion should its reviewers draw?

A. The map establishes whether all teams have enough capacity to meet demand.

B. The map proves that exceptions are too infrequent to affect service outcomes.

C. The map may conceal major sources of delay in actual work.

D. The map establishes the full elapsed time because every task is named.

Show answer Next card

Topic index Contents

Practice: card 562 of 1,000

Answer 562

Correct Answer: C. The map may conceal major sources of delay in actual work.

Why this answer

A formal route can omit the behavior that drives service performance. Returns, queues, and informal paths need evidence-based inclusion before the map can explain real elapsed time.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

Open the course directory and select this episode.

Return to question Next card

Topic index Contents

Practice: card 563 of 1,000

Question 563

Choose the best answer.

Which observation MOST strongly suggests a bottleneck that warrants investigation?

A. The same manager participates in several related service performance reviews.

B. Request categories have increased since the previous quarter.

C. Queues grow before one activity despite unused downstream capacity.

D. Teams use different products to record completed work.

Show answer Next card

Topic index Contents

Practice: card 563 of 1,000

Answer 563

Correct Answer: C. Queues grow before one activity despite unused downstream capacity.

Why this answer

Persistent accumulation with downstream waiting suggests that the activity or its conditions constrain flow. The team should still investigate demand, batching, and available capacity rather than infer the cause from the queue alone.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Return to question Next card

Topic index Contents

Practice: card 564 of 1,000

Question 564

Choose the best answer.

Users spend time finding the right entry point before an internal task begins. Why include that trigger-to-entry interval in an end-to-end analysis?

A. It identifies the staff capacity needed for the final approval.

B. It isolates provider-controlled work from the customer's own activity.

C. It captures waiting that an internal task boundary would exclude.

D. It establishes the processing time of the internal fulfillment activity.

Show answer Next card

Topic index Contents

Practice: card 564 of 1,000

Answer 564

Correct Answer: C. It captures waiting that an internal task boundary would exclude.

Why this answer

The analysis should match the stakeholder outcome and declared boundaries. Starting after known entry friction hides that part of the experience and can make the service appear faster than it is for users.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Return to question

Next card

Topic index

Contents

Practice: card 565 of 1,000

Question 565

Choose the best answer.

The first stream map is complete. Which next step BEST turns it into useful management?

A. Assign review ownership and use flow evidence to choose improvements.

B. Add more visual detail until every technical task has its own symbol.

C. Keep the diagram unchanged so it remains a permanent reference baseline.

D. Replace every team's operational measure with a count of mapped activities.

Show answer Next card

Topic index Contents

Practice: card 565 of 1,000

Answer 565

Correct Answer: A. Assign review ownership and use flow evidence to choose improvements.

Why this answer

A map is a starting point for decisions about actual flow. Continuing ownership, observation, and evaluation keep it useful as demand and conditions change.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Return to question

Next card

Topic index

Contents

Practice: card 566 of 1,000

Question 566

Choose the best answer.

Which measure MOST directly describes an entire request stream's delivery speed?

A. Elapsed time from defined request submission to verified fulfillment.

B. The percentage of the intake team's cases processed before noon.

C. Average time that technicians actively spend fulfilling a request.

D. The number of forms completed by the approval team each week.

Show answer Next card

Topic index Contents

Practice: card 566 of 1,000

Answer 566

Correct Answer: A. Elapsed time from defined request submission to verified fulfillment.

Why this answer

A defined submission-to-fulfillment interval spans the complete request journey. Local task counts, target attainment, and active handling time measure useful aspects of work, but they do not establish its total delivery time.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Return to question Next card

Topic index Contents

Practice: card 567 of 1,000

Question 567

Choose the best answer.

Intake and approval are fast, but fulfillment waits for missing information. Which improvement target is MOST directly supported?

A. The technical processing time once a complete request reaches fulfillment.

B. The frequency of escalation when fulfillment exceeds its local target.

C. The information and acceptance criteria at the fulfillment handoff.

D. The approval team's staffing level during the busiest intake periods.

Show answer Next card

Topic index Contents

Practice: card 567 of 1,000

Answer 567

Correct Answer: C. The information and acceptance criteria at the fulfillment handoff.

Why this answer

The delay occurs when work moves forward without what fulfillment needs. Improving that handoff addresses the stated cause more directly than optimizing an already fast upstream step.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Return to question

Next card

Topic index

Contents

Practice: card 568 of 1,000

Question 568

Choose the best answer.

Why include exception routes when mapping a value stream?

A. To evaluate the normal route without including atypical cases.

B. To assign every variant the same controls as the standard route.

C. To use exception counts instead of measuring the resulting outcomes.

D. To show how actual work moves when the normal path does not fit.

Show answer Next card

Topic index Contents

Practice: card 568 of 1,000

Answer 568

Correct Answer: D. To show how actual work moves when the normal path does not fit.

Why this answer

Exception paths can reveal returns, extra waiting, and dependencies hidden by the nominal route. Include the detail needed to understand their effect, not detail merely to make the diagram larger.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

Open the course directory and select this episode.

Return to question Next card

Topic index Contents

Practice: card 569 of 1,000

Question 569

Choose the best answer.

A proposed tool upgrade targets one team, but the cause of delay could be waiting or rework elsewhere. What should happen FIRST?

A. Trace end-to-end flow and locate constraints before choosing interventions.

B. Buy the highest-rated tool in the relevant product category.

C. Raise the requesting team's target for local processing speed.

D. Have departments prepare independent automation proposals for their current activities.

Show answer Next card

Topic index Contents

Practice: card 569 of 1,000

Answer 569

Correct Answer: A. Trace end-to-end flow and locate constraints before choosing interventions.

Why this answer

A local technology change may not affect the delay that determines the outcome. End-to-end evidence helps identify whether the proposed intervention addresses the actual constraint or merely improves an unconstrained step.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

Open the course directory and select this episode.

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Practice: card 570 of 1,000

Question 570

Choose the best answer.

After a value stream is identified, what is the purpose of managing it?

A. Standardize the diagram's presentation across management reports.

B. Define a permanent sequence for future requests regardless of changing circumstances.

C. Centralize all local decisions in one standing approval committee.

D. Use visible work and evidence to improve the flow over time.

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Practice: card 570 of 1,000

Answer 570

Correct Answer: D. Use visible work and evidence to improve the flow over time.

Why this answer

Value stream management concerns the actual movement and result of work. It uses visibility and evidence for ongoing decisions rather than treating the map as a fixed procedure or organizational structure.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Practice: card 571 of 1,000

Question 571

Choose the best answer.

Two departments meet their internal targets, but customers still wait too long. Which additional evidence is MOST useful?

A. The elapsed wait between one department finishing and the next starting.

B. The proportion of tasks completed within each departmental target.

C. Each department's average active processing time per request.

D. The number of requests each department completes per reporting period.

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Practice: card 571 of 1,000

Answer 571

Correct Answer: A. The elapsed wait between one department finishing and the next starting.

Why this answer

Local targets can omit delays at boundaries. Measuring the interdepartmental path tests whether the missing time lies in queues, lost context, or unclear handoff responsibility.

Read and listen

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Section: Value Stream Management for Flow and Visibility

Main book, page 169

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Practice: card 572 of 1,000

Question 572

Choose the best answer.

Evidence shows that duplicate data entry and clarification cause delay, yet the proposed fix adds approval checkpoints. What should be questioned?

A. Whether the proposed control addresses the observed cause of the delay.

B. Whether the same approval role can cover the newly added checkpoints.

C. Whether the extra checkpoints can be automated with the existing software.

D. Whether the new approval targets fit within current reporting intervals.

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Practice: card 572 of 1,000

Answer 572

Correct Answer: A. Whether the proposed control addresses the observed cause of the delay.

Why this answer

An intervention should respond to the diagnosed problem and a justified control need. Adding review without that connection may increase delay while leaving duplicate entry and unclear information untouched.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Practice: card 573 of 1,000

Question 573

Choose the best answer.

Before listing activities, why should a mapping team define successful completion in outcome terms?

A. It establishes a fixed staffing level for each activity in the stream.

B. It removes the need to investigate waiting before the final step.

C. It determines the software that every participating team must use.

D. It gives the map a clear purpose and meaningful endpoint.

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Practice: card 573 of 1,000

Answer 573

Correct Answer: D. It gives the map a clear purpose and meaningful endpoint.

Why this answer

An outcome-based endpoint keeps analysis focused on what the stakeholder needs. Tooling, staffing, and delays still require examination; they are not settled simply by defining the result.

Read and listen

Chapter 14: Continual Improvement and Value Streams

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Main book, page 167

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

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Practice: card 574 of 1,000

Question 574

Choose the best answer.

Identical requests take different routes solely because different teams receive them first. What should the stream review investigate?

A. Whether the receiving team should own each request until closure.

B. Whether entry rules and handling criteria are consistently understood.

C. Whether a separate catalogue entry should be created for each team.

D. Whether both routes can meet the same average completion-time target.

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Practice: card 574 of 1,000

Answer 574

Correct Answer: B. Whether entry rules and handling criteria are consistently understood.

Why this answer

Unexplained variation may reflect inconsistent understanding or routing rules. Different paths can be legitimate when needs or controls differ, so the team should investigate the criteria rather than assume uniformity is always best.

Read and listen

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Practice: card 575 of 1,000

Question 575

Choose the best answer.

Which map is LEAST useful for deciding how to reduce request delay?

A. One that names activities but omits queues, decisions, and returned work.

B. One that identifies the trigger and the outcome being analyzed.

C. One that uses simple labels and links to supporting evidence.

D. One that shows which team owns each important handoff.

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Topic index Contents

Practice: card 575 of 1,000

Answer 575

Correct Answer: A. One that names activities but omits queues, decisions, and returned work.

Why this answer

A map needs enough flow detail to explain where time and rework accumulate. Clear boundaries, readable labels, evidence, and ownership support that diagnosis rather than weaken it.

Read and listen

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Practice: card 576 of 1,000

Question 576

Choose the best answer.

A stream owner wants to assess a flow improvement. Which trend pair is MOST useful when scope and work mix are comparable?

A. Time from submission to completion and the amount of unfinished work.

B. Arrival volume and the number of staff assigned to the stream.

C. The count of approved improvements and the cost of mapping workshops.

D. Local task completion rates and individual employee utilization.

Show answer Next card

Topic index Contents

Practice: card 576 of 1,000

Answer 576

Correct Answer: A. Time from submission to completion and the amount of unfinished work.

Why this answer

Defined elapsed time and work in progress show whether work is moving more effectively. Interpret them with throughput and quality evidence so a favorable trend is not merely a change in demand or work mix.

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Practice: card 577 of 1,000

Question 577

Choose the best answer.

A stream crosses internal teams and a supplier. Why review the complete path rather than separate team performance?

A. The largest internal team should direct the supplier's entire business.

B. Handoffs and dependencies can undo gains made within teams.

C. Participating teams should use identical detailed procedures for their work.

D. A shared map replaces the operational information maintained by individual teams.

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Practice: card 577 of 1,000

Answer 577

Correct Answer: B. Handoffs and dependencies can undo gains made within teams.

Why this answer

The stakeholder experiences the combined path, including boundaries. Local measures remain useful, but end-to-end review reveals delays and dependencies that no single team can explain alone.

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Practice: card 578 of 1,000

Question 578

Choose the best answer.

Which action demonstrates value stream management after mapping has finished?

A. Renaming swimlanes to match the current department titles.

B. Standardizing the map's colors and publishing a new legend.

C. Selecting improvements through current flow evidence and review.

D. Adding technical detail to make the diagram more comprehensive.

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Practice: card 578 of 1,000

Answer 578

Correct Answer: C. Selecting improvements through current flow evidence and review.

Why this answer

Management uses the representation and live evidence to guide action on the stream. Improving the diagram can aid understanding, but it is not itself intervention in the flow of work.

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Practice: card 579 of 1,000

Question 579

Choose the best answer.

When can value stream thinking help a service team?

A. During design, delivery, support, and improvement of connected work.

B. After go-live, when all design decisions have become permanent.

C. When a process specialist can document every technical activity.

D. When a major incident creates enough data for a retrospective.

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Practice: card 579 of 1,000

Answer 579

Correct Answer: A. During design, delivery, support, and improvement of connected work.

Why this answer

A stream perspective connects contributions across the service lifecycle. It can inform design and later operation rather than waiting for live failure or complete technical documentation.

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Practice: card 580 of 1,000

Question 580

Choose the best answer.

An onboarding map reveals a growing equipment queue. Which response BEST demonstrates ongoing stream management?

A. Record completion of the mapping workshop as delivery of the improvement objective.

B. Draw separate departmental diagrams without reviewing the shared delays.

C. Publish the map while retaining the original departmental targets.

D. Agree action with handoff owners and check its effect on the queue.

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Topic index Contents

Practice: card 580 of 1,000

Answer 580

Correct Answer: D. Agree action with handoff owners and check its effect on the queue.

Why this answer

The response acts on an observed constraint through shared ownership and follow-up evidence. Publishing a map or counting a workshop does not establish that the queue or resulting onboarding delay improved.

Read and listen

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Practice: card 581 of 1,000

Question 581

Choose the best answer.

One platform supports onboarding, access requests, and vendor setup. What is the BEST starting point for identifying a stream to analyze?

A. Use the platform support team's responsibilities as the stream boundary.

B. Start with a defined need and outcome, then trace the work between them.

C. Choose the department funding most platform development and map its activities.

D. Combine all platform use into one flow because the technology is shared.

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Practice: card 581 of 1,000

Answer 581

Correct Answer: B. Start with a defined need and outcome, then trace the work between them.

Why this answer

A stream is organized around how a particular need reaches an outcome. Shared technology or organizational ownership can support several different streams and should not determine the analysis boundary by itself.

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Practice: card 582 of 1,000

Question 582

Choose the best answer.

Urgent restoration and routine information requests enter through the same portal. What should determine whether they need separate stream views?

A. Whether their outcomes, paths, and controls differ enough to obscure analysis.

B. Whether the requests are owned by different support teams.

C. Whether one request type arrives more often during peak periods.

D. Whether the portal records them under different category labels.

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Practice: card 582 of 1,000

Answer 582

Correct Answer: A. Whether their outcomes, paths, and controls differ enough to obscure analysis.

Why this answer

A shared channel does not establish a shared flow. Distinct outcomes or consequential handling differences may justify separate variants so the analysis remains useful.

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Practice: card 583 of 1,000

Question 583

Choose the best answer.

A request takes five days from submission to fulfillment but contains about thirty minutes of active work. What should the team investigate FIRST?

A. Whether fulfillment staff should receive a stricter processing-time target.

B. Whether technical tasks can be combined to reduce active handling.

C. Whether staff need more training to reduce the thirty minutes further.

D. Where queues, handoffs, or batching account for the remaining elapsed time.

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Practice: card 583 of 1,000

Answer 583

Correct Answer: D. Where queues, handoffs, or batching account for the remaining elapsed time.

Why this answer

Touch time records active effort, while the defined elapsed interval includes waiting. The large difference makes waiting and coordination a strong investigation target, without proving a single cause in advance.

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Practice: card 584 of 1,000

Question 584

Choose the best answer.

Work is suspected of waiting too long between two activities. Which measure MOST directly tests that suspicion?

A. Average time from request submission to readiness for the handoff.

B. Average time spent actively completing the next activity's tasks.

C. Time from readiness for handoff to the next activity starting.

D. Total elapsed time from submission to final request completion.

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Practice: card 584 of 1,000

Answer 584

Correct Answer: C. Time from readiness for handoff to the next activity starting.

Why this answer

Readiness for handoff to the next activity starting isolates the wait being investigated. The full request interval, earlier work, and later active processing measure different boundaries and cannot identify this delay on their own.

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Question 585

Choose the best answer.

An approved request repeatedly returns for missing details before it can be fulfilled. How should the map represent this?

A. Count each resubmission as a separate success for the intake activity.

B. Show the return loop and investigate the information needed to avoid it.

C. Move the loop outside the stream because it occurs after approval.

D. Keep the approved path straight because the final decision remains unchanged.

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Practice: card 585 of 1,000

Answer 585

Correct Answer: B. Show the return loop and investigate the information needed to avoid it.

Why this answer

Returned work is part of the actual path to the outcome and consumes time and effort. Keeping it visible allows the team to examine input quality, criteria, and handoff conditions.

Read and listen

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Practice: card 586 of 1,000

Question 586

Choose the best answer.

When is it useful to represent distinct variants within a mapped service stream?

A. When a department requests a separate copy for local reporting.

B. When different employees carry out the same task.

C. When needs, controls, or outcomes lead to different routes.

D. When a team replaces its work-tracking software without changing the route.

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Practice: card 586 of 1,000

Answer 586

Correct Answer: C. When needs, controls, or outcomes lead to different routes.

Why this answer

Variants should reveal differences that affect how work reaches its result. A change of employee, tool, or presentation audience alone does not establish a different meaningful flow.

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Practice: card 587 of 1,000

Question 587

Choose the best answer.

Why include an external supplier handoff in an end-to-end stream map?

A. The handoff removes the need to record the provider's remaining responsibilities.

B. Its timing and information can affect the outcome the stakeholder receives.

C. The supplier should be assigned ownership of every internal activity.

D. External activities necessarily take longer than comparable internal work.

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Practice: card 587 of 1,000

Answer 587

Correct Answer: B. Its timing and information can affect the outcome the stakeholder receives.

Why this answer

The stream follows the result experienced by the stakeholder, including external boundaries. Contractual separation does not remove the supplier's contribution to delay, quality, or recovery.

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Practice: card 588 of 1,000

Question 588

Choose the best answer.

Users spend days finding where to submit a request, but the map starts when an internal ticket is created. What limitation should be recorded?

A. It misses known effort and delay before the request reaches intake.

B. It cannot establish a meaningful end point for the service.

C. It includes too much external work for practical service management.

D. It overstates the effort spent on technical fulfillment.

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Practice: card 588 of 1,000

Answer 588

Correct Answer: A. It misses known effort and delay before the request reaches intake.

Why this answer

A declared internal boundary can be legitimate for a narrow analysis, but it is not the full journey in this case. The team must include or separately expose the omitted delay when evaluating end-to-end experience.

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Practice: card 589 of 1,000

Question 589

Choose the best answer.

Which capability is MOST important in someone coordinating improvement of an end-to-end stream?

A. Bringing participants together to act on cross-boundary constraints and outcomes.

B. Maintaining detailed process notation and diagram version control.

C. Optimizing individual team schedules against their local service targets.

D. Negotiating technical feature priorities within the largest delivery team.

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Practice: card 589 of 1,000

Answer 589

Correct Answer: A. Bringing participants together to act on cross-boundary constraints and outcomes.

Why this answer

Coordinating a stream requires the ability and support to address relationships beyond one local step. Diagram maintenance, local scheduling, and one team's feature priorities are useful skills, but none alone establishes that cross-boundary capability.

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Practice: card 590 of 1,000

Question 590

Choose the best answer.

The team wants to find requests that have been left unfinished for an unusually long time. Which measure is MOST direct?

A. The time since each still-open request entered the defined stream.

B. The total number of requests submitted since the latest process change.

C. The average active handling time recorded for successfully closed requests.

D. The median completion time of requests closed during the past month.

Show answer Next card

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Practice: card 590 of 1,000

Answer 590

Correct Answer: A. The time since each still-open request entered the defined stream.

Why this answer

Age exposes unresolved work that completion-based averages may omit. The measure needs an agreed start event and scope so teams compare the same kind of unfinished work.

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Question 591

Choose the best answer.

What should a mapping team agree before selecting the diagramming tool?

A. Which local team can show improvement within the shortest reporting cycle.

B. Which existing process has the most complete procedure documentation.

C. The demand trigger and the outcome that marks completion.

D. Which participating department can supply the cleanest operational data.

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Practice: card 591 of 1,000

Answer 591

Correct Answer: C. The demand trigger and the outcome that marks completion.

Why this answer

Clear trigger and outcome boundaries make the map relevant and manageable. Available records, existing documentation, and convenient local opportunities can inform the work, but they should not define its purpose by convenience alone.

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Practice: card 592 of 1,000

Question 592

Choose the best answer.

A stream performs well on average but struggles during annual enrollment. Why should management examine the peak separately?

A. The peak-period report can replace reviews of normal operations.

B. The average can hide waits when their consequences matter most.

C. A peak-period view invalidates performance results from quieter periods.

D. Peak demand defines the service's permanent organizational structure.

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Practice: card 592 of 1,000

Answer 592

Correct Answer: B. The average can hide waits when their consequences matter most.

Why this answer

Variation in demand can reveal constraints concealed by a monthly average. Peak and normal views complement one another, helping the team judge capacity and outcomes in the contexts that matter.

Read and listen

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Question 593

Choose the best answer.

After a serious service issue, what can a stream map add to the incident evidence?

A. A view of where work stalled, returned, or lost context across handoffs.

B. A replacement for timestamps and records collected during the event.

C. A reason to close improvement actions once the map is published.

D. A definitive identification of the individual responsible for every delay.

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Practice: card 593 of 1,000

Answer 593

Correct Answer: A. A view of where work stalled, returned, or lost context across handoffs.

Why this answer

The map can organize event evidence into the actual path and its constraints. It complements records and investigation, rather than proving blame or establishing that corrective work is complete.

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Practice: card 594 of 1,000

Question 594

Choose the best answer.

Which statement BEST describes the emphasis of value stream mapping compared with a map focused on one local process?

A. It emphasizes the complete path to value, including relevant waits and handoffs.

B. It uses a special notation that prevents it from sharing information with process maps.

C. It excludes internal activities so that only customer interactions remain visible.

D. It is distinguished by having more detailed technical symbols and larger diagrams.

Practice: card 594 of 1,000

Answer 594

Correct Answer: A. It emphasizes the complete path to value, including relevant waits and handoffs.

Why this answer

Value stream mapping emphasizes the end-to-end outcome and flow. Process maps can also show waits, decisions, and handoffs; the distinction is the analytical scope and emphasis, not an exclusive feature or mandatory notation.

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Practice: card 595 of 1,000

Question 595

Choose the best answer.

A map contains every keystroke and is too dense to locate meaningful delays. What is the BEST revision?

A. Keep relevant flow detail and link deeper technical material where needed.

B. Remove the defined start and end to make room for activity descriptions.

C. Give every individual a separate full-detail version of the map.

D. Add system events to make the technical record more complete.

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Topic index Contents

Practice: card 595 of 1,000

Answer 595

Correct Answer: A. Keep relevant flow detail and link deeper technical material where needed.

Why this answer

The map should make consequential movement, waits, decisions, and rework understandable. Detailed instructions can be retained elsewhere without allowing them to obscure the improvement analysis.

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Practice: card 596 of 1,000

Question 596

Choose the best answer.

Within an unchanged stream boundary, 120 requests arrive and 90 finish in a week. No items are cancelled or transferred. What happens to unfinished work?

A. It increases by 30 because entries exceeded completions.

B. It stays constant because arrivals and completions are different measures.

C. It falls by 30 because the stream completed most arrivals.

D. It falls to 90 because that was the week's completion count.

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Practice: card 596 of 1,000

Answer 596

Correct Answer: A. It increases by 30 because entries exceeded completions.

Why this answer

With the stated boundary and no other removals, unfinished work changes by arrivals minus completions. The net increase of thirty is a reason to examine demand, capacity, and flow rather than infer health from completion volume alone.

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Practice: card 597 of 1,000

Question 597

Choose the best answer.

After a redesign, comparable work finishes at the same rate with less unfinished work and fewer waits; quality is unchanged. What is the BEST interpretation?

A. The unchanged throughput shows that the flow did not improve.

B. The shorter queues show that demand must have fallen during the comparison.

C. The lower inventory proves that approval controls were removed.

D. Work flows better with no observed loss in quality.

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Practice: card 597 of 1,000

Answer 597

Correct Answer: D. Work flows better with no observed loss in quality.

Why this answer

The combined evidence shows less accumulation and waiting while maintaining output and quality. It supports improvement in the observed conditions, without establishing that controls were removed or demand necessarily fell.

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Question 598

Choose the best answer.

Workshop participants disagree about the route requests actually follow. What is the BEST next step?

A. Trace recent cases and compare records with the participants' accounts.

B. Use the formal document and omit routes that differ from it.

C. Postpone all mapping until every participant recalls the same sequence.

D. Adopt the procedure described by the most senior person in the room.

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Practice: card 598 of 1,000

Answer 598

Correct Answer: A. Trace recent cases and compare records with the participants' accounts.

Why this answer

Records and practitioner insight can reveal variants, informal steps, and reasons for disagreement. Consensus based on memory or hierarchy is not a substitute for examining actual work.

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Question 599

Choose the best answer.

A downstream team repeats an upstream check. Review confirms that the repetition adds no distinct assurance or decision. What is the BEST response?

A. Redesign the duplication while preserving the assurance the stream requires.

B. Measure the downstream team's speed without reviewing the duplicate work.

C. Automate the duplicate check before reconsidering whether it is needed.

D. Retain the repetition until the downstream team gains more capacity.

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Practice: card 599 of 1,000

Answer 599

Correct Answer: A. Redesign the duplication while preserving the assurance the stream requires.

Why this answer

A repeated check may be justified when it has an independent control purpose. Here that purpose is absent, so removing or redesigning the duplication can reduce delay without discarding required assurance.

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Practice: card 600 of 1,000

Question 600

Choose the best answer.

Which approach BEST maintains a useful value stream over time?

A. Manage the fastest internal activity because its performance is easiest to measure.

B. Review real work and outcomes, then assign improvements based on what changed.

C. Treat local task closure as completion of each team's contribution.

D. Keep the approved map unchanged while teams adapt work separately.

Show answer Next card

Topic index Contents

Practice: card 600 of 1,000

Answer 600

Correct Answer: B. Review real work and outcomes, then assign improvements based on what changed.

Why this answer

A stream remains useful when its representation, measures, and management reflect actual work. Static diagrams and isolated queue completion can miss changes in dependencies and stakeholder results.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Practice: card 601 of 1,000

Question 601

Choose the best answer.

Portal, email, and phone requests converge on the same outcome and core control path. What is a useful initial mapping choice?

A. Create separate streams solely because each channel uses a different entry method.

B. Show one shared stream with the relevant entry-channel differences visible.

C. Create independent departmental maps and compare them after automation is complete.

D. Omit entry channels and begin after all work reaches the fulfillment team.

Show answer Next card

Topic index Contents

Practice: card 601 of 1,000

Answer 601

Correct Answer: B. Show one shared stream with the relevant entry-channel differences visible.

Why this answer

Converging demand can be examined in one stream while preserving important channel differences. Entry method alone does not determine a separate stream, but any material channel-specific friction should remain visible.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

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Practice: card 602 of 1,000

Question 602

Choose the best answer.

Scheduled month-end work and ad hoc corrections have different outcomes, timing, and controls. Their combined map is misleading. What should the team do?

A. Map the shared team's tasks and omit the differences in demand.

B. Keep the high-volume path and discard the less common correction cases.

C. Force both into one route to make the process appear consistent.

D. Separate or branch the views to preserve the meaningful differences.

Show answer Next card

Topic index Contents

Practice: card 602 of 1,000

Answer 602

Correct Answer: D. Separate or branch the views to preserve the meaningful differences.

Why this answer

The map should support understanding, not hide materially different paths. Separate variants can share activities while showing the conditions and outcomes that require different management.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Practice: card 603 of 1,000

Question 603

Choose the best answer.

Average completion time improves, but some requests remain unresolved for weeks. Which view MOST directly exposes those still-open cases?

A. The average handling effort recorded on already completed cases.

B. The age distribution of unfinished requests, including the oldest items.

C. The average duration of requests completed during the last month.

D. The number of requests closed by the busiest team each day.

Show answer Next card

Topic index Contents

Practice: card 603 of 1,000

Answer 603

Correct Answer: B. The age distribution of unfinished requests, including the oldest items.

Why this answer

A completion-based average may exclude unresolved requests altogether. Aging of unfinished work directly exposes those cases and helps identify where they are stuck.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

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Practice: card 604 of 1,000

Question 604

Choose the best answer.

Within a fixed stream boundary, completions stay steady while unfinished requests increase. With no other entries or removals, what does this indicate?

A. The average effort required for every request has necessarily fallen.

B. The stream's quality has improved because completions remain predictable.

C. The stream has stopped producing measurable value for every stakeholder.

D. New arrivals exceed completions, so unfinished work is accumulating.

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Practice: card 604 of 1,000

Answer 604

Correct Answer: D. New arrivals exceed completions, so unfinished work is accumulating.

Why this answer

The inventory change follows the difference between entries and completions under the stated conditions. Stable throughput alone cannot establish health when unfinished work continues to grow.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

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Practice: card 605 of 1,000

Question 605

Choose the best answer.

A map shows branches but not the conditions that select them. What is missing for useful analysis?

A. Decision criteria explaining which work follows each path.

B. Average processing time for each branch's longest activity.

C. Ownership of each branch's final approval decision.

D. Capacity estimates for teams serving the alternative routes.

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Topic index Contents

Practice: card 605 of 1,000

Answer 605

Correct Answer: A. Decision criteria explaining which work follows each path.

Why this answer

Branch conditions explain meaningful variations in control, waiting, and outcomes. Without them, the team cannot interpret why different routes occur or decide where an improvement belongs.

Read and listen

Chapter 14: Continual Improvement and Value Streams

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Practice: card 606 of 1,000

Question 606

Choose the best answer.

A shared approval board creates a weekly wait for one service. Why include it in that service's stream analysis?

A. Its meeting duration is the main measure of service delivery speed.

B. Its approval result can stand in for verifying the completed service outcome.

C. Its availability affects the time required to reach this service's outcome.

D. Its shared status makes its waiting time part of each team's active effort.

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Practice: card 606 of 1,000

Answer 606

Correct Answer: C. Its availability affects the time required to reach this service's outcome.

Why this answer

A shared resource is relevant when it constrains the path being analyzed. Ownership by another function does not remove its contribution to the service's elapsed time.

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Contents

Practice: card 607 of 1,000

Question 607

Choose the best answer.

Urgent restorations may be waiting behind routine requests. Which measurement would BEST test whether their treatment differs?

A. Combined monthly ticket volume.

B. The overall average waiting time for all requests using the shared queue.

C. Wait and completion times for each class of demand.

D. The total processing effort logged by the shared fulfillment team.

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Topic index Contents

Practice: card 607 of 1,000

Answer 607

Correct Answer: C. Wait and completion times for each class of demand.

Why this answer

Separating the defined demand classes lets the team compare their waiting and completion patterns. Combined totals and overall target compliance can conceal different treatment, while average staffing does not show how requests progress. The data should test the suspected priority problem rather than assume it already exists.

Read and listen

Chapter 14: Continual Improvement and Value Streams

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Practice: card 608 of 1,000

Question 608

Choose the best answer.

A proposed map gives every uncommon exception its own swimlane and becomes unreadable. What is the BEST correction?

A. Show meaningful exception effects without overwhelming the common flow.

B. Split the map by department without showing cross-team exception transfers.

C. Keep every exception path on the main map but reduce its font size.

D. Show only the common route and store exceptions as unlinked case notes.

Show answer Next card

Topic index Contents

Practice: card 608 of 1,000

Answer 608

Correct Answer: A. Show meaningful exception effects without overwhelming the common flow.

Why this answer

A useful map includes exceptions that materially affect flow, control, or outcome at an understandable level. Neither microscopic detail nor omission of all rare work supports effective analysis.

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Chapter 14: Continual Improvement and Value Streams

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Main book, page 167

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Contents

Practice: card 609 of 1,000

Question 609

Choose the best answer.

A delay appears in fulfillment, but evidence traces repeated returns to missing intake data. Why improve the upstream checkpoint?

A. It raises intake processing speed so more requests reach fulfillment.

B. It makes the intake team's completion target the main stream measure.

C. Improving the input can prevent the downstream rework causing the delay.

D. It moves responsibility for the delay from fulfillment to the intake team.

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Practice: card 609 of 1,000

Answer 609

Correct Answer: C. Improving the input can prevent the downstream rework causing the delay.

Why this answer

The visible location of waiting is not always its cause. Better input quality can reduce repeated clarification and returns later, provided the intervention targets the evidenced problem.

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Chapter 14: Continual Improvement and Value Streams

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Main book, page 167

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Practice: card 610 of 1,000

Question 610

Choose the best answer.

Every department meets its local target, but the customer's request-to-outcome interval is still excessive. What does this demonstrate?

A. Local target compliance does not establish acceptable end-to-end flow.

B. Departmental targets were probably set too strictly for the current work mix.

C. The elapsed interval should include only time when departments actively work.

D. The stream should be judged by average staff utilization across departments.

Show answer Next card

Topic index Contents

Practice: card 610 of 1,000

Answer 610

Correct Answer: A. Local target compliance does not establish acceptable end-to-end flow.

Why this answer

Local measures may exclude handoff or queue delays and use different boundaries. End-to-end measures are needed alongside them to assess the complete wait experienced by the stakeholder.

Read and listen

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Practice: card 611 of 1,000

Question 611

Choose the best answer.

A straight-through map omits a security-review route taken by thirty percent of requests. What is the BEST correction?

A. Show its trigger, frequency, and effect on waiting and completion.

B. Remove the route from analysis because most requests avoid it.

C. Move all requests into the review route to make the map uniform.

D. Treat the straight-through route as representative of every service outcome.

Show answer Next card

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Practice: card 611 of 1,000

Answer 611

Correct Answer: A. Show its trigger, frequency, and effect on waiting and completion.

Why this answer

A consequential route used by a substantial share of work belongs in the actual flow view. Its frequency and conditions help the team judge impact without assuming the control should be removed or universally applied.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Practice: card 612 of 1,000

Question 612

Choose the best answer.

A stream review reveals increasing handoff waits. Which response BEST shows management rather than documentation?

A. Change how the teams work and check the effect on flow.

B. Use the latest approved diagram notation for the existing process.

C. Rename the department swimlanes.

D. Archive the signed workshop record.

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Practice: card 612 of 1,000

Answer 612

Correct Answer: A. Change how the teams work and check the effect on flow.

Why this answer

Management uses observed conditions to make and evaluate changes. A clearer or approved map may assist, but it does not itself alter the work or establish a better outcome.

Read and listen

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Practice: card 613 of 1,000

Question 613

Choose the best answer.

Which level of detail is MOST useful when mapping a stream to reduce delay?

A. Department names without the transfers or decisions between them.

B. Every keystroke and system event, regardless of its effect on flow.

C. Relevant work, waits, choices, and returns within agreed boundaries.

D. The initial request and final result with all intermediate work omitted.

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Practice: card 613 of 1,000

Answer 613

Correct Answer: C. Relevant work, waits, choices, and returns within agreed boundaries.

Why this answer

The map needs enough detail to explain where work moves and stalls. Microscopic technical records or an overly sparse outline can both obscure the constraints the analysis should address.

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Chapter 14: Continual Improvement and Value Streams

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Main book, page 167

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

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Practice: card 614 of 1,000

Question 614

Choose the best answer.

Approvals are automated instantly, but fulfillment waits for a nightly batch. What explains the remaining inter-activity delay?

A. The approval engine lacks capacity during its busiest operating period.

B. Fulfillment tasks require more active effort than approval tasks.

C. Approvals arrive faster than fulfillment can actively process them.

D. The batch-release policy delays movement after approval.

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Practice: card 614 of 1,000

Answer 614

Correct Answer: D. The batch-release policy delays movement after approval.

Why this answer

Fast approval does not remove waiting imposed by a later release rule. The batch's purpose and alternatives should be examined before changing it, rather than assuming automation has optimized the entire stream.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Practice: card 615 of 1,000

Question 615

Choose the best answer.

Teams omit outsourced validation because they cannot directly control it. Why should the scoped stream still show it?

A. It makes the supplier validation result the final outcome for the service.

B. It permits supplier waiting to be excluded from the full request interval.

C. It materially affects the outcome, even across a supplier boundary.

D. It allows internal teams to count supplier waiting as active processing.

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Topic index Contents

Practice: card 615 of 1,000

Answer 615

Correct Answer: C. It materially affects the outcome, even across a supplier boundary.

Why this answer

End-to-end analysis follows the work affecting the result, not just the organization's authority boundary. The map can expose dependencies that require supplier coordination rather than direct internal control.

Read and listen

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Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Practice: card 616 of 1,000

Question 616

Choose the best answer.

Users send requests to familiar staff before tickets are entered later. What should the mapping team do FIRST?

A. Trace the real route and investigate why users bypass formal entry.

B. Ban all direct contact before examining the reason for the behavior.

C. Replace the intake platform based solely on the volume of direct messages.

D. Exclude the route because it is not described in the official procedure.

Show answer Next card

Topic index Contents

Practice: card 616 of 1,000

Answer 616

Correct Answer: A. Trace the real route and investigate why users bypass formal entry.

Why this answer

The workaround is part of how demand actually reaches an outcome. Understanding it can reveal access, usability, or trust problems before the team chooses a corrective action.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Practice: card 617 of 1,000

Question 617

Choose the best answer.

Users need working access, but the team's timing measure ends when a ticket is closed. What should the outcome measure use?

A. The first analyst response because it shows the request was noticed.

B. The interval from defined request submission to verified usable access.

C. The closure timestamp because it is easiest to export from the tool.

D. The internal assignment timestamp because responsibility is then recorded.

Show answer Next card

Topic index Contents

Practice: card 617 of 1,000

Answer 617

Correct Answer: B. The interval from defined request submission to verified usable access.

Why this answer

The endpoint should represent the result the stakeholder needs. Administrative closure can precede or follow that result, so it should not silently substitute for a measure of access delivery.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Practice: card 618 of 1,000

Question 618

Choose the best answer.

After a batching change, comparable work shows less queue aging and lower unfinished inventory. Which additional finding MOST supports an improvement?

A. Average active handling effort has fallen for the cases that finish.

B. Throughput and quality are maintained or improved.

C. Fewer requests entered the stream over the comparison period.

D. The teams meet more of their separate local processing targets.

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Practice: card 618 of 1,000

Answer 618

Correct Answer: B. Throughput and quality are maintained or improved.

Why this answer

Lower waiting and inventory are more persuasive when output and quality are not sacrificed. The combined evidence tests whether the stream improved rather than merely reduced work admitted or completed.

Read and listen

Chapter 14: Continual Improvement and Value Streams

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Main book, page 169

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Practice: card 619 of 1,000

Question 619

Choose the best answer.

A review becomes an argument over which department caused a delay. Which question should refocus the investigation?

A. Where did work wait or return, and what condition caused that behavior?

B. Which manager should own the explanation in the next performance report?

C. Which department can promise the largest reduction in its local target?

D. Which team closed the most requests during the affected period?

Show answer Next card

Topic index Contents

Practice: card 619 of 1,000

Answer 619

Correct Answer: A. Where did work wait or return, and what condition caused that behavior?

Why this answer

Flow evidence directs attention to the conditions that constrain the outcome. Local targets, completion volume, and reporting ownership can provide context, but they do not establish where this delay occurred or why.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

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Practice: card 620 of 1,000

Question 620

Choose the best answer.

A request stream's constraint moves from approval to fulfillment after an improvement. What response BEST shows active stream management?

A. Redraw the approval lane and retain the review agenda.

B. Use the new evidence to act on the constraint that now limits flow.

C. Treat prior gains as proof of stable performance across the complete service.

D. Keep improving approval, the original priority.

Show answer Next card

Topic index Contents

Practice: card 620 of 1,000

Answer 620

Correct Answer: B. Use the new evidence to act on the constraint that now limits flow.

Why this answer

The limiting condition can change as the system changes. Management should follow current evidence and outcomes rather than preserve the original improvement target after it ceases to explain the delay.

Read and listen

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Section: Value Stream Management for Flow and Visibility

Main book, page 169

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Topic index Contents

Practice: card 621 of 1,000

Question 621

Choose the best answer.

A returned request is logged as an unrelated new request when resubmitted. What analytical problem can that create?

A. The rework and total elapsed journey may be hidden across separate records.

B. The records will show the full handling effort without linking the two cases.

C. The records will distinguish new demand from rework without further classification.

D. The records will identify the exact point at which intake guidance failed.

Show answer Next card

Topic index Contents

Practice: card 621 of 1,000

Answer 621

Correct Answer: A. The rework and total elapsed journey may be hidden across separate records.

Why this answer

Related records should remain traceable so returned work and the complete journey can be understood. A new identifier is not inherently wrong, but treating it as unrelated can distort counts and time measures.

Read and listen

Chapter 14: Continual Improvement and Value Streams

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Practice: card 622 of 1,000

Question 622

Choose the best answer.

A review activity is overloaded and its queue keeps growing. Why might controlling new work in progress help?

A. It shortens the technical processing steps required by each review.

B. It reallocates unused downstream staff to the review activity.

C. It adds processing capacity to the review activity without changing resources.

D. It can help teams finish work with less overload and task switching.

Show answer Next card

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Practice: card 622 of 1,000

Answer 622

Correct Answer: D. It can help teams finish work with less overload and task switching.

Why this answer

Limiting active work can reduce overload and switching so existing items have a better chance of finishing. It does not create underlying processing capacity, and waiting may shift upstream, so the full service must remain visible. Continued flow measures show whether the limit is helping in practice.

Read and listen

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Practice: card 623 of 1,000

Question 623

Choose the best answer.

One team handles hardware refreshes and payment corrections. Does shared resolver ownership establish one value stream?

A. Yes, because a shared queue determines the correct analysis boundary.

B. Yes, because a team's work must have one common completion outcome.

C. No, because two value streams cannot share a team or supporting resource.

D. No; examine the distinct triggers, paths, and outcomes before choosing the scope.

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Topic index Contents

Practice: card 623 of 1,000

Answer 623

Correct Answer: D. No; examine the distinct triggers, paths, and outcomes before choosing the scope.

Why this answer

Organizational ownership is not the same as a trigger-to-outcome path. A team can contribute to several streams, and the analysis should preserve meaningful differences rather than follow the organization chart alone.

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Chapter 14: Continual Improvement and Value Streams

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Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

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Practice: card 624 of 1,000

Question 624

Choose the best answer.

Users repeatedly ask for status after submitting requests, but those contacts are absent from the map. What should the team do?

A. Include the extra work and investigate the visibility or delay causing it.

B. Count the contacts as separate successful requests without linking them to the original work.

C. Exclude the contacts because they occur after the formal entry event.

D. Treat the messages as proof that fulfillment staff need technical retraining.

Show answer Next card

Topic index Contents

Practice: card 624 of 1,000

Answer 624

Correct Answer: A. Include the extra work and investigate the visibility or delay causing it.

Why this answer

Status contacts consume effort and reveal part of the waiting experience. Their cause needs investigation; they may reflect unclear updates, long delays, or both rather than one assumed defect.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

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Practice: card 625 of 1,000

Question 625

Choose the best answer.

A late control check repeatedly discovers defects after fulfillment, requiring reversal. What should be evaluated FIRST?

A. Whether a larger team can complete the late checks and reversals faster.

B. Whether completed cases can be sampled instead of reviewing every item.

C. Whether to prevent defects earlier while preserving needed assurance.

D. Whether reversal work should be assigned to a separate specialist team.

Show answer Next card

Topic index Contents

Practice: card 625 of 1,000

Answer 625

Correct Answer: C. Whether to prevent defects earlier while preserving needed assurance.

Why this answer

The evidence supports examining where the control can prevent rework more effectively. Moving it is not automatically correct; the redesign must retain the information and assurance needed for its purpose.

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Chapter 14: Continual Improvement and Value Streams

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Practice: card 626 of 1,000

Question 626

Choose the best answer.

A monthly change freeze creates queues before and after the window. How should stream management treat the freeze?

A. Include its timing effect and evaluate it alongside its control purpose.

B. Measure completion time only while the implementation window is open.

C. Exclude it because no team performs active work during the frozen interval.

D. Report it only as governance activity unrelated to service flow.

Show answer Next card

Topic index Contents

Practice: card 626 of 1,000

Answer 626

Correct Answer: A. Include its timing effect and evaluate it alongside its control purpose.

Why this answer

A policy can constrain flow even when active tasks are fast. Its elapsed-time effect belongs in the analysis, together with the reason the control exists and the risk of changing it.

Read and listen

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Practice: card 627 of 1,000

Question 627

Choose the best answer.

Which measure MOST directly shows how often work completes without being returned for correction?

A. Average time spent by the team that performs the final activity.

B. Number of distinct teams that contribute to each completed request.

C. Percentage of completed items that needed no return or rework.

D. Number of requests submitted during the same reporting period.

Show answer Next card

Topic index Contents

Practice: card 627 of 1,000

Answer 627

Correct Answer: C. Percentage of completed items that needed no return or rework.

Why this answer

The percentage explicitly measures completion without correction. Define what counts as a return and use a consistent population; duration, team count, and arrival volume measure different aspects of the stream.

Read and listen

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Practice: card 628 of 1,000

Question 628

Choose the best answer.

Approvals finish instantly, but work reaches fulfillment only at noon and five o'clock. What is the BEST next investigation?

A. Whether the batching rule's purpose justifies the waiting it creates.

B. Whether another approval would make the completed decisions more reliable.

C. Whether the map can begin at fulfillment to avoid showing the wait.

D. Whether the approval engine can process its decision more quickly.

Show answer Next card

Topic index Contents

Practice: card 628 of 1,000

Answer 628

Correct Answer: A. Whether the batching rule's purpose justifies the waiting it creates.

Why this answer

The remaining delay comes from the release schedule, not approval processing time. Review its purpose and alternatives before changing it, preserving any real coordination or control requirement.

Read and listen

Chapter 14: Continual Improvement and Value Streams

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Practice: card 629 of 1,000

Question 629

Choose the best answer.

A supplier meets its response target but accepts handoffs only during a narrow window that mismatches demand. What should the stream review conclude?

A. Internal acceptance times provide enough evidence to assess user waiting.

B. Response-target compliance rules out supplier-related delay.

C. An externally owned handoff belongs outside the internal stream map.

D. The handoff window can delay outcomes even when the target is met.

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Topic index Contents

Practice: card 629 of 1,000

Answer 629

Correct Answer: D. The handoff window can delay outcomes even when the target is met.

Why this answer

The acceptance window can impose waiting even when responses meet their contractual target. Because that delay affects the service outcome, it belongs in the end-to-end review despite external ownership. Internal acceptance timestamps alone may omit the earlier supplier wait.

Read and listen

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Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Practice: card 630 of 1,000

Question 630

Choose the best answer.

A manual branch handles ten percent of requests but accounts for most long delays. What measurement change is MOST useful?

A. Compare the number of employees in the branch with the total workforce.

B. Show branch-specific completion times and unfinished-work ages.

C. Use a single average because a small branch cannot affect the main outcome.

D. Remove branch cases from the report to make the common path clearer.

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Practice: card 630 of 1,000

Answer 630

Correct Answer: B. Show branch-specific completion times and unfinished-work ages.

Why this answer

Segmentation exposes delays that an aggregate view can conceal. Completed-time measures and aging of unfinished items answer different questions, and both can help evaluate the affected branch.

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Practice: card 631 of 1,000

Question 631

Choose the best answer.

A stream map is several months old. What is the BEST check that it still represents actual work?

A. Confirm that managers still agree with the assigned team owners.

B. Check that the formal procedure still lists the same activity names.

C. Compare its paths and branch frequencies with recent real cases.

D. Verify that the technology platform has not changed since approval.

Show answer Next card

Topic index Contents

Practice: card 631 of 1,000

Answer 631

Correct Answer: C. Compare its paths and branch frequencies with recent real cases.

Why this answer

Recent records and practitioner accounts can reveal changed paths, workarounds, or demand mix. Stable procedure names, agreed ownership, and unchanged technology do not by themselves establish that the map matches current flow.

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Practice: card 632 of 1,000

Question 632

Choose the best answer.

Throughput is steady, but users repeatedly ask where their requests are. What should management investigate?

A. Whether steady throughput shows that delays are already under control.

B. Whether reducing status channels would lower unnecessary service demand.

C. Whether more staff should be assigned to the final fulfillment activity.

D. Whether delays or unclear progress cause avoidable status contacts.

Show answer Next card

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Practice: card 632 of 1,000

Answer 632

Correct Answer: D. Whether delays or unclear progress cause avoidable status contacts.

Why this answer

Steady output does not establish a clear or predictable experience for each requester. The contacts are evidence to investigate, rather than proof that visibility alone is the cause.

Read and listen

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Practice: card 633 of 1,000

Question 633

Choose the best answer.

A coordinator can identify cross-team delays but lacks support to convene teams or change priorities. What is MOST needed?

A. A formal escalation report issued after each missed departmental target.

B. Support and decision rights for action across team boundaries.

C. Responsibility for producing a consolidated status dashboard for leadership.

D. Additional performance targets for teams that already meet commitments.

Show answer Next card

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Practice: card 633 of 1,000

Answer 633

Correct Answer: B. Support and decision rights for action across team boundaries.

Why this answer

Visibility needs a route to coordinated action. Appropriate sponsorship and decision rights enable the work without requiring the coordinator to personally manage every contributing team.

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Practice: card 634 of 1,000

Question 634

Choose the best answer.

Easy items wait for a full batch even though they could safely finish independently. What should the team examine?

A. Whether larger batches reduce the number of administrative handoffs.

B. Whether the completion policy adds waiting without a proportionate benefit.

C. Whether shorter active processing times would allow a larger batch size.

D. Whether staff utilization rises when releases remain synchronized.

Show answer Next card

Topic index Contents

Practice: card 634 of 1,000

Answer 634

Correct Answer: B. Whether the completion policy adds waiting without a proportionate benefit.

Why this answer

Batch policies can delay independently finishable work. The stated safety condition supports reviewing that wait, while any remaining coordination or control benefit still belongs in the decision.

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Practice: card 635 of 1,000

Question 635

Choose the best answer.

Which measure MOST directly indicates missing or incorrect information at stream entry?

A. Average time spent in the final fulfillment activity.

B. The total number of submissions received at the formal entry point.

C. The share of submissions returned for information defects.

D. The proportion of submissions approved without specialist review.

Show answer Next card

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Practice: card 635 of 1,000

Answer 635

Correct Answer: C. The share of submissions returned for information defects.

Why this answer

Returns attributed to information defects reveal a specific input-quality problem. Define the return reasons consistently so they are not confused with policy rejection or unrelated downstream failure.

Read and listen

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Section: Measures, Feedback, and Improvement Backlogs

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Practice: card 636 of 1,000

Question 636

Choose the best answer.

Users do meaningful service-related work before an internal record exists. For an end-to-end journey analysis, what should define the start?

A. The point when a supplier agrees to accept the work.

B. The first timestamp convenient to export from the internal tool.

C. The final approval event before the fulfillment team begins.

D. A clear demand trigger that includes the relevant pre-intake effort.

Show answer Next card

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Practice: card 636 of 1,000

Answer 636

Correct Answer: D. A clear demand trigger that includes the relevant pre-intake effort.

Why this answer

The start should match the purpose of the analysis and be stated explicitly. Using the first convenient internal timestamp can hide relevant stakeholder effort and delay before the record is created.

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Practice: card 637 of 1,000

Question 637

Choose the best answer.

A legal-review branch applies to twenty percent of cases and materially changes their route. How should the map show it?

A. Mention the review in a footnote without its entry condition.

B. Show the branch, its trigger, and its relevant flow effects.

C. Replace the normal path with the review route for all requests.

D. Omit it because most cases follow a different path.

Show answer Next card

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Practice: card 637 of 1,000

Answer 637

Correct Answer: B. Show the branch, its trigger, and its relevant flow effects.

Why this answer

A consequential branch belongs in the actual flow even when it serves a minority. Its trigger allows reviewers to interpret which cases follow it and how it changes their outcome timing.

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Practice: card 638 of 1,000

Question 638

Choose the best answer.

Monthly completions are stable, but daily output alternates between long gaps and sharp spikes. What should the team investigate?

A. Whether a fixed daily completion quota should replace the monthly target.

B. Whether weekly totals would present a more stable pattern than daily figures.

C. Whether a higher monthly completion target should replace the current target.

D. How batching, release rules, and demand shape daily flow.

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Practice: card 638 of 1,000

Answer 638

Correct Answer: D. How batching, release rules, and demand shape daily flow.

Why this answer

Daily gaps and surges warrant investigation of batching, release timing, and demand variation. The pattern alone does not identify a cause, so use records and staff accounts to test those possibilities. Monthly target compliance and coarser reporting can conceal variation without changing the actual flow.

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Practice: card 639 of 1,000

Question 639

Choose the best answer.

Downstream teams reject handoffs because upstream evidence arrives in inconsistent formats. What should be improved FIRST?

A. Agree usable handoff content and acceptance criteria across the boundary.

B. Add another review after rejection to confirm the same inconsistency.

C. Measure the downstream team's review speed without examining inputs.

D. Purchase a format-conversion tool before agreeing what evidence is required.

Show answer Next card

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Practice: card 639 of 1,000

Answer 639

Correct Answer: A. Agree usable handoff content and acceptance criteria across the boundary.

Why this answer

Shared expectations for information can prevent repeated interpretation and returns. Faster review of unsuitable inputs or additional checking after rejection leaves the handoff cause intact.

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Practice: card 640 of 1,000

Question 640

Choose the best answer.

Seasonal demand changes the delays in a service stream, but reviews still use last year's normal-period assumptions. What is the BEST management response?

A. Replace the full-service view with separate departmental activity reports.

B. Wait for an outage before changing the management assumptions.

C. Update the evidence and adapt work to the current demand pattern.

D. Keep the map and label seasonal delays as exceptions.

Show answer Next card

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Practice: card 640 of 1,000

Answer 640

Correct Answer: C. Update the evidence and adapt work to the current demand pattern.

Why this answer

Stream management should respond when demand changes how work flows. Updated evidence supports appropriate intervention without treating a prior map or average as a permanent description of reality.

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Practice: card 641 of 1,000

Question 641

Choose the best answer.

A request involves two hours of active work but five business days from submission to outcome. Which conclusion is BEST supported?

A. A large part of the elapsed journey occurs outside active work.

B. The supplier must be responsible for the majority of the delay.

C. The outcome definition must be too broad for the service to manage.

D. Every active task needs to be shortened before any handoff is reviewed.

Show answer Next card

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Practice: card 641 of 1,000

Answer 641

Correct Answer: A. A large part of the elapsed journey occurs outside active work.

Why this answer

The difference points toward waiting, batching, or transfer intervals for investigation. It does not identify a particular supplier or prove that active tasks are themselves slow.

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Practice: card 642 of 1,000

Question 642

Choose the best answer.

Two independent approvals take similar time, and no obligation requires sequential review. Most delay comes from waiting to start the second approval. Which redesign best addresses that wait while preserving both decisions?

A. Evaluate parallel review with clear completion and coordination criteria.

B. Shorten each review target while keeping the same sequential start rules.

C. Review only a sample of second approvals before allowing work to proceed.

D. Accelerate the second review while retaining its dependency on the first.

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Practice: card 642 of 1,000

Answer 642

Correct Answer: A. Evaluate parallel review with clear completion and coordination criteria.

Why this answer

Independent reviews may overlap when their information and control requirements permit it. Coordination must still ensure that both required decisions are complete before the dependent work proceeds.

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Practice: card 643 of 1,000

Question 643

Choose the best answer.

A shared validation team serves three streams, and high-volume routine work crowds out urgent items. What should be examined FIRST?

A. Whether the high-volume stream should receive a faster local completion target.

B. Demand classes, shared capacity, prioritization rules, and queue behavior.

C. Whether each stream should reserve a fixed share before demand is measured.

D. Whether urgent items should use the same handling target as routine work.

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Practice: card 643 of 1,000

Answer 643

Correct Answer: B. Demand classes, shared capacity, prioritization rules, and queue behavior.

Why this answer

Shared resources need a view across the affected demand and consequences. That evidence can distinguish capacity and prioritization problems before the organization chooses a structural or tooling change.

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Practice: card 644 of 1,000

Question 644

Choose the best answer.

A coordinator reconciles incompatible status codes across systems before work can continue. How should the stream map treat this effort?

A. Place it solely in architecture documentation outside the flow analysis.

B. Add it only after the systems have been standardized.

C. Show the real translation work and any wait it introduces.

D. Omit it because the reconciliation does not directly fulfill the request.

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Practice: card 644 of 1,000

Answer 644

Correct Answer: C. Show the real translation work and any wait it introduces.

Why this answer

Actual work that affects the path belongs in the current-state analysis. Showing the translation makes its cost and dependencies visible before deciding whether standardization or another remedy is worthwhile.

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Practice: card 645 of 1,000

Question 645

Choose the best answer.

A review activity is almost continuously busy while its queue keeps aging. What does that combination warrant?

A. Treat high utilization as proof that the complete stream is efficient.

B. Examine arrivals, processing capacity, and unfinished work at the review constraint.

C. Speed up intake so reviewers have a larger supply of ready work.

D. Raise reviewer utilization targets before checking arrival and completion rates.

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Practice: card 645 of 1,000

Answer 645

Correct Answer: B. Examine arrivals, processing capacity, and unfinished work at the review constraint.

Why this answer

High activity does not establish timely flow when work continues to accumulate. The team needs evidence about the constraint and variability, rather than rewarding busyness without regard to the outcome.

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Practice: card 646 of 1,000

Question 646

Choose the best answer.

Why should a stream map show important information passed between activities, not just the actors?

A. The sender's preferred format should define acceptance at the next activity.

B. The document list can serve as the stream's completion criterion.

C. Information completeness can determine downstream decisions, returns, and waiting.

D. Information volume can replace measuring the resulting flow and outcomes.

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Practice: card 646 of 1,000

Answer 646

Correct Answer: C. Information completeness can determine downstream decisions, returns, and waiting.

Why this answer

Handoffs carry information as well as responsibility. Missing or unclear evidence can constrain downstream work, so the relevant information flow helps explain delay and rework.

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Practice: card 647 of 1,000

Question 647

Choose the best answer.

An expedite lane created for rare urgent work now carries a quarter of all items. What should management investigate FIRST?

A. Whether demand changes or weak priority rules explain the rise.

B. Whether the expedite lane should gain capacity before its entry rules are reviewed.

C. Whether the expedite lane should immediately be capped at its original volume.

D. Whether the normal lane's target should be relaxed to match current delays.

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Practice: card 647 of 1,000

Answer 647

Correct Answer: A. Whether demand changes or weak priority rules explain the rise.

Why this answer

The increase is a signal, not proof of one management failure. Examine genuine urgency, capacity, and classification behavior before deciding whether the lane or the wider stream needs adjustment.

Read and listen

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Practice: card 648 of 1,000

Question 648

Choose the best answer.

Overall rework is low, but one request type returns repeatedly. What is the BEST measurement response?

A. Keep the overall average because it represents the most common path.

B. Separate rework rates and reasons by meaningful demand type.

C. Compare completion totals across the teams handling that request type.

D. Measure total rework effort without linking returns to a request type.

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Practice: card 648 of 1,000

Answer 648

Correct Answer: B. Separate rework rates and reasons by meaningful demand type.

Why this answer

Segmentation can reveal a concentrated problem hidden by the overall rate. Reasons for return help distinguish input defects, control requirements, and other causes before a remedy is selected.

Read and listen

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Practice: card 649 of 1,000

Question 649

Choose the best answer.

Users abandon requests after days without visible progress. How should the stream review handle those cases?

A. Include abandonment and investigate the waiting and information users experienced.

B. Use completed-request times as the sole measure of the user experience.

C. Treat each abandonment as evidence that the original demand was invalid.

D. Exclude them because no completed outcome was recorded.

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Practice: card 649 of 1,000

Answer 649

Correct Answer: A. Include abandonment and investigate the waiting and information users experienced.

Why this answer

Abandonment is part of the real service experience and can reveal lost value. The team should investigate why users leave rather than improve the appearance of completion metrics by excluding them.

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Practice: card 650 of 1,000

Question 650

Choose the best answer.

After one constraint is improved, a different downstream activity begins limiting flow. Why should the team keep reviewing the whole stream?

A. Improvement can change where the effective limiting condition appears.

B. Local activity targets now provide all the evidence the service needs.

C. A new constraint proves that the first change must have been harmful.

D. The original map no longer has any useful information for management.

Show answer Next card

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Practice: card 650 of 1,000

Answer 650

Correct Answer: A. Improvement can change where the effective limiting condition appears.

Why this answer

Relieving one constraint can expose another as work moves differently. Continued end-to-end evidence helps identify the next useful action rather than assuming the original improvement failed or that management is finished.

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Practice: card 651 of 1,000

Question 651

Choose the best answer.

Routing is instant, but work waits in an unattended system queue until the next scheduler run. Should the map show the wait?

A. Yes; time spent in an automated queue is part of users' wait.

B. No; elapsed time should count activity performed by staff.

C. Yes, if a supplier operates the waiting stage under contract.

D. No; unattended system queues fall outside the service's delivery boundary.

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Practice: card 651 of 1,000

Answer 651

Correct Answer: A. Yes; time spent in an automated queue is part of users' wait.

Why this answer

Waiting remains part of the journey regardless of whether a person or system controls its release. Including it helps distinguish fast local processing from the time needed to achieve the outcome.

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Practice: card 652 of 1,000

Question 652

Choose the best answer.

Most flow problems develop within days, but the stream owner sees only monthly summaries. What capability is missing?

A. More complete historical records for end-of-year trend analysis.

B. A comparison of each team's monthly completion totals.

C. The ability to set tighter targets at each monthly review.

D. Visibility timely enough to guide action while work is still affected.

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Practice: card 652 of 1,000

Answer 652

Correct Answer: D. Visibility timely enough to guide action while work is still affected.

Why this answer

Information needs to arrive soon enough for the decisions it supports. Monthly aggregates may be useful for trends while being too late to detect and manage short-lived operational constraints.

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Practice: card 653 of 1,000

Question 653

Choose the best answer.

A measure covers request submission through fulfillment. Some requests wait for the requester to supply missing information. How should that interval be handled?

A. Pause the interval whenever the provider has finished its own actions.

B. Count only periods when a technical team actively processes the request.

C. Report requester waiting separately and deduct it from the full interval.

D. Include it in the defined elapsed interval and distinguish its cause.

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Practice: card 653 of 1,000

Answer 653

Correct Answer: D. Include it in the defined elapsed interval and distinguish its cause.

Why this answer

Elapsed time within the stated boundaries includes waiting, including requester delays. Recording the cause supports fair diagnosis without silently changing the metric into provider active time.

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Practice: card 654 of 1,000

Question 654

Choose the best answer.

A ticket changes status five times without advancing toward the outcome. Which measure BEST tests meaningful flow?

A. Average number of assignment changes before each ticket closes.

B. Time between defined progress events, including waiting and blocked periods.

C. Average time staff spend editing and updating each ticket record.

D. Number of status transitions recorded per request each day.

Show answer Next card

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Practice: card 654 of 1,000

Answer 654

Correct Answer: B. Time between defined progress events, including waiting and blocked periods.

Why this answer

Status activity can be administrative movement without progress. Timing meaningful events and blocked periods helps show whether the work is actually advancing through the service.

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Practice: card 655 of 1,000

Question 655

Choose the best answer.

Eight percent of requests wait thirty days and generate most complaints. How should that branch be considered for improvement?

A. Split it into a separate service before examining causes or feasible changes.

B. Give it low priority automatically because most demand follows another path.

C. Assess its disproportionate delay and stakeholder impact alongside effort and risk.

D. Treat its delay as a fixed exception and focus the next review on average speed.

Show answer Next card

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Practice: card 655 of 1,000

Answer 655

Correct Answer: C. Assess its disproportionate delay and stakeholder impact alongside effort and risk.

Why this answer

Low volume does not imply low consequence. Prioritization should consider impact, delay, risk, and feasibility rather than treating the majority path as the automatic focus.

Read and listen

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Practice: card 656 of 1,000

Question 656

Choose the best answer.

Approvals wait invisibly in email before the official queue records them. What is the BEST first improvement to the analysis?

A. Start timing at the official queue because earlier work is not documented.

B. Assess official-queue staffing before adding the earlier waiting interval.

C. Estimate the email wait from each manager's monthly completion totals.

D. Expose the hidden waiting and connect it to the rest of the request path.

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Practice: card 656 of 1,000

Answer 656

Correct Answer: D. Expose the hidden waiting and connect it to the rest of the request path.

Why this answer

A tool's missing timestamp does not mean the wait does not exist. Making it visible allows the team to examine ownership, release conditions, and its contribution to the stakeholder's elapsed journey.

Read and listen

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Practice: card 657 of 1,000

Question 657

Choose the best answer.

Downstream teams repeatedly reformat an evidence package before they can use it. What should the stream improvement address?

A. Additional review capacity after the package has been reformatted.

B. The data format and acceptance rules at the handoff.

C. Faster formatting by the receiving team.

D. Automate reformatting before agreeing a shared evidence format.

Show answer Next card

Topic index Contents

Practice: card 657 of 1,000

Answer 657

Correct Answer: B. The data format and acceptance rules at the handoff.

Why this answer

A usable information handoff can prevent repeated translation and return work. The agreed format or schema should meet actual consumer requirements rather than impose uniformity without a purpose.

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Practice: card 658 of 1,000

Question 658

Choose the best answer.

Automation raises reported completions, but more cases reopen and users wait just as long for a lasting result. What is the BEST conclusion?

A. Higher output counts do not establish better outcomes when work fails to stay resolved.

B. The main issue is that the team needs a higher target for initial closures.

C. Reopened work belongs to a new stream and should be excluded.

D. The increased completion count establishes a successful service improvement.

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Practice: card 658 of 1,000

Answer 658

Correct Answer: A. Higher output counts do not establish better outcomes when work fails to stay resolved.

Why this answer

Reported throughput can be distorted by rework or premature closure. Measure durable outcomes and the complete journey alongside counts to determine whether automation improved the service.

Read and listen

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Question 659

Choose the best answer.

A low-volume regulatory branch has long delays and severe consequences if handled incorrectly. How should it be represented and reviewed?

A. Review it only after its volume exceeds that of the common path.

B. Omit it because the normal route accounts for most completed requests.

C. Merge it into the normal route without showing its additional requirements.

D. Keep it visible and prioritize attention according to impact, risk, and delay.

Show answer Next card

Topic index Contents

Practice: card 659 of 1,000

Answer 659

Correct Answer: D. Keep it visible and prioritize attention according to impact, risk, and delay.

Why this answer

A consequential minority route can materially affect service value and exposure. Its controls and delay deserve explicit analysis even when frequency is low.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

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Practice: card 660 of 1,000

Question 660

Choose the best answer.

One stream takes more shared validator capacity and improves, while three others slow down. What should the review examine?

A. The successful stream's local result independently of the other services.

B. The combined consequences and priorities across all streams using the resource.

C. The efficiency gain from dedicating validators to the busiest stream.

D. The local targets of the streams that now experience longer queues.

Show answer Next card

Topic index Contents

Practice: card 660 of 1,000

Answer 660

Correct Answer: B. The combined consequences and priorities across all streams using the resource.

Why this answer

Shared capacity creates cross-stream dependencies and tradeoffs. The decision needs visibility of the overall effect rather than declaring one local improvement successful while ignoring transferred delay.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Topic index Contents

Practice: card 661 of 1,000

Question 661

Choose the best answer.

VIP and standard access requests share a path and outcome but have different response targets. Which starting view best supports stream management?

A. A shared map with one target derived from combined completions

B. A shared map, with completion and response times split by request class

C. Separate streams by priority and compare their overall averages

D. A standard-request map with VIP work treated as an external exception

Show answer Next card

Topic index Contents

Practice: card 661 of 1,000

Answer 661

Correct Answer: B. A shared map, with completion and response times split by request class

Why this answer

A shared path can be mapped once while measures distinguish the targets and experience of each request class. Separate, disconnected maps can hide shared constraints, while a combined average can hide poor performance for one class. VIP work remains part of the flow being managed.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility
Main book, page 169

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall
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Topic index Contents

Practice: card 662 of 1,000

Question 662

Choose the best answer.

Two regions share an onboarding path, but one requires a local compliance review before activation. Which map would make this difference useful for analysis?

A. One reviewed path used for both regions

B. A compliance diagram with no link to the shared stream

C. A shared path with its regional compliance branch

D. Independent regional maps with aggregated performance totals

Show answer Next card

Topic index Contents

Practice: card 662 of 1,000

Answer 662

Correct Answer: C. A shared path with its regional compliance branch

Why this answer

Showing the shared path and the branch preserves both common work and the actual regional control. Applying the review to both paths misstates the work, while disconnected views obscure where the branch affects timing and dependencies. The review should remain visible because it changes the route to activation.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

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Topic index Contents

Practice: card 663 of 1,000

Question 663

Choose the best answer.

Mean submission-to-fulfillment time fell, but the spread of completion times widened substantially. Why should the stream owner investigate?

A. The wider spread proves that timestamp rules changed during reporting

B. The improved mean now supports a single promised completion date

C. The longest cases establish that every team needs more capacity

D. The shorter average can hide widely varying waits that disrupt plans

Show answer Next card

Topic index Contents

Practice: card 663 of 1,000

Answer 663

Correct Answer: D. The shorter average can hide widely varying waits that disrupt plans

Why this answer

A lower mean does not show whether stakeholders can depend on a useful completion window. Examining the distribution and affected request types can reveal unreliable service hidden by the average. Variation alone does not prove a reporting change or establish which teams need capacity.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Topic index Contents

Practice: card 664 of 1,000

Question 664

Choose the best answer.

An organization appoints someone to coordinate a value stream that crosses several teams. What responsibility best fits that role?

A. Coordinate priorities and improvements across the complete flow

B. Resolve escalations within the stream's busiest operational team

C. Set each team's daily assignments and authorize every local decision

D. Maintain the published map and delegate performance to team managers

Show answer Next card

Topic index Contents

Practice: card 664 of 1,000

Answer 664

Correct Answer: A. Coordinate priorities and improvements across the complete flow

Why this answer

Stream ownership provides accountability for visibility, priorities, and improvement across boundaries. It does not require taking over team management or personally handling the busiest queue. Maintaining a diagram is insufficient when nobody manages the waits and outcomes between teams.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Topic index Contents

Practice: card 665 of 1,000

Question 665

Choose the best answer.

Demand arrives unevenly, but leaders want every step in a service stream continuously loaded to full capacity. What is the strongest concern?

A. Fully loaded steps have little room to absorb uneven arrivals

B. Continuous local activity is the best evidence of reliable delivery

C. Unused capacity is the primary cause of queues between teams

D. Spare capacity should be concentrated in the final fulfillment step

Show answer Next card

Topic index Contents

Practice: card 665 of 1,000

Answer 665

Correct Answer: A. Fully loaded steps have little room to absorb uneven arrivals

Why this answer

When arrival rates vary, fully loaded steps have little flexibility to absorb surges or disruption, so queues can grow. Local busyness does not establish dependable flow through the whole service. The appropriate capacity balance depends on the actual constraints and demand pattern, not a blanket rule about where spare capacity belongs.

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Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Topic index Contents

Practice: card 666 of 1,000

Question 666

Choose the best answer.

A team changes routing, approval rules, intake forms, and staffing together, then sees faster fulfillment. What limitation should its review acknowledge?

A. The new workflow requires no further tests until demand increases

B. The observed gain does not show which changes helped or caused side effects

C. The result cannot be compared with the original service baseline

D. The staffing change provides the clearest explanation of the gain

Show answer Next card

Topic index Contents

Practice: card 666 of 1,000

Answer 666

Correct Answer: B. The observed gain does not show which changes helped or caused side effects

Why this answer

Several simultaneous changes make it difficult to attribute the result to a particular intervention or interaction. A baseline still supports assessment of the combined result, but it does not isolate each cause. Coordinated changes may be justified; explicit assumptions and follow-up tests strengthen learning.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Practice: card 667 of 1,000

Question 667

Choose the best answer.

A request crosses four systems with unrelated local identifiers. Reviews cannot reliably join its history. Which change most directly addresses the visibility gap?

A. Combine the four systems' monthly completion totals

B. Add a closure category to each system's existing reports

C. Use the same status definitions and reporting periods across all four systems

D. Link local records so the same request can be traced across systems

Show answer Next card

Topic index Contents

Practice: card 667 of 1,000

Answer 667

Correct Answer: D. Link local records so the same request can be traced across systems

Why this answer

A shared reference or equivalent record linkage lets reviewers follow one item across system boundaries. Extra categories, aggregated totals, and consistent status names do not by themselves establish which records belong to the same request. Record correlation is a practical way to apply the sources' call for evidence of the full path, rather than a mandated implementation.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Topic index Contents

Practice: card 668 of 1,000

Question 668

Choose the best answer.

A team wants to identify requests that remain blocked today. Which measure most directly shows how long that stalled work has been waiting?

A. Age distribution of requests currently in blocked status

B. Daily number of requests transferred to another team

C. Percentage of incoming requests assigned within the target

D. Median completion time for last month's fulfilled requests

Show answer Next card

Topic index Contents

Practice: card 668 of 1,000

Answer 668

Correct Answer: A. Age distribution of requests currently in blocked status

Why this answer

The age of currently blocked requests reveals how long each unresolved blockage has persisted. Completed-item durations omit work that is still blocked, while assignment compliance and transfer counts measure different activity. Blocked age helps prioritize investigation without assuming that every blockage has the same cause.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

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Topic index Contents

Practice: card 669 of 1,000

Question 669

Choose the best answer.

Department swimlanes hide delays at reviews jointly performed by several functions. How should the team improve its value stream representation?

A. Group reviews under the department that supplies the most staff

B. Use finer departmental lanes to match the reporting hierarchy

C. Show the shared reviews, their inputs, and the waits at each handoff

D. Move joint reviews into a separate responsibility chart outside the flow view

Show answer Next card

Topic index Contents

Practice: card 669 of 1,000

Answer 669

Correct Answer: C. Show the shared reviews, their inputs, and the waits at each handoff

Why this answer

The representation should reveal the review points and handoffs that explain actual flow. More detail about reporting lines or staffing ownership does not necessarily expose the waits at shared reviews. A responsibility chart can supplement the map, but removing the reviews from the flow view preserves the blind spot.

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Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

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Topic index Contents

Practice: card 670 of 1,000

Question 670

Choose the best answer.

A stricter intake rule reduces downstream rework but sharply increases abandoned requests. What should determine whether the change improved the service?

A. The reduction in work returned by the fulfillment team

B. The percentage of submissions that satisfy the intake rule

C. The handling time of requests that pass the new entry checks

D. The combined effect on abandonment, rework, and valid completion

Show answer Next card

Topic index Contents

Practice: card 670 of 1,000

Answer 670

Correct Answer: D. The combined effect on abandonment, rework, and valid completion

Why this answer

The review must consider whether valid demand reaches its intended outcome as well as whether internal rework falls. Abandonment may reveal unclear requirements or excessive effort at entry, so investigate its causes before judging the change. Measuring accepted work or rule compliance alone can hide that loss, and necessary evidence requirements still need to be met.

Read and listen

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Section: Measures, Feedback, and Improvement Backlogs

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Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Topic index Contents

Practice: card 671 of 1,000

Question 671

Choose the best answer.

A new rule adds a manual checkpoint to 15 percent of requests and materially changes their route. What should trigger an update to the current-state map?

A. The new route becoming the default for both request types

B. The changed route becoming part of actual operation

C. The next annual documentation review

D. Checkpoint delays reaching the majority of submitted requests

Show answer Next card

Topic index Contents

Practice: card 671 of 1,000

Answer 671

Correct Answer: B. The changed route becoming part of actual operation

Why this answer

The map should reflect a material change in how work actually moves, including a branch used by a minority of requests. Waiting for the annual cycle or majority impact leaves the current view inaccurate. A branch can remain distinct without becoming the route for all demand.

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Topic index Contents

Practice: card 672 of 1,000

Question 672

Choose the best answer.

Fulfillment meets its queue target, but users wait much longer during earlier approvals and checks. Which measurement change would expose the full service experience?

A. Measure from request submission through verified fulfillment

B. Compare each approval team with its own historical average

C. Report time spent in fulfillment after subtracting approved pauses

D. Set a tighter target for time spent within fulfillment

Show answer Next card

Topic index Contents

Practice: card 672 of 1,000

Answer 672

Correct Answer: A. Measure from request submission through verified fulfillment

Why this answer

The stated boundaries include the earlier approvals and the verified outcome that users are waiting for. Local targets and historical comparisons can help explain performance but cannot replace the complete elapsed-time view. Subtracting pauses would conceal part of the experience unless presented separately for a clearly different purpose.

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Chapter 14: Continual Improvement and Value Streams

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Topic index Contents

Practice: card 673 of 1,000

Question 673

Choose the best answer.

A review aims to improve both readiness and timely progress at a handoff. Which pair of measures most directly assesses those two concerns?

A. Sending-team volume and touch time

B. First-pass acceptance and waiting time after receipt

C. Receiving-team assignment compliance and available staffing levels

D. Status update frequency and handoff transition counts

Show answer Next card

Topic index Contents

Practice: card 673 of 1,000

Answer 673

Correct Answer: B. First-pass acceptance and waiting time after receipt

Why this answer

First-pass acceptance shows whether transferred work is ready for the receiving step without return or correction. Waiting after receipt shows whether accepted work can progress promptly. The other pairs describe activity or capacity without directly evaluating both handoff readiness and delay; measurement rules should use consistent definitions and populations.

Read and listen

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Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Topic index Contents

Practice: card 674 of 1,000

Question 674

Choose the best answer.

Two services share most of their path but diverge during fulfillment. The team wants to inspect common constraints and distinct outcomes together. Which view best supports that aim?

A. A shared path with branches showing the different fulfillment routes

B. One combined path ending before the fulfillment routes diverge

C. Separate fulfillment maps accompanied by common monthly totals

D. Independent service maps grouped by the department doing the work

Show answer Next card

Topic index Contents

Practice: card 674 of 1,000

Answer 674

Correct Answer: A. A shared path with branches showing the different fulfillment routes

Why this answer

A shared path with visible branches shows both common constraints and the work needed for each outcome. Ending before fulfillment truncates the journey, while totals cannot show how shared activity connects to the divergent routes. Separate detailed views may supplement the map, but the stated analytical aim requires the connection to remain visible.

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Chapter 14: Continual Improvement and Value Streams

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Practice: card 675 of 1,000

Question 675

Choose the best answer.

An upstream team prepares work packages to stay busy, but many expire before downstream teams need them. What does the evidence most strongly suggest?

A. Premature production is creating waste

B. The unused packages form a successful resilience reserve

C. Preparation capacity is lower than downstream demand

D. Downstream teams should be measured on accepting more packages

Show answer Next card

Topic index Contents

Practice: card 675 of 1,000

Answer 675

Correct Answer: A. Premature production is creating waste

Why this answer

Packages that expire unused consume effort without contributing to the eventual outcome. Preparing work ahead can sometimes be useful, but the observed obsolescence calls for closer alignment with demand and downstream capacity. It does not demonstrate a capacity shortage or justify encouraging acceptance of unnecessary work.

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Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Topic index Contents

Practice: card 676 of 1,000

Question 676

Choose the best answer.

A dashboard shows submission-to-fulfillment time but cannot locate where requests stall. Which addition would best support targeted action?

A. Completion totals split by service and reporting month

B. Average effort per request across the entire service

C. Waiting durations and unfinished-item ages by step

D. The percentage of requests meeting the overall target

Show answer Next card

Topic index Contents

Practice: card 676 of 1,000

Answer 676

Correct Answer: C. Waiting durations and unfinished-item ages by step

Why this answer

Waiting durations and the ages of unfinished items locate delay within the path. A completed waiting duration and the current age of open work describe different populations, so both need clear definitions. Overall totals, effort, and target compliance may signal performance problems without showing where to intervene.

Read and listen

Chapter 14: Continual Improvement and Value Streams

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Main book, page 169

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Topic index Contents

Practice: card 677 of 1,000

Question 677

Choose the best answer.

An incentive rewards exceeding a monthly completion threshold. Teams hold ready work across reporting boundaries to concentrate completions in selected months. What does this behavior reveal?

A. The monthly total is a reliable substitute for completion timing

B. The stream needs a larger volume of work entering each month

C. The incentive is disrupting timely flow

D. The reporting period is too short to assess any service outcome

Show answer Next card

Topic index Contents

Practice: card 677 of 1,000

Answer 677

Correct Answer: C. The incentive is disrupting timely flow

Why this answer

The target is encouraging teams to time reported completions instead of moving ready work when users need it. Meeting the monthly total therefore does not establish a timely or predictable service. Review the incentive alongside waiting and completion patterns rather than increasing demand or discarding measurement.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Practice: card 678 of 1,000

Question 678

Choose the best answer.

Some access requests end in a justified policy denial, which is communicated to the requester. How should this meaningful terminal path appear in the value stream map?

A. As open work awaiting eventual fulfillment

B. As a distinct end state with its decision and communication

C. As corrective work sent back through intake for reconsideration

D. As a separate compliance count outside the flow

Show answer Next card

Topic index Contents

Practice: card 678 of 1,000

Answer 678

Correct Answer: B. As a distinct end state with its decision and communication

Why this answer

A justified, communicated denial is a real resolution of demand and should be visible as a distinct end state. Hiding it outside the flow obscures effort and user experience, while treating it as open work or rework misstates its terminal nature. Distinguishing this path also prevents legitimate denials from being confused with abandoned or failed requests.

Read and listen

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Topic index Contents

Practice: card 679 of 1,000

Question 679

Choose the best answer.

A team has drafted a new handoff standard and wants evidence before wider adoption. What should its pilot evaluate?

A. The sending team's preparation time and transfer volume

B. Sender effort, receiver acceptance, and subsequent waiting

C. The receiving team's agreement that the new form is clearer

D. The percentage of staff briefed on the revised requirements

Show answer Next card

Topic index Contents

Practice: card 679 of 1,000

Answer 679

Correct Answer: B. Sender effort, receiver acceptance, and subsequent waiting

Why this answer

Measures on both sides show whether the handoff improves the whole path or shifts effort and delay elsewhere. Training coverage and favorable feedback can support rollout but do not establish the operational result. Measuring the sender alone misses acceptance and waiting experienced downstream.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: A Practical Continual Improvement Cycle

Main book, page 163

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Topic index Contents

Practice: card 680 of 1,000

Question 680

Choose the best answer.

A request stream's average completion time improves, but more users abandon it before completion. Which response best demonstrates active value stream management?

A. Publish the abandonment trend and let each team choose its own response

B. Keep the current design and add the improved average to the scorecard

C. Investigate dropout points, test improvements, and review valid completion

D. Change the map's end point to submission acceptance for future reports

Show answer Next card

Topic index Contents

Practice: card 680 of 1,000

Answer 680

Correct Answer: C. Investigate dropout points, test improvements, and review valid completion

Why this answer

Active management uses outcome evidence to guide coordinated action and then checks whether the change helps stakeholders. Investigating abandonment can reveal problems excluded from completed-item averages and support targeted tests. Reporting without action, celebrating one measure, or moving the boundary does not address the observed loss of successful outcomes.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Topic index Contents

Practice: card 681 of 1,000

Question 681

Choose the best answer.

A service team has an accurate value stream map but revisits it only after major incidents. What should it do to keep the map useful?

A. Schedule revisions around the annual documentation audit.

B. Use incident reports as the primary trigger for revisions.

C. Update it when the service owner changes roles.

D. Review the map as demand and working conditions change.

Show answer Next card

Topic index Contents

Practice: card 681 of 1,000

Answer 681

Correct Answer: D. Review the map as demand and working conditions change.

Why this answer

A map can accurately describe yesterday's service while missing today's delays. Regular evidence-based review keeps it useful between incidents and formal audits.

Read and listen

Chapter 14: Continual Improvement and Value Streams

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Main book, page 167

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Practice: card 682 of 1,000

Question 682

Choose the best answer.

Most elapsed time in a slow service stream is spent waiting for a requester to confirm a choice. What should the team do first?

A. Start the measurement when the requester confirms the choice.

B. Compare resolver productivity before changing the intake workflow.

C. Expose and manage the dependency on requester confirmation.

D. Remove requester waiting from the customer lead-time measure.

Show answer Next card

Topic index Contents

Practice: card 682 of 1,000

Answer 682

Correct Answer: C. Expose and manage the dependency on requester confirmation.

Why this answer

Requester waiting affects the full journey even when no internal team controls the response. Show that dependency and investigate whether clearer choices or follow-up would reduce delay.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Topic index Contents

Practice: card 683 of 1,000

Question 683

Choose the best answer.

A stream map shows where activities occur, but not which step determines whether work goes left or right at a major branch. What is the BEST correction?

A. Show the most frequently used path in greater detail.

B. Merge the paths into one representative sequence.

C. Add the decision owner without recording the routing rule.

D. Label the branch with its decision criteria.

Show answer Next card

Topic index Contents

Practice: card 683 of 1,000

Answer 683

Correct Answer: D. Label the branch with its decision criteria.

Why this answer

A branching map needs to explain what sends an item down each path. Frequency and ownership provide context, but neither substitutes for the decision rule.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

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Topic index Contents

Practice: card 684 of 1,000

Question 684

Choose the best answer.

Which measure BEST helps show whether a recent change actually improved the stream rather than just one activity?

A. Average utilization of staff assigned to the changed step.

B. Monthly throughput of the implementing team.

C. Average handling time in the activity that was changed.

D. Total request-to-outcome time, measured against the baseline.

Show answer Next card

Topic index Contents

Practice: card 684 of 1,000

Answer 684

Correct Answer: D. Total request-to-outcome time, measured against the baseline.

Why this answer

The full interval tests whether the improvement reaches the stakeholder. Local speed, output, and utilization can improve while waiting or rework shifts elsewhere; also check quality and risk.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

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Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Practice: card 685 of 1,000

Question 685

Choose the best answer.

A team maps an issue-resolution stream from ticket creation to closure, but users report that the hardest part is figuring out where and how to raise the issue in the first place. What is the BEST next step?

A. Extend the map to include finding and accessing support.

B. Keep ticket creation as the boundary and survey users separately.

C. Prioritize faster resolution once a ticket has reached support.

D. Rename the intake stage to reflect the reported confusion.

Show answer Next card

Topic index Contents

Practice: card 685 of 1,000

Answer 685

Correct Answer: A. Extend the map to include finding and accessing support.

Why this answer

The current boundary excludes a consequential part of the user's journey. Including access to support makes that friction visible alongside the formal ticket workflow.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

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Topic index Contents

Practice: card 686 of 1,000

Question 686

Choose the best answer.

Several teams complete their work quickly, but items still wait a long time for someone to decide which queue they belong in. What is the MOST likely stream issue?

A. An intake decision bottleneck before resolver work begins.

B. Uneven processing capacity across the specialist resolver teams.

C. A closure-validation bottleneck after technical work is completed.

D. A mismatch between reported demand and available service capacity.

Show answer Next card

Topic index Contents

Practice: card 686 of 1,000

Answer 686

Correct Answer: A. An intake decision bottleneck before resolver work begins.

Why this answer

The observed wait occurs while work is classified and routed. Investigate intake criteria and decision ownership before assuming downstream teams need more processing capacity.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Practice: card 687 of 1,000

Question 687

Choose the best answer.

A manager says, “We do not need end-to-end stream measures because each team already has SLAs.” What is the BEST response?

A. Measure cross-team waiting and rework as well as local performance.

B. Combine the local SLA percentages into a single service score.

C. Use the slowest team’s SLA as the end-to-end commitment.

D. Compare each team’s response-time distribution with its local target.

Show answer Next card

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Practice: card 687 of 1,000

Answer 687

Correct Answer: A. Measure cross-team waiting and rework as well as local performance.

Why this answer

Meeting separate team targets does not establish a satisfactory overall journey. End-to-end evidence captures handoff losses that local measures can miss.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Practice: card 688 of 1,000

Question 688

Choose the best answer.

A stream map currently shows work moving neatly from left to right, but analysis finds that items often go back three steps when evidence is incomplete. What is the BEST correction?

A. Show the approved sequence and record exceptions in meeting notes.

B. Increase the time allowance on the final completion activity.

C. Add the return loop and measure its frequency and delay.

D. Treat each return as a separate newly arriving work item.

Show answer Next card

Topic index Contents

Practice: card 688 of 1,000

Answer 688

Correct Answer: C. Add the return loop and measure its frequency and delay.

Why this answer

The return loop is part of how work actually moves. Showing and measuring it exposes the cost of incomplete evidence instead of disguising repeated work as new demand.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Topic index Contents

Practice: card 689 of 1,000

Question 689

Choose the best answer.

A value stream uses one shared fraud-review team that also serves many other services. Why should the stream owner still track that team's queue age?

A. Its age lets the owner exclude shared-team waiting from end-to-end measures.

B. Its age shows how much hands-on review effort remains.

C. Its age establishes the processing capacity the shared team needs.

D. Its waiting time affects the stream’s overall completion time.

Show answer Next card

Topic index Contents

Practice: card 689 of 1,000

Answer 689

Correct Answer: D. Its waiting time affects the stream’s overall completion time.

Why this answer

A shared dependency can delay the stakeholder outcome even outside the owner’s team. Queue age exposes that delay, but does not by itself establish remaining hands-on effort or staffing capacity, and does not justify excluding the dependency from the journey.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

Open the course directory and select this episode.

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Topic index Contents

Practice: card 690 of 1,000

Question 690

Choose the best answer.

Which sign MOST clearly suggests that the team is measuring activity volume instead of stream quality?

A. It shows waiting time before major team handoffs.

B. It separates rework rates for routine and exceptional paths.

C. It pairs completion time with the rate of durable resolutions.

D. It reports closures without checking reopenings or corrections.

Show answer Next card

Topic index Contents

Practice: card 690 of 1,000

Answer 690

Correct Answer: D. It reports closures without checking reopenings or corrections.

Why this answer

Closure volume measures output without establishing that the work stayed resolved. Reopenings and corrections reveal whether apparent throughput delivered a dependable result.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Topic index Contents

Practice: card 691 of 1,000

Question 691

Choose the best answer.

Why might a stream owner deliberately choose not to map every technical micro-step inside an automated integration?

A. To restrict the map to activities performed by employees.

B. To keep attention on meaningful flow, decisions, and delay.

C. To show only the activities already selected for improvement.

D. To rely on the integration team’s local performance targets instead.

Show answer Next card

Topic index Contents

Practice: card 691 of 1,000

Answer 691

Correct Answer: B. To keep attention on meaningful flow, decisions, and delay.

Why this answer

Mapping detail should serve the question being investigated. Summarizing technical internals is appropriate when it preserves the dependencies and delays needed to understand the stream.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

Open the course directory and select this episode.

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Topic index Contents

Practice: card 692 of 1,000

Question 692

Choose the best answer.

An internal team says, “We are not part of that stream, we just enrich the data before it continues.” What is the BEST correction?

A. Include enrichment after its team accepts service ownership.

B. Show enrichment in the integration diagram instead.

C. Include enrichment because downstream progress depends on its output.

D. Include enrichment when it appears in the service catalog.

Show answer Next card

Topic index Contents

Practice: card 692 of 1,000

Answer 692

Correct Answer: C. Include enrichment because downstream progress depends on its output.

Why this answer

Work belongs in the stream when it materially contributes to reaching the outcome. Its visibility to the user and its organizational owner do not determine that contribution.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Practice: card 693 of 1,000

Question 693

Choose the best answer.

Two streams have different exception volumes and regulatory branches. How should the team compare their performance?

A. Compare the averages after adjusting for team size.

B. Compare the streams after excluding their regulatory checkpoints.

C. Compare similar paths and explain differences in case mix.

D. Rank the streams using the same overall timing target.

Show answer Next card

Topic index Contents

Practice: card 693 of 1,000

Answer 693

Correct Answer: C. Compare similar paths and explain differences in case mix.

Why this answer

Different case mixes and required paths can produce different timing distributions. Segmenting comparable work makes the comparison more informative while retaining necessary controls.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Contents

Practice: card 694 of 1,000

Question 694

Choose the best answer.

A downstream step frequently says work is “not ready,” but the stream map does not define what ready means. What is the BEST first move?

A. Add a completion-time target for the receiving team.

B. Increase downstream staffing to clear returned items faster.

C. Agree and document the entry criteria at the handoff.

D. Let the upstream team decide readiness for each item.

Show answer Next card

Topic index Contents

Practice: card 694 of 1,000

Answer 694

Correct Answer: C. Agree and document the entry criteria at the handoff.

Why this answer

Shared entry criteria address the disagreement that causes repeated returns. Additional capacity or targets may change speed but leave both teams interpreting readiness differently.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Topic index Contents

Practice: card 695 of 1,000

Question 695

Choose the best answer.

One team wants to show only successful completions on the stream dashboard because rejected or abandoned work “is not value.” What is the BEST correction?

A. Report fulfilled work first and omit incomplete journeys.

B. Count rejected work with completed work in one throughput total.

C. Include rejected and abandoned paths to expose lost value.

D. Track abandonment in a separate survey outside the stream.

Show answer Next card

Topic index Contents

Practice: card 695 of 1,000

Answer 695

Correct Answer: C. Include rejected and abandoned paths to expose lost value.

Why this answer

Rejection and abandonment reveal how demand consumes effort without reaching the intended result. Include these paths with clear outcome categories so their causes can be investigated.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 53: Map Value Streams to Expose Delays Waste and Hidden Dependencies

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Topic index Contents

Practice: card 696 of 1,000

Question 696

Choose the best answer.

A stream owner notices that one activity has very short processing time but very long average wait before someone starts it. What is the BEST interpretation?

A. The wait should be included in the hands-on effort estimate.

B. Queue delay dominates despite short hands-on processing time.

C. The overall stream is efficient because each task is brief.

D. The activity has enough capacity for current demand.

Show answer Next card

Topic index Contents

Practice: card 696 of 1,000

Answer 696

Correct Answer: B. Queue delay dominates despite short hands-on processing time.

Why this answer

Short touch time does not cancel a long wait before work starts. Distinguishing the two identifies a queue or intake issue that a faster execution step may not resolve.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Contents

Practice: card 697 of 1,000

Question 697

Choose the best answer.

Why might a stream owner use both a high-level stream view and a more detailed sub-map for one problematic branch?

A. To preserve overall context while examining one difficult branch.

B. To maintain separate maps for managers and technical staff.

C. To replace the full map once detailed investigation begins.

D. To report each branch against its own target without a shared outcome.

Show answer Next card

Topic index Contents

Practice: card 697 of 1,000

Answer 697

Correct Answer: A. To preserve overall context while examining one difficult branch.

Why this answer

A focused sub-map can explain a troublesome branch without overwhelming the end-to-end view. Keep the branch connected to its overall trigger, dependencies, and intended outcome.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 56: Rehearse Value Stream Mapping Concepts for Faster End-to-End Recall

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Topic index Contents

Practice: card 698 of 1,000

Question 698

Choose the best answer.

A service has two visible bottlenecks, but one delays high-value work and the other delays low-impact work. Which should be addressed first?

A. The one whose queue is encountered earliest in the map.

B. The one with the highest number of waiting work items.

C. The one whose delay creates the greatest service harm.

D. The one whose owner can finish a local improvement fastest.

Show answer Next card

Topic index Contents

Practice: card 698 of 1,000

Answer 698

Correct Answer: C. The one whose delay creates the greatest service harm.

Why this answer

Priority follows the consequences of delay, including stakeholder impact and risk. Position, convenience, and volume matter as context but do not by themselves establish the most valuable improvement.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Topic index Contents

Practice: card 699 of 1,000

Question 699

Choose the best answer.

A stream team debates whether a dashboard should show averages only or also show age bands and branch-specific measures. Which approach is stronger?

A. Combine summaries with age bands and branch-level measures.

B. Replace overall measures with individual case histories.

C. Report branch volumes without comparing their completion times.

D. Use the average as the reporting target for each branch.

Show answer Next card

Topic index Contents

Practice: card 699 of 1,000

Answer 699

Correct Answer: A. Combine summaries with age bands and branch-level measures.

Why this answer

Summary measures and detailed views answer different questions. Age and branch measures help locate delayed groups that a favorable average can conceal.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 54: Manage Value Streams for Better Flow Visibility and Measurable Outcomes

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Topic index Contents

Practice: card 700 of 1,000

Question 700

Choose the best answer.

Which approach best supports ongoing value stream management?

A. Standardize each department’s procedure and compare local targets.

B. Review real flow and outcomes, then adjust shared dependencies.

C. Review the stream when a major disruption reveals a failure.

D. Keep the agreed map stable while teams optimize their tasks.

Show answer Next card

Topic index Contents

Practice: card 700 of 1,000

Answer 700

Correct Answer: B. Review real flow and outcomes, then adjust shared dependencies.

Why this answer

Mature stream management keeps the full path under review and adapts it using evidence. Local procedures and incident reviews help, but neither replaces continuous attention to cross-team flow.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

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Topic 6

AI-enabled service management

Assess AI use through purpose, evidence, data quality, accountability, and consequences. Apply appropriate oversight, monitoring, and recovery arrangements.

Select a question. Return here with Topic index on either card face.

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Practice: card 701 of 1,000

Question 701

Choose the best answer.

An organization introduces an AI tool to suggest incident categories and routing paths. What is the BEST role for that tool?

A. Authorize changes to escalation rules when confidence is high.

B. Assign incident ownership according to the model's preferred categories.

C. Set the service's incident priorities from historical ticket volumes.

D. Suggest routing within defined rules and accountable human oversight.

Show answer Next card

Topic index Contents

Practice: card 701 of 1,000

Answer 701

Correct Answer: D. Suggest routing within defined rules and accountable human oversight.

Why this answer

The tool supports categorization and routing within its approved scope. Accountable people define the rules and handle consequential exceptions rather than giving recommendations authority to redesign the service.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Topic index Contents

Practice: card 702 of 1,000

Question 702

Choose the best answer.

An AI model recommends approval of a sensitive request, but the team cannot determine why it reached that conclusion. What is the MOST important concern?

A. The recommendation cannot be adequately examined or challenged.

B. The model may generate less consistent written responses.

C. The team may need more examples for future training.

D. Approval delays may exceed the turnaround time agreed with the customer.

Show answer Next card

Topic index Contents

Practice: card 702 of 1,000

Answer 702

Correct Answer: A. The recommendation cannot be adequately examined or challenged.

Why this answer

A sensitive decision needs evidence sufficient for meaningful review. This does not require exposing every model parameter, but a plausible recommendation alone does not justify approval.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Return to question Next card

Topic index Contents

Practice: card 703 of 1,000

Question 703

Choose the best answer.

Before expanding AI across many service workflows, what is the BEST first move?

A. Choose the model with the broadest available feature set.

B. Standardize the enterprise platform before defining specific use cases.

C. Give each department access and compare initial adoption rates.

D. Define a bounded pilot with outcomes, risk limits, and measures.

Show answer Next card

Topic index Contents

Practice: card 703 of 1,000

Answer 703

Correct Answer: D. Define a bounded pilot with outcomes, risk limits, and measures.

Why this answer

A bounded pilot establishes what the capability should improve and how it will be judged. Platform selection and adoption measures cannot substitute for a defined service need and acceptable risk.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Topic index

Contents

Practice: card 704 of 1,000

Question 704

Choose the best answer.

Why is poor input or training data a serious issue for AI-enabled service management?

A. It mainly creates problems when records use different file formats.

B. It primarily increases the time required to generate answers.

C. It usually reduces output fluency before affecting recommendation quality.

D. It can propagate misleading signals into repeated service decisions.

Show answer Next card

Topic index Contents

Practice: card 704 of 1,000

Answer 704

Correct Answer: D. It can propagate misleading signals into repeated service decisions.

Why this answer

Incomplete, stale, or biased information can produce plausible but unreliable outputs. Training data, retrieved context, and request inputs are different mechanisms, and each needs appropriate quality controls.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Topic index

Contents

Practice: card 705 of 1,000

Question 705

Choose the best answer.

What should happen when an AI model shows low confidence or the case is unusual and high-impact?

A. Route the consequential case to an authorized reviewer.

B. Accept the recommendation and review it during the next audit.

C. Apply the most frequent historical resolution to reduce delay.

D. Repeat the request until the model gives a confident response.

Show answer Next card

Topic index Contents

Practice: card 705 of 1,000

Answer 705

Correct Answer: A. Route the consequential case to an authorized reviewer.

Why this answer

Uncertainty and high impact call for appropriate human review before action. Repetition or a familiar precedent does not establish that the recommendation fits this case.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Practice: card 706 of 1,000

Question 706

Choose the best answer.

How should a service establish responsible AI use?

A. Use aggregate accuracy to set the limits of user access.

B. Treat vendor approval as authorization for every local workflow.

C. Define permitted use, accountability, and review mechanisms.

D. Delegate governance decisions to the team that operates the model.

Show answer Next card

Topic index Contents

Practice: card 706 of 1,000

Answer 706

Correct Answer: C. Define permitted use, accountability, and review mechanisms.

Why this answer

Responsible operation makes authority and boundaries explicit. Vendor claims, average performance, and technical ownership do not establish who accepts the service's consequences.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Contents

Practice: card 707 of 1,000

Question 707

Choose the best answer.

An AI-generated customer summary saves time for staff, but different users receive noticeably different explanations for the same issue and begin to distrust the service. What is the BEST conclusion?

A. The service should prioritize one standard response format.

B. The problem is confined to how staff introduce the tool.

C. Efficiency gains must be weighed against reliability and user trust.

D. Handling-time improvement supports expansion before reviewing user concerns.

Show answer Next card

Topic index Contents

Practice: card 707 of 1,000

Answer 707

Correct Answer: C. Efficiency gains must be weighed against reliability and user trust.

Why this answer

Faster summaries are not sufficient evidence of better service. Investigate whether differing explanations are appropriate to context or are inconsistent enough to mislead users.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Practice: card 708 of 1,000

Question 708

Choose the best answer.

What does complexity-native thinking MOST strongly suggest in AI-enabled work?

A. Give each team discretion without a common evaluation method.

B. Learn through bounded tests and feedback under uncertainty.

C. Complete the operating model before testing assumptions in practice.

D. Use prior results to fix the rollout plan for the year.

Show answer Next card

Topic index Contents

Practice: card 708 of 1,000

Answer 708

Correct Answer: B. Learn through bounded tests and feedback under uncertainty.

Why this answer

Complex interactions can leave important uncertainty after analysis. Bounded experiments provide evidence for adjustment while governance and observation limit harm.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Complexity, Uncertainty, and Experimentation

Main book, page 192

Episode 08: Explore AI-Native and Complexity-Native Thinking at the Heart of ITIL Foundation

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Practice: card 709 of 1,000

Question 709

Choose the best answer.

Why should AI-enabled service decisions be monitored after deployment rather than treated as complete once they go live?

A. To collect enough activity data for the deployment report.

B. To transfer accountability from project staff to the monitoring tool.

C. To detect changes in performance, inputs, and actual use.

D. To confirm that the original business case remains documented.

Show answer Next card

Topic index Contents

Practice: card 709 of 1,000

Answer 709

Correct Answer: C. To detect changes in performance, inputs, and actual use.

Why this answer

Live conditions, sources, and user behavior can change performance and risk. Monitoring supports renewed evaluation; it does not replace accountable governance.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 08: Explore AI-Native and Complexity-Native Thinking at the Heart of ITIL Foundation

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Practice: card 710 of 1,000

Question 710

Choose the best answer.

Which use of AI is MOST likely to support good service management without overreaching?

A. Summarize service signals for analysts to investigate and verify.

B. Authorize access exceptions using patterns from prior approvals.

C. Publish policy interpretations directly from generated recommendations.

D. Close uncertain incidents when the model predicts likely restoration.

Show answer Next card

Topic index Contents

Practice: card 710 of 1,000

Answer 710

Correct Answer: A. Summarize service signals for analysts to investigate and verify.

Why this answer

Summarization can help people find patterns without itself authorizing a consequential action. Even an advisory summary needs suitable data controls and verification of material claims.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Practice: card 711 of 1,000

Question 711

Choose the best answer.

A team wants an AI model to auto-approve unusual exceptions, but no human owner is defined for contested or harmful outcomes. What is the BEST critique?

A. The service should publish its average approval accuracy.

B. Raise the automatic approval confidence threshold.

C. The design lacks accountable handling of contested outcomes.

D. Use more historical cases to train exception handling.

Show answer Next card

Topic index Contents

Practice: card 711 of 1,000

Answer 711

Correct Answer: C. The design lacks accountable handling of contested outcomes.

Why this answer

A consequential exception needs a defined authority and a route for challenge. Accuracy measures and thresholds cannot fill the missing accountability role.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Practice: card 712 of 1,000

Question 712

Choose the best answer.

In a fast-moving environment, what is the BEST way to make sound decisions about AI-enabled service changes?

A. Run bounded tests with oversight and evidence-based adjustments.

B. Delegate testing boundaries to each individual analyst.

C. Roll out after the initial demonstration succeeds.

D. Choose the most adaptable model and review benefits annually.

Show answer Next card

Topic index Contents

Practice: card 712 of 1,000

Answer 712

Correct Answer: A. Run bounded tests with oversight and evidence-based adjustments.

Why this answer

Controlled learning combines speed with defined limits and review. A demonstration or flexible model does not establish safe use across changing service conditions.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Complexity, Uncertainty, and Experimentation

Main book, page 192

Episode 08: Explore AI-Native and Complexity-Native Thinking at the Heart of ITIL Foundation

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Topic index Contents

Practice: card 713 of 1,000

Question 713

Choose the best answer.

Why should service commitments and policy boundaries remain visible when AI tools are suggesting actions?

A. The tool should infer authority from whichever policy passage it retrieves.

B. Suggested actions must respect obligations and delegated authority.

C. Visible policies reduce the amount of testing needed before release.

D. Historical approvals should determine how current commitments are interpreted.

Show answer Next card

Topic index Contents

Practice: card 713 of 1,000

Answer 713

Correct Answer: B. Suggested actions must respect obligations and delegated authority.

Why this answer

AI assistance does not change what the organization has promised or is authorized to do. Review suggestions against applicable boundaries before acting on them.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Practice: card 714 of 1,000

Question 714

Choose the best answer.

An AI assistant suggests options that sound plausible but sometimes refer to actions the service does not actually support. What is the BEST control?

A. Add past examples showing the assistant which recommendation style to use.

B. Add a general disclaimer beside the generated answer.

C. Validate supported actions and restrict consequential execution.

D. Use a more consistent writing style for all suggestions.

Show answer Next card

Topic index Contents

Practice: card 714 of 1,000

Answer 714

Correct Answer: C. Validate supported actions and restrict consequential execution.

Why this answer

A plausible suggestion may describe an unavailable or unsafe action. Validate it against current service capabilities and require appropriate authorization before consequential execution; a disclaimer alone is insufficient.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Practice: card 715 of 1,000

Question 715

Choose the best answer.

What is the BEST primary measure of success for an AI-enabled support assistant?

A. Share of support interactions answered by the assistant.

B. Verified resolutions and successful outcomes for users.

C. Number of departments using the assistant each month.

D. Average number of prompts handled per analyst shift.

Show answer Next card

Topic index Contents

Practice: card 715 of 1,000

Answer 715

Correct Answer: B. Verified resolutions and successful outcomes for users.

Why this answer

Success should show a better service result, not simply more AI activity. Include quality and user impact so faster handling does not conceal rework or unsafe advice.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Topic index Contents

Practice: card 716 of 1,000

Question 716

Choose the best answer.

A team wants to adopt AI because other organizations use it, but has no clear improvement target. What is the main weakness in this proposal?

A. The team has not compared vendor capabilities and commercial terms.

B. The team has not established a service problem or expected benefit.

C. The organization has not promoted adoption widely enough across its departments.

D. The team has not measured how quickly staff learn the interface.

Show answer Next card

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Practice: card 716 of 1,000

Answer 716

Correct Answer: B. The team has not established a service problem or expected benefit.

Why this answer

An adoption decision needs a purpose and a way to assess value. Vendor comparison, promotion, and usability evidence become useful after the service need is clear.

Read and listen

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Practice: card 717 of 1,000

Question 717

Choose the best answer.

An AI classifier recommends one routing path, but the case record itself contains explicit evidence that a different path is required. What should happen?

A. Follow the route when the confidence threshold is met.

B. Repeat classification with a shorter summary of the same case.

C. Verify the case evidence and route it under the applicable rule.

D. Retain the recommended route until the next model evaluation.

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Practice: card 717 of 1,000

Answer 717

Correct Answer: C. Verify the case evidence and route it under the applicable rule.

Why this answer

Explicit, verified case evidence takes precedence over an unsupported recommendation. Record the discrepancy for review while handling the case through the authorized path.

Read and listen

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Practice: card 718 of 1,000

Question 718

Choose the best answer.

Which statement BEST describes human-in-the-loop service management with AI?

A. People choose the service's preferred model and input sources.

B. People approve the model version before it enters service.

C. People review relevant decisions before consequential action.

D. People sample completed decisions during a periodic quality review.

Show answer Next card

Topic index Contents

Practice: card 718 of 1,000

Answer 718

Correct Answer: C. People review relevant decisions before consequential action.

Why this answer

Human-in-the-loop review places a person within the relevant decision path. Deployment approval and later sampling support governance but do not themselves provide review before the action.

Read and listen

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Practice: card 719 of 1,000

Question 719

Choose the best answer.

A team wants to expand a successful AI pilot from one workflow to another very different workflow without further review. What is the BEST next step?

A. Reuse the pilot’s acceptance results for the new workflow.

B. Reassess the new workflow’s fit, risks, and evidence.

C. Enable the new workflow with the existing permissions.

D. Compare the two workflows’ expected transaction volumes.

Show answer Next card

Topic index Contents

Practice: card 719 of 1,000

Answer 719

Correct Answer: B. Reassess the new workflow’s fit, risks, and evidence.

Why this answer

A different workflow may involve different data, users, permissions, and consequences. Reuse relevant learning, but obtain evidence that supports the new context before relying on it.

Read and listen

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Practice: card 720 of 1,000

Question 720

Choose the best answer.

Which approach best supports responsible AI adoption and operation?

A. Select a high-performing model and delegate rollout to local teams.

B. Approve the pilot results and review benefits at year-end.

C. Define scope and ownership, monitor outcomes, and expand on evidence.

D. Standardize one platform and track growth in automated interactions.

Show answer Next card

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Practice: card 720 of 1,000

Answer 720

Correct Answer: C. Define scope and ownership, monitor outcomes, and expand on evidence.

Why this answer

A mature approach links bounded use to continuing evidence and accountability. Platform consistency, adoption, and an initial approval do not establish responsible operation over time.

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Practice: card 721 of 1,000

Question 721

Choose the best answer.

An AI triage assistant becomes unavailable during a major incident surge. What is the BEST service design choice?

A. Queue requests for automated routing after the model recovers.

B. Restrict intake to channels already integrated with the model.

C. Activate a tested fallback with clear triage responsibility.

D. Redirect the surge to a second untested model provider.

Show answer Next card

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Practice: card 721 of 1,000

Answer 721

Correct Answer: C. Activate a tested fallback with clear triage responsibility.

Why this answer

Service continuity should not depend on a single AI component remaining available. A tested fallback preserves controlled intake and prioritization while the failed capability is restored.

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Practice: card 722 of 1,000

Question 722

Choose the best answer.

A team pastes sensitive service records into an unapproved public generative AI tool because it is convenient. What should happen FIRST?

A. Ask the vendor to confirm deletion after the work is finished.

B. Remove personal names before continuing with the same public tool.

C. Document the convenience benefit before requesting retrospective approval.

D. Stop further disclosure and follow the approved response procedure.

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Practice: card 722 of 1,000

Answer 722

Correct Answer: D. Stop further disclosure and follow the approved response procedure.

Why this answer

Stop the unapproved handling and assess the exposure under the organization’s procedures. Redaction may be part of an approved solution, but it does not automatically make the existing service or disclosure acceptable.

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Practice: card 723 of 1,000

Question 723

Choose the best answer.

An AI routing model was trained on an older request taxonomy, but the service recently changed its categories and escalation rules. What is the BEST conclusion?

A. The unchanged model version means routing behavior remains valid.

B. The old labels should be preserved to maintain reporting consistency.

C. Changed rules require checking whether the existing routing is valid.

D. The new taxonomy can be applied after cases reach resolver teams.

Show answer Next card

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Practice: card 723 of 1,000

Answer 723

Correct Answer: C. Changed rules require checking whether the existing routing is valid.

Why this answer

A model trained against old labels may no longer fit current decisions. Validate the new taxonomy and update the relevant model, rules, or integration without assuming automatic adaptation.

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Practice: card 724 of 1,000

Question 724

Choose the best answer.

A user-facing AI assistant presents uncertain information in a confident tone, and people start assuming its answers are definitive. What is the BEST control?

A. Standardize the assistant’s tone across every service channel.

B. Add the model’s technical version to each generated answer.

C. Display the overall accuracy achieved on the pilot’s representative test cases.

D. Communicate uncertainty and provide a clear route to verification.

Show answer Next card

Topic index Contents

Practice: card 724 of 1,000

Answer 724

Correct Answer: D. Communicate uncertainty and provide a clear route to verification.

Why this answer

Users need to understand the status and limitations of the specific output. A polished tone or historical average cannot establish that an individual answer is reliable.

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Practice: card 725 of 1,000

Question 725

Choose the best answer.

An AI tool creates incident summaries quickly, but the summary no longer shows which logs, tickets, or notes support the conclusion. What is the MOST important improvement?

A. Add more incident details to every generated summary.

B. Use a common template for all service incident summaries.

C. Link material summary claims to their supporting records.

D. Publish the confidence score beside the summary heading.

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Topic index Contents

Practice: card 725 of 1,000

Answer 725

Correct Answer: C. Link material summary claims to their supporting records.

Why this answer

Reviewers need to trace significant claims back to evidence. Length, template consistency, and confidence scores do not provide that verification path.

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Practice: card 726 of 1,000

Question 726

Choose the best answer.

An AI priority model assigns many critical ratings, but analysts cannot see the supporting case factors. What is the BEST response?

A. Keep current ratings until the next scheduled annual model review.

B. Provide relevant case evidence so reviewers can challenge the rating.

C. Adjust the threshold until critical ratings match available response capacity.

D. Show the confidence score as the main explanation for each rating.

Practice: card 726 of 1,000

Answer 726

Correct Answer: B. Provide relevant case evidence so reviewers can challenge the rating.

Why this answer

Priority affects how scarce response effort is allocated, so reviewers need enough relevant evidence to assess and challenge the rating. Capacity-driven thresholds, confidence scores alone, and delayed review do not establish whether individual priorities are justified.

Read and listen

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Practice: card 727 of 1,000

Question 727

Choose the best answer.

A pilot AI assistant worked well in one bounded service, and leadership now wants rapid expansion to many unrelated services. What is the BEST expansion approach?

A. Choose one enterprise acceptance target for every service.

B. Apply the pilot settings to all workflows before comparing results.

C. Let each service expand at its preferred pace after training.

D. Expand in stages with evidence and recovery plans for each context.

Show answer Next card

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Practice: card 727 of 1,000

Answer 727

Correct Answer: D. Expand in stages with evidence and recovery plans for each context.

Why this answer

Staged expansion exposes differences before they affect the whole organization. Each stage needs suitable monitoring, authority to stop, and recovery planning where possible.

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Practice: card 728 of 1,000

Question 728

Choose the best answer.

A team plans to train a new model on historical tickets that contain outdated labels, misrouted cases, and inconsistent category usage. What should happen BEFORE training?

A. Balance the number of tickets from each historical category.

B. Remove unusual cases to improve average training consistency.

C. Validate labels and correct the taxonomy before training.

D. Increase the training volume from the same historical queues.

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Practice: card 728 of 1,000

Answer 728

Correct Answer: C. Validate labels and correct the taxonomy before training.

Why this answer

Training on inconsistent labels can reproduce old routing mistakes. Validate label meaning and representative coverage rather than assuming more data or fewer difficult cases will solve the problem.

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Practice: card 729 of 1,000

Question 729

Choose the best answer.

An AI tool drafts executive incident briefings, but it tends to smooth over unresolved issues and make the situation sound more certain than it is. What is the BEST improvement?

A. Include the most common explanation from earlier incidents.

B. Preserve open questions, evidence limits, and unresolved risk.

C. Remove technical detail to make the briefing more decisive.

D. Use a standard assurance statement at the end of each briefing.

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Practice: card 729 of 1,000

Answer 729

Correct Answer: B. Preserve open questions, evidence limits, and unresolved risk.

Why this answer

A briefing must represent what is known and what remains uncertain. Smoothing over gaps can misdirect leadership even when the prose is concise and persuasive.

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Practice: card 730 of 1,000

Question 730

Choose the best answer.

Which measure BEST shows whether AI-assisted triage is actually improving the service?

A. Verified routing accuracy and downstream correction rate.

B. Proportion of incoming requests processed without manual classification.

C. Average number of routing suggestions produced per hour.

D. Average time taken to generate a routing recommendation.

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Practice: card 730 of 1,000

Answer 730

Correct Answer: A. Verified routing accuracy and downstream correction rate.

Why this answer

Routing quality includes whether the receiving team can act without correction. Volume, automation share, and response speed do not show that cases reached the right destination.

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Practice: card 731 of 1,000

Question 731

Choose the best answer.

An AI knowledge assistant mixes approved procedures with generated synthesis, and users cannot tell which answer is authoritative. What is the BEST control?

A. Separate generated synthesis from clearly sourced, approved guidance.

B. Show the most frequently selected answer before other material.

C. Display a confidence percentage beside every generated answer.

D. Require a standard response template linking to the general knowledge catalog.

Show answer Next card

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Practice: card 731 of 1,000

Answer 731

Correct Answer: A. Separate generated synthesis from clearly sourced, approved guidance.

Why this answer

Users should be able to identify which statements come from approved procedures. Generated synthesis remains subject to verification even when it cites authoritative material.

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Practice: card 732 of 1,000

Question 732

Choose the best answer.

Several teams begin using personal AI assistants with different prompts, different data habits, and no shared review rules. What is the BEST response?

A. Measure time saved before deciding which controls to introduce.

B. Collect examples of successful personal-assistant use for later review.

C. Establish approved tools, data boundaries, and review responsibilities.

D. Provide a shared prompt library while retaining existing data habits.

Show answer Next card

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Practice: card 732 of 1,000

Answer 732

Correct Answer: C. Establish approved tools, data boundaries, and review responsibilities.

Why this answer

Fragmented informal use can create uncontrolled disclosure and inconsistent decisions. Shared operating boundaries should address actual use, not simply standardize prompts or measure convenience.

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Practice: card 733 of 1,000

Question 733

Choose the best answer.

An AI assistant performs well on common English-language requests but poorly on less common regional formats and multilingual cases. What is the BEST next step?

A. Test representative segments and address the uneven performance.

B. Use the overall success rate as the expansion criterion.

C. Expand first among the strongest-performing users.

D. Assign the uncommon formats to a general exception category.

Show answer Next card

Topic index Contents

Practice: card 733 of 1,000

Answer 733

Correct Answer: A. Test representative segments and address the uneven performance.

Why this answer

Average success can conceal poor outcomes for particular users. Evaluate relevant formats and languages, then provide appropriate remediation or fallback before broader reliance.

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Practice: card 734 of 1,000

Question 734

Choose the best answer.

Analysts stop trusting an anomaly detector because it flags too many false positives, and there is no mechanism to learn from their feedback. What is the BEST improvement?

A. Raise the threshold until alert volume meets target.

B. Measure detector activity alongside analyst staffing levels.

C. Collect analyst comments for the next annual service review.

D. Use labeled outcomes to evaluate and control threshold changes.

Show answer Next card

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Practice: card 734 of 1,000

Answer 734

Correct Answer: D. Use labeled outcomes to evaluate and control threshold changes.

Why this answer

Analyst feedback can inform evaluation and deliberate tuning. It does not automatically retrain the model, and threshold changes must consider missed incidents as well as false positives.

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Practice: card 735 of 1,000

Question 735

Choose the best answer.

Why should significant AI-supported service decisions leave an audit trail of inputs, outputs, and final human actions?

A. To make later model training require less preparation.

B. To review what happened and who made each decision.

C. To increase confidence without changing the approval process.

D. To let service managers compare daily model usage volumes.

Show answer Next card

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Practice: card 735 of 1,000

Answer 735

Correct Answer: B. To review what happened and who made each decision.

Why this answer

A proportionate audit trail supports review of how a consequential decision was reached. Protect sensitive records and retain appropriate evidence; logging does not itself authorize or validate the decision.

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Practice: card 736 of 1,000

Question 736

Choose the best answer.

An AI tool reduces average case handling time, but legal escalations and edge-case failures increase noticeably. What is the BEST conclusion?

A. The full outcome and risk profile needs reassessment.

B. The pilot population should exclude cases needing legal escalation.

C. The efficiency target should determine whether expansion continues.

D. The service should compare handling time with vendor benchmarks.

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Practice: card 736 of 1,000

Answer 736

Correct Answer: A. The full outcome and risk profile needs reassessment.

Why this answer

A speed gain can be outweighed by more consequential failures. Assess quality, affected users, and exposure together before deciding whether the use remains acceptable.

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Practice: card 737 of 1,000

Question 737

Choose the best answer.

A service team sees unexpected AI behavior under new demand patterns that were not present in the pilot. What is the BEST complexity-native response?

A. Apply the same response to every newly observed failure.

B. Retain pilot settings while collecting a larger demand sample.

C. Retune the production model immediately for each new pattern reported by analysts.

D. Contain harmful behavior, investigate, and test bounded adjustments.

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Practice: card 737 of 1,000

Answer 737

Correct Answer: D. Contain harmful behavior, investigate, and test bounded adjustments.

Why this answer

Unexpected behavior calls for renewed evidence and controlled learning. Stabilize active harm first; experimentation is appropriate only within agreed boundaries and monitoring.

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Practice: card 738 of 1,000

Question 738

Choose the best answer.

A policy changes, but the AI model continues to recommend the old approach for access requests. What is the BEST governance response?

A. Replace the model before investigating how it uses policy information.

B. Suspend affected advice and validate the policy-dependent components.

C. Keep current recommendations while collecting examples of the conflict.

D. Update the policy announcement without changing the assistant workflow.

Show answer Next card

Topic index Contents

Practice: card 738 of 1,000

Answer 738

Correct Answer: B. Suspend affected advice and validate the policy-dependent components.

Why this answer

Stale advice must stop driving affected decisions. Review retrieved sources, prompts, rules, and any relevant training or configuration, then validate the corrected behavior before resuming.

Read and listen

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Practice: card 739 of 1,000

Question 739

Choose the best answer.

A service uses one AI component to summarize cases, another to classify them, and a third to recommend routing. What is the BEST design principle?

A. Approve components against separate local accuracy targets.

B. Let the routing team own every upstream technical decision.

C. Monitor the final output without inspecting intermediate handoffs.

D. Assign component responsibilities and an accountable end-to-end owner.

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Practice: card 739 of 1,000

Answer 739

Correct Answer: D. Assign component responsibilities and an accountable end-to-end owner.

Why this answer

A chain can fail through interactions even when individual components perform well. Define local responsibilities and oversight of the complete outcome, including dependencies between steps.

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Practice: card 740 of 1,000

Question 740

Choose the best answer.

An incident-summary pilot met its quality target. Another service wants to use it for access decisions. What should govern the expansion?

A. Expand to teams that volunteer and compare adoption rates.

B. Reuse the pilot approval because the underlying model is unchanged.

C. Increase the pilot sample while keeping service ownership informal.

D. Approve the new scope using evidence and a named decision owner.

Show answer Next card

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Practice: card 740 of 1,000

Answer 740

Correct Answer: D. Approve the new scope using evidence and a named decision owner.

Why this answer

Expansion is a new service decision, not an automatic consequence of a useful pilot. It should use context-specific evidence and explicit ownership of the resulting risks.

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Practice: card 741 of 1,000

Question 741

Choose the best answer.

Analysts have started accepting an AI triage recommendation without checking the case details because the tool is usually right. A few high-impact cases are now being misrouted without challenge. What is the BEST response?

A. Require meaningful case review and a usable challenge path.

B. Sample completed high-impact cases at the end of each quarter.

C. Increase the confidence threshold while retaining the current review routine.

D. Show analysts the overall accuracy beside each recommended route.

Show answer Next card

Topic index Contents

Practice: card 741 of 1,000

Answer 741

Correct Answer: A. Require meaningful case review and a usable challenge path.

Why this answer

Nominal human involvement is ineffective when reviewers accept suggestions automatically. Design the work so analysts check relevant evidence and can challenge or escalate before consequential action.

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Practice: card 742 of 1,000

Question 742

Choose the best answer.

A team wants to adjust the prompt and confidence threshold used by an AI routing assistant because results "feel slightly off." What is the BEST way to handle the change?

A. Trial new settings in quiet queues before recording them.

B. Review, test, and record the change under accountable ownership.

C. Compare the new prompt with the old one on familiar examples.

D. Let a senior analyst set the production threshold.

Show answer Next card

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Practice: card 742 of 1,000

Answer 742

Correct Answer: B. Review, test, and record the change under accountable ownership.

Why this answer

Prompts and thresholds can change service behavior and risk. Use proportionate change control with representative testing and a recoverable rollout instead of an undocumented adjustment.

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Practice: card 743 of 1,000

Question 743

Choose the best answer.

An AI assistant currently receives complete case files, including fields unrelated to the task, because "more context is always better." What is the BEST design principle?

A. Provide all fields and shorten the answer.

B. Use the same available fields for every service workflow.

C. Add past records when context seems incomplete.

D. Limit accessible data to what the authorized task requires.

Show answer Next card

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Practice: card 743 of 1,000

Answer 743

Correct Answer: D. Limit accessible data to what the authorized task requires.

Why this answer

Useful context must be balanced against disclosure and access risk. Identify the information required for the approved task rather than assuming larger inputs are safer or more accurate.

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Practice: card 744 of 1,000

Question 744

Choose the best answer.

Before replacing manual request classification with AI in production, which comparison is MOST useful?

A. Model throughput compared with the busiest historical hour.

B. Routing quality and downstream outcomes against the baseline.

C. Interface steps compared with the vendor’s reference workflow.

D. Training effort compared with the number of analysts replaced.

Show answer Next card

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Practice: card 744 of 1,000

Answer 744

Correct Answer: B. Routing quality and downstream outcomes against the baseline.

Why this answer

The comparison should test whether the service improves, including correction and downstream effects. Throughput and interface simplicity are useful operational measures but cannot establish better routing.

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Practice: card 745 of 1,000

Question 745

Choose the best answer.

A retrieval-based assistant sometimes answers from outdated draft procedures instead of the currently approved service guidance. What is the BEST first correction?

A. Retrain the model on every document in the current repository.

B. Increase the number of retrieved passages per user query.

C. Curate retrieval to use current, approved source material.

D. Require longer answers that include multiple document versions.

Show answer Next card

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Practice: card 745 of 1,000

Answer 745

Correct Answer: C. Curate retrieval to use current, approved source material.

Why this answer

The identified defect is in the material being retrieved. Fix source authority and freshness, then validate outputs; retrieval updates are distinct from retraining model parameters.

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Practice: card 746 of 1,000

Question 746

Choose the best answer.

A user-facing AI assistant resolves common questions well, but when a case becomes unusual it keeps looping through variations of the same weak answer. What should the service provide?

A. Offer a longer explanation of the same suggested resolution.

B. Offer human escalation with the relevant conversation context.

C. End the session after a fixed number of responses.

D. Send users to a knowledge search page ranked by article popularity.

Show answer Next card

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Practice: card 746 of 1,000

Answer 746

Correct Answer: B. Offer human escalation with the relevant conversation context.

Why this answer

A usable escalation path prevents the user from remaining trapped in ineffective assistance. Preserving context lets support continue the case without making the user repeat the entire interaction.

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Practice: card 747 of 1,000

Question 747

Choose the best answer.

A newly deployed model version improves routine-case summaries, but severe-case errors now exceed the service's agreed acceptance limit. What is the BEST response?

A. Increase monitoring of affected cases while continuing to use their outputs.

B. Contain affected use and select an authorized, viable recovery response.

C. Continue rollout because routine cases dominate demand.

D. Continue rollout while waiting for the next routine review.

Show answer Next card

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Practice: card 747 of 1,000

Answer 747

Correct Answer: B. Contain affected use and select an authorized, viable recovery response.

Why this answer

The agreed severe-case limit has been exceeded, so affected use needs containment and an authorized recovery decision. Routine-case gains or more monitoring do not justify continued reliance on the affected outputs; rollback is appropriate only when available and safe.

Read and listen

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Practice: card 748 of 1,000

Question 748

Choose the best answer.

An AI tool drafts outbound notices about billing corrections in a regulated service. What is the BEST control?

A. Send drafts after checking grammar and formatting quality.

B. Obtain authorized approval of the content before sending.

C. Route drafts for review after customers receive their notices.

D. Send drafts that match the model’s usual response pattern.

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Practice: card 748 of 1,000

Answer 748

Correct Answer: B. Obtain authorized approval of the content before sending.

Why this answer

These communications can materially affect customer rights or obligations. Authorized review must verify the substantive content before release; professional wording does not establish correctness.

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Practice: card 749 of 1,000

Question 749

Choose the best answer.

An anomaly detector’s false positive rate is tracked carefully, but no one measures the issues it failed to detect. What is the BEST critique?

A. Detection should be judged by the number of alerts generated.

B. The average alert severity should determine the acceptable miss rate.

C. The false-positive measure should be compared with ticket volume.

D. Both missed incidents and false alerts affect detector usefulness.

Show answer Next card

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Practice: card 749 of 1,000

Answer 749

Correct Answer: D. Both missed incidents and false alerts affect detector usefulness.

Why this answer

A quiet or precise detector may still miss consequential events. Evaluate known incidents and representative tests to estimate missed detections alongside false positives and their consequences.

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Practice: card 750 of 1,000

Question 750

Choose the best answer.

Leadership wants an AI agent to take irreversible customer actions immediately after a strong lab demo. What is the BEST next step?

A. Test within approved limits before enabling irreversible actions.

B. Let an on-call analyst review actions after execution.

C. Give the agent access to a limited number of real customers.

D. Use the lab accuracy as the initial production acceptance target.

Show answer Next card

Topic index Contents

Practice: card 750 of 1,000

Answer 750

Correct Answer: A. Test within approved limits before enabling irreversible actions.

Why this answer

A lab demonstration does not establish operational readiness for irreversible actions. Validate realistic conditions, define authorization, and consider recoverability before increasing the agent's authority.

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Practice: card 751 of 1,000

Question 751

Choose the best answer.

In a governed service, what should prompts, thresholds, model versions, and approved knowledge sources MOST be treated as?

A. Convenience settings owned by each analyst’s personal workspace.

B. Vendor implementation details tracked in procurement records.

C. Behavior-affecting configurations with accountable change control.

D. Experiment notes retained until the initial pilot is approved.

Show answer Next card

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Practice: card 751 of 1,000

Answer 751

Correct Answer: C. Behavior-affecting configurations with accountable change control.

Why this answer

These elements can alter outputs, permissions, or risk even without a software release. Ownership, versions, and controlled evaluation make their effects traceable.

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Practice: card 752 of 1,000

Question 752

Choose the best answer.

Regional teams have each fine-tuned their own AI routing assistant using local habits, and now the same case is handled differently across the service. What is the BEST response?

A. Compare regions using their individual throughput targets.

B. Set shared controls and validate justified regional variations.

C. Adopt the settings of the highest-volume regional team.

D. Require the same input format in every region.

Show answer Next card

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Practice: card 752 of 1,000

Answer 752

Correct Answer: B. Set shared controls and validate justified regional variations.

Why this answer

Local context may justify different handling, but the differences need agreed boundaries and evidence. Shared governance prevents undocumented tuning from changing the service promise.

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Practice: card 753 of 1,000

Question 753

Choose the best answer.

An AI recommendation says “approve,” but a deterministic business rule says the case must escalate for manual review. What should the service do?

A. Ask the model to reconsider the case using the same inputs.

B. Approve when model confidence exceeds the historical success rate.

C. Follow the authorized escalation rule and review the disagreement.

D. Record both results and choose the faster processing path.

Show answer Next card

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Practice: card 753 of 1,000

Answer 753

Correct Answer: C. Follow the authorized escalation rule and review the disagreement.

Why this answer

A recommendation does not have authority to waive an established control. Handle the case under the current rule and review any proposed rule change separately.

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Practice: card 754 of 1,000

Question 754

Choose the best answer.

What is the BEST test approach before promoting an AI model into a production service?

A. Test typical cases, difficult inputs, and serious failure modes.

B. Use the vendor’s benchmark results for the proposed model version.

C. Compare processing speed against the current production baseline.

D. Use a large sample matching the most common request categories.

Show answer Next card

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Practice: card 754 of 1,000

Answer 754

Correct Answer: A. Test typical cases, difficult inputs, and serious failure modes.

Why this answer

Evaluation must reflect the service’s actual variation and consequences. Average performance on common cases or vendor benchmarks can hide serious failures in less frequent cases.

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Practice: card 755 of 1,000

Question 755

Choose the best answer.

A service quietly switches from human-written to AI-generated customer guidance, and users assume a person authored the answer. What is the BEST design choice?

A. Identify the vendor in the service's general procurement information.

B. Keep the familiar interface and update the internal service manual.

C. Label the answer with the model version and generation time.

D. Explain the AI role and the available route to human help.

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Practice: card 755 of 1,000

Answer 755

Correct Answer: D. Explain the AI role and the available route to human help.

Why this answer

Transparency should help users understand the assistance and how to challenge it. Technical metadata or an unchanged interface does not establish those expectations.

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Practice: card 756 of 1,000

Question 756

Choose the best answer.

An internal AI assistant gives concise answers, but staff cannot see which record, article, or note supports the output. What is the BEST improvement?

A. Link supporting sources so staff can check significant claims.

B. Require staff to rate the answer before viewing other material.

C. Use a standard structure with the same number of sentences.

D. Present the assistant’s historical accuracy beside each answer.

Show answer Next card

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Practice: card 756 of 1,000

Answer 756

Correct Answer: A. Link supporting sources so staff can check significant claims.

Why this answer

Source references support verification of meaning, currency, and completeness. They do not prove the generated interpretation is correct, so material claims still require review.

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Practice: card 757 of 1,000

Question 757

Choose the best answer.

Analysts override the model for the same pattern again and again, but no one records why. What is the BEST next step?

A. Assign recurring cases to analysts, omitting model disagreement.

B. Raise the model’s confidence threshold to reduce future overrides.

C. Record why, then assess whether the model or workflow needs change.

D. Report the override count as a separate productivity measure.

Show answer Next card

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Practice: card 757 of 1,000

Answer 757

Correct Answer: C. Record why, then assess whether the model or workflow needs change.

Why this answer

Repeated overrides are useful evidence when reasons and outcomes are captured. Evaluate that evidence before changing the model; feedback does not automatically make either the model or the override correct.

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Practice: card 758 of 1,000

Question 758

Choose the best answer.

A team wants to replace the current model overnight because offline testing suggests the new one is slightly better. What is the BEST safer approach?

A. Adopt the model with the better offline score and monitor afterward.

B. Replace the current model during the lowest-volume service window.

C. Extend offline testing using more examples from the original dataset.

D. Compare in shadow mode under approved data and control boundaries.

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Practice: card 758 of 1,000

Answer 758

Correct Answer: D. Compare in shadow mode under approved data and control boundaries.

Why this answer

Shadow comparison can reveal operational differences without allowing the new model to drive actions. It still needs approved data handling and predefined evidence for any eventual cutover.

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Practice: card 759 of 1,000

Question 759

Choose the best answer.

Which AI-assisted service action should require the strongest human approval path?

A. Permanently revoking customer access without a recovery mechanism.

B. Rephrasing a non-sensitive status note before editorial review.

C. Suggesting duplicate tickets for an analyst to verify.

D. Summarizing routine standup notes for staff to check.

Show answer Next card

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Practice: card 759 of 1,000

Answer 759

Correct Answer: A. Permanently revoking customer access without a recovery mechanism.

Why this answer

The irreversible access action has the most direct consequential authority in these examples. Approval requirements should follow actual data exposure and impact, so the other tasks still need suitable controls.

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Practice: card 760 of 1,000

Question 760

Choose the best answer.

During an AI-triage outage, a tested manual route is available, but the team is unsure when to activate it. What would close this resilience gap?

A. Reserve access to another provider and defer integration tests until an outage.

B. Ask the vendor to record its target time for restoring the assistant.

C. Expand the waiting queue so automated processing can catch up later.

D. Define activation triggers and name who can switch to manual triage.

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Practice: card 760 of 1,000

Answer 760

Correct Answer: D. Define activation triggers and name who can switch to manual triage.

Why this answer

A tested fallback also needs activation criteria and decision authority so responders can use it promptly. Vendor restoration targets, untested alternatives, and extra queue capacity do not settle when or by whom the manual route should be activated.

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Practice: card 761 of 1,000

Question 761

Choose the best answer.

After a new request type is introduced, the AI triage model still shows strong overall accuracy, but analysts override it frequently for that one new type. What is the BEST conclusion?

A. The analysts should compare their decisions with older category patterns.

B. A weak new category can be hidden by strong overall accuracy.

C. The new request category should use the existing acceptance score.

D. The override rate should be normalized against overall model usage.

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Practice: card 761 of 1,000

Answer 761

Correct Answer: B. A weak new category can be hidden by strong overall accuracy.

Why this answer

Aggregate results can conceal a segment-specific failure. Evaluate the new request type separately, investigate the overrides, and use a suitable fallback while fitness is established.

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Practice: card 762 of 1,000

Question 762

Choose the best answer.

A provider uses a vendor-hosted model for routing support requests. What governance requirement is MOST important if the vendor can change the underlying model?

A. Require the vendor to publish its overall model accuracy quarterly.

B. Require release notice, local tests, and a controlled response path.

C. Record the vendor version after users report changed behavior.

D. Rely on the vendor’s global release tests for routing acceptance.

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Practice: card 762 of 1,000

Answer 762

Correct Answer: B. Require release notice, local tests, and a controlled response path.

Why this answer

Vendor changes can alter local service behavior and risk. Agree appropriate notification and assess changes locally, with a response when the service cannot accept or defer an update.

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Practice: card 763 of 1,000

Question 763

Choose the best answer.

A service uses AI to draft customer entitlement emails, but some sections contain mandatory approved policy language. What is the BEST design?

A. Generate the complete email from approved examples, then sample the sent messages.

B. Preserve mandatory clauses and constrain drafting of variable content.

C. Ask the model to preserve policy meaning while varying all wording.

D. Copy prior approved emails into the prompt as examples.

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Practice: card 763 of 1,000

Answer 763

Correct Answer: B. Preserve mandatory clauses and constrain drafting of variable content.

Why this answer

Required approved language should not be freely regenerated. Constrain variable drafting and apply appropriate review so the final message remains accurate and authorized.

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Practice: card 764 of 1,000

Question 764

Choose the best answer.

An AI routing model performs well during staffed business hours, but severe cases are misrouted more often overnight when fewer people are available to intervene. What should be reviewed FIRST?

A. The model’s overall accuracy across the full working week.

B. Overnight prompt volume compared with daytime model latency.

C. The amount of training given to the daytime resolver teams.

D. Overnight routing errors and the capacity to intervene or fall back.

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Practice: card 764 of 1,000

Answer 764

Correct Answer: D. Overnight routing errors and the capacity to intervene or fall back.

Why this answer

The failure is linked to a particular operating period and its support conditions. Examine that segment and its controls before using an average score to judge safety.

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Practice: card 765 of 1,000

Question 765

Choose the best answer.

Before allowing AI to recommend next-best actions in a support workflow, what should be defined FIRST?

A. Select the model with the fastest response for typical tickets.

B. Agree the formatting of recommendations shown to support staff.

C. Define advisory, approval-required, and prohibited decision classes.

D. Set an adoption target for the first quarter of use.

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Practice: card 765 of 1,000

Answer 765

Correct Answer: C. Define advisory, approval-required, and prohibited decision classes.

Why this answer

Decision authority must be clear before assistance influences action. Speed, presentation, and adoption targets cannot determine which consequences the service is permitted to automate.

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Practice: card 766 of 1,000

Question 766

Choose the best answer.

An AI support assistant produces concise answers quickly, but it often omits important edge-case caveats. What is the BEST evaluation adjustment?

A. Compare average answer length with the knowledge-base baseline.

B. Count how often users request a second explanation.

C. Check missed caveats and performance on relevant edge cases.

D. Measure how many answers meet the response-time target.

Show answer Next card

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Practice: card 766 of 1,000

Answer 766

Correct Answer: C. Check missed caveats and performance on relevant edge cases.

Why this answer

A concise answer can be unsafe when it omits a condition that changes the action. Evaluation should test completeness where omissions matter, alongside speed and readability.

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Practice: card 767 of 1,000

Question 767

Choose the best answer.

Engineers begin tuning the system prompt individually for their own local use because they believe it improves productivity. Which assessment is most accurate?

A. Prompt changes can remain personal preferences while the model version is unchanged.

B. Productivity gains justify adopting local prompts before representative evaluation.

C. Unreviewed prompt changes can alter behavior and control boundaries.

D. A shared prompt repository is sufficient control without approval or testing.

Show answer Next card

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Practice: card 767 of 1,000

Answer 767

Correct Answer: C. Unreviewed prompt changes can alter behavior and control boundaries.

Why this answer

Prompt changes may affect recommendations and the way data is handled. Permit useful experimentation within approved boundaries, then validate and control changes adopted into service.

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Practice: card 768 of 1,000

Question 768

Choose the best answer.

A retrieval-based assistant uses a knowledge corpus that changes every week. What is the MOST important ongoing control?

A. Preserve the original corpus for all production responses.

B. Retest the model whenever its response speed changes noticeably.

C. Increase the number of retrieved passages after each corpus update.

D. Validate source changes and their effect on retrieved answers.

Show answer Next card

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Practice: card 768 of 1,000

Answer 768

Correct Answer: D. Validate source changes and their effect on retrieved answers.

Why this answer

Changed sources can alter responses even when the model is unchanged. Check approval, freshness, retrieval relevance, and resulting answer quality rather than assuming more context resolves the risk.

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Practice: card 769 of 1,000

Question 769

Choose the best answer.

An AI-generated incident update sounds polished, but it omits several unresolved dependencies and open actions. What is the BEST correction?

A. Include additional background on the service architecture.

B. Apply the executive briefing's standard word limit.

C. Check that open actions, dependencies, and uncertainty are visible.

D. Require the same wording as the previous incident update.

Show answer Next card

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Practice: card 769 of 1,000

Answer 769

Correct Answer: C. Check that open actions, dependencies, and uncertainty are visible.

Why this answer

An update must preserve information needed for the next decision. Polished wording cannot compensate for hidden blockers or uncertainty, so verify the summary against the current record.

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Practice: card 770 of 1,000

Question 770

Choose the best answer.

A team wants to use one universal confidence threshold for every AI-assisted service decision. What is the BEST critique?

A. A fixed threshold avoids the need to maintain decision categories.

B. Threshold choice can be delegated to the vendor’s general guidance.

C. A single threshold improves comparability across all decision types.

D. Match acceptance limits to risk and tested decision quality.

Show answer Next card

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Practice: card 770 of 1,000

Answer 770

Correct Answer: D. Match acceptance limits to risk and tested decision quality.

Why this answer

Model confidence is not a universal assurance of correctness. Validate any score and threshold in context, with controls proportionate to consequences rather than one shared cutoff.

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Practice: card 771 of 1,000

Question 771

Choose the best answer.

What is the BEST training emphasis for analysts who work with AI recommendations?

A. Practice checking evidence, challenging advice, and escalating.

B. Learn the prompt patterns that produce the shortest responses.

C. Memorize the model's usual routes for common request categories.

D. Focus on recognizing the model version used for each recommendation.

Show answer Next card

Topic index Contents

Practice: card 771 of 1,000

Answer 771

Correct Answer: A. Practice checking evidence, challenging advice, and escalating.

Why this answer

Analysts need to use judgment at the points where it changes the outcome. Evidence checking and escalation prevent human review from becoming a passive formality.

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Practice: card 772 of 1,000

Question 772

Choose the best answer.

A new AI model improves the average classification score, but it performs worse on the rare cases that trigger the most severe service incidents. What should matter MOST in the release decision?

A. The reduction in processing time for routine requests.

B. The rise in serious errors for rare, high-impact cases.

C. The net increase in correct classifications across all requests.

D. The new model’s improvement over the vendor benchmark.

Show answer Next card

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Practice: card 772 of 1,000

Answer 772

Correct Answer: B. The rise in serious errors for rare, high-impact cases.

Why this answer

Consequences determine whether a performance tradeoff is acceptable. A better average cannot justify breaching agreed safety or service criteria for high-impact cases.

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Question 773

Choose the best answer.

A team wants AI-generated self-help articles to publish automatically to customers. What is the BEST prerequisite?

A. Approved scope, quality checks, and rules for publication approval.

B. A target for the number of articles published each week.

C. A consistent style guide for generated customer-facing text.

D. An editor sampling articles after publication.

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Practice: card 773 of 1,000

Answer 773

Correct Answer: A. Approved scope, quality checks, and rules for publication approval.

Why this answer

Publishing needs explicit boundaries before generated content reaches customers. Even permitted automatic publication requires evidence and monitoring; style and retrospective sampling alone are insufficient.

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Practice: card 774 of 1,000

Question 774

Choose the best answer.

Which measure BEST shows whether an AI knowledge assistant is improving the support journey rather than just increasing activity?

A. Completed self-help sessions per month.

B. Average number of generated responses in each session.

C. Share of approved documents indexed by the assistant.

D. Verified resolution, repeat contacts, and useful escalation.

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Practice: card 774 of 1,000

Answer 774

Correct Answer: D. Verified resolution, repeat contacts, and useful escalation.

Why this answer

A successful journey ends with useful resolution or an effective handoff. Lower human contact alone can conceal abandonment, repeated effort, or unsafe advice.

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Practice: card 775 of 1,000

Question 775

Choose the best answer.

The approved service policy changes, but the AI assistant still answers from older guidance. What should trigger review before continued reliance?

A. Changes to the approved guidance the assistant relies on.

B. An approaching renewal date for the vendor’s current subscription.

C. A reduction in the number of analysts using the interface.

D. An increase in the time required to retrieve source passages.

Show answer Next card

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Practice: card 775 of 1,000

Answer 775

Correct Answer: A. Changes to the approved guidance the assistant relies on.

Why this answer

Changing authoritative guidance can immediately affect answer validity. Trigger review of affected sources and behavior, and restrict reliance until the corrected outputs are validated.

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Question 776

Choose the best answer.

A pilot succeeds in one business unit, but another unit uses more attachments, more informal language, and different exception patterns. What is the BEST lesson?

A. Reuse the first unit’s acceptance score to maintain consistency.

B. Standardize the second unit’s language before considering the pilot.

C. Validate fitness for the second unit’s inputs and exceptions.

D. Expand to common cases and postpone evaluating attachment handling.

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Practice: card 776 of 1,000

Answer 776

Correct Answer: C. Validate fitness for the second unit's inputs and exceptions.

Why this answer

Different inputs and exception patterns can expose failures the first pilot never tested. Preserve useful learning while conducting a contextual assessment before relying on the capability.

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Question 777

Choose the best answer.

A service has chosen manual routing as its approved fallback for AI triage. What is the MAIN reason to keep that capability usable after adoption?

A. To preserve the original staffing model after automation.

B. To accumulate human classifications for future model updates.

C. To keep the service running when AI cannot be used.

D. To keep automated and manual throughput figures directly comparable.

Show answer Next card

Topic index Contents

Practice: card 777 of 1,000

Answer 777

Correct Answer: C. To keep the service running when AI cannot be used.

Why this answer

The chosen fallback supports service continuity when AI is unavailable or unsuitable, so it must remain usable and understood. Benchmarking, staffing continuity, and gathering training examples are different objectives; none establishes that the fallback can sustain the service.

Read and listen

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Practice: card 778 of 1,000

Question 778

Choose the best answer.

An analyst overrides a model recommendation, the final outcome is better, and the same pattern appears several times in a month. What is the BEST next step?

A. Update the model immediately from every successful analyst override.

B. Increase the model’s confidence threshold for every case category.

C. Analyze the repeated overrides and validate any proposed correction.

D. Record the improved outcomes without changing the evaluation process.

Show answer Next card

Topic index Contents

Practice: card 778 of 1,000

Answer 778

Correct Answer: C. Analyze the repeated overrides and validate any proposed correction.

Why this answer

Repeated, supported overrides can reveal a systematic gap. Analyze causes and test the response rather than automatically training on each override or applying a blanket threshold change.

Read and listen

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Practice: card 779 of 1,000

Question 779

Choose the best answer.

A model is being used to support denial decisions, but the service cannot explain which fields or rules influenced the outcome. What is the BEST governance position?

A. Suspend that decision use until required review controls are met.

B. Continue the model’s role while collecting appeal statistics.

C. Permit denial recommendations if a general disclaimer is shown.

D. Use the model for denials above its usual confidence threshold.

Show answer Next card

Topic index Contents

Practice: card 779 of 1,000

Answer 779

Correct Answer: A. Suspend that decision use until required review controls are met.

Why this answer

A denial affecting users needs adequate evidence, accountability, and a challenge route. If the service cannot meet its explanation and control requirements, it should use an approved alternative process.

Read and listen

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Practice: card 780 of 1,000

Question 780

Choose the best answer.

An AI service has approved data and a tested model. Which addition best closes a gap in its operational accountability?

A. Name a person who can halt unsafe use and restore the service.

B. Have analysts route failures informally to whichever team is available.

C. Record a high overall accuracy score in the quarterly report.

D. Ask the vendor to determine whether each error is consequential.

Show answer Next card

Topic index Contents

Practice: card 780 of 1,000

Answer 780

Correct Answer: A. Name a person who can halt unsafe use and restore the service.

Why this answer

Operational ownership includes the authority and process to respond when behavior becomes unreliable. Aggregate reporting and vendor contact do not replace a defined local response responsibility.

Read and listen

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Practice: card 781 of 1,000

Question 781

Choose the best answer.

An AI demand forecast suggests overnight tickets will drop sharply next month, and leadership wants to cut overnight staffing immediately. What is the BEST response?

A. Reduce staffing in proportion to the predicted fall in ticket volume.

B. Check uncertainty, minimum cover, and recovery before cutting staff.

C. Use the model's most likely volume as the next staffing target.

D. Keep staffing unchanged until the model predicts several identical months.

Show answer Next card

Topic index Contents

Practice: card 781 of 1,000

Answer 781

Correct Answer: B. Check uncertainty, minimum cover, and recovery before cutting staff.

Why this answer

A forecast informs a staffing decision without owning its consequences. Assess variability, service commitments, and coverage for severe events before accepting the projected saving.

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Practice: card 782 of 1,000

Question 782

Choose the best answer.

A new AI assistant performs well on a vendor benchmark, but the team has not tested it on real service cases, real attachments, or actual support language. What is the BEST conclusion?

A. The vendor’s recommended configuration provides sufficient service assurance.

B. The benchmark supports acceptance if its average score is high.

C. A short usability demonstration can establish local operational readiness.

D. Benchmark success leaves fitness for actual service inputs unproven.

Show answer Next card

Topic index Contents

Practice: card 782 of 1,000

Answer 782

Correct Answer: D. Benchmark success leaves fitness for actual service inputs unproven.

Why this answer

A generic benchmark does not reproduce all local formats, terminology, or consequences. Test representative service cases and operating conditions before relying on the assistant.

Read and listen

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Practice: card 783 of 1,000

Question 783

Choose the best answer.

A retrieval assistant keeps using archived runbooks because they are still technically available in the search index. What is the BEST first correction?

A. Index additional current documents alongside the archived material.

B. Ask analysts to report outdated material after it appears in answers.

C. Add an archive date to the displayed source title.

D. Remove superseded runbooks from live retrieval and check the sources.

Show answer Next card

Topic index Contents

Practice: card 783 of 1,000

Answer 783

Correct Answer: D. Remove superseded runbooks from live retrieval and check the sources.

Why this answer

Archived runbooks may need to remain available as records without grounding current operational advice. Control retrieval eligibility and verify that the assistant uses current authorized guidance.

Read and listen

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Practice: card 784 of 1,000

Question 784

Choose the best answer.

An assistant is required to ground operational guidance in approved service sources. When retrieval finds none, it still gives an answer. What is the BEST design improvement?

A. Ask the model to explain its answer in more detail.

B. Withhold advice without a source and offer verification or human help.

C. Use a higher confidence threshold for generated responses.

D. Give dated advice from the model’s general knowledge.

Show answer Next card

Topic index Contents

Practice: card 784 of 1,000

Answer 784

Correct Answer: B. Withhold advice without a source and offer verification or human help.

Why this answer

When current service grounding is required, unsupported generation is not an equivalent fallback. Make the limitation clear and route the user to a source or person that can resolve it.

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Practice: card 785 of 1,000

Question 785

Choose the best answer.

An AI assistant personalizes responses by role, but it sometimes omits mandatory warning text for senior users because it assumes they already know the policy. What is the BEST correction?

A. Use an identical response for every user and service topic.

B. Ask senior users to request warnings when they need them.

C. Display mandatory warnings in the assistant’s general help page.

D. Keep required warnings and allow approved tailoring elsewhere.

Show answer Next card

Topic index Contents

Practice: card 785 of 1,000

Answer 785

Correct Answer: D. Keep required warnings and allow approved tailoring elsewhere.

Why this answer

Personalization must stay within the service’s obligations. Experience or seniority does not authorize the assistant to omit a warning that the service requires in that interaction.

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Practice: card 786 of 1,000

Question 786

Choose the best answer.

A pilot AI summarizer was tested only during quiet periods with small incident queues. Before wider rollout, what is the BEST next step?

A. Roll out to more teams using the current acceptance criteria.

B. Increase infrastructure capacity before checking summary quality under pressure.

C. Test peak demand, missing inputs, and staff capacity to review.

D. Expand the quiet-period sample before assessing other conditions.

Show answer Next card

Topic index Contents

Practice: card 786 of 1,000

Answer 786

Correct Answer: C. Test peak demand, missing inputs, and staff capacity to review.

Why this answer

Quiet conditions leave important operational assumptions untested. Peak evaluation should assess answer quality and the capacity for human intervention as well as processing speed.

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Practice: card 787 of 1,000

Question 787

Choose the best answer.

An AI case draft is handed from intake to resolvers, but the next team cannot see the model's confidence, source basis, or the fields it relied on. What is the BEST improvement?

A. Lengthen the summary to offset missing source details.

B. Let the receiving team infer reliability from the writing style.

C. Attach the complete model configuration to each handoff.

D. Share the reviewed draft, its sources, and limits at the handoff.

Show answer Next card

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Practice: card 787 of 1,000

Answer 787

Correct Answer: D. Share the reviewed draft, its sources, and limits at the handoff.

Why this answer

Downstream teams need evidence and review status sufficient to judge the artifact. A confidence score is useful only when its meaning is validated and understood, so it is not mandatory proof of reliability.

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Practice: card 788 of 1,000

Question 788

Choose the best answer.

A knowledge assistant can pull from approved procedures, draft notes, and unresolved chat discussions. What is the BEST source-governance design?

A. Retrieve all source types using the same authority ranking.

B. Prefer the most recently edited document for every answer.

C. Prefer longer documents with more context.

D. Label source authority and set rules for using informal material.

Show answer Next card

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Practice: card 788 of 1,000

Answer 788

Correct Answer: D. Label source authority and set rules for using informal material.

Why this answer

Informal discussion can reveal an issue without establishing authorized procedure. Make source status visible and prevent unapproved context from silently overriding current guidance.

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Practice: card 789 of 1,000

Question 789

Choose the best answer.

A model marks some suggestions as “recommended,” but users cannot tell whether the suggestion is a policy-approved action or only a pattern-based guess from similar cases. What is the BEST correction?

A. Display the model’s overall accuracy beside each recommendation.

B. Ask users to confirm that they understand the word recommended.

C. Use one visual style for all high-confidence suggestions.

D. Identify the basis and authorization status of the proposed action.

Show answer Next card

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Practice: card 789 of 1,000

Answer 789

Correct Answer: D. Identify the basis and authorization status of the proposed action.

Why this answer

A recommendation based on similar cases is not necessarily an authorized action. Show the applicable source or rule and required approval; the label alone should not confer permission.

Read and listen

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Practice: card 790 of 1,000

Question 790

Choose the best answer.

A team retrains the model every week on raw analyst overrides without checking whether those overrides reflect good judgment or local habit. What is the BEST next step?

A. Increase the model’s training sample with all newly closed cases.

B. Check override reasons and outcomes before training on them.

C. Average the override patterns across teams to reduce local variation.

D. Weight the most recent overrides more heavily in each training run.

Show answer Next card

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Practice: card 790 of 1,000

Answer 790

Correct Answer: B. Check override reasons and outcomes before training on them.

Why this answer

Overrides can reflect sound correction, mistakes, or local habits. Curate and validate the evidence before retraining or changing rules so the update does not reproduce those weaknesses.

Read and listen

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Practice: card 791 of 1,000

Question 791

Choose the best answer.

A retrieval layer becomes unavailable, but the assistant continues to answer as though it still has current service knowledge. What is the BEST design principle?

A. Answer from general model knowledge while retaining the usual interface.

B. Disclose the failure and switch to an authorized safe fallback.

C. Use older cached material without changing the answer’s authority label.

D. Keep responses available and add the outage to the administrator log.

Show answer Next card

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Practice: card 791 of 1,000

Answer 791

Correct Answer: B. Disclose the failure and switch to an authorized safe fallback.

Why this answer

Loss of required grounding changes what the assistant can responsibly claim. Abstention, escalation, or a validated fallback preserves clarity; silently presenting unsupported content as current guidance does not.

Read and listen

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Practice: card 792 of 1,000

Question 792

Choose the best answer.

When AI assists with approval decisions, which metadata is MOST useful to retain for later review?

A. Reviewer identity, department, and normal approval authority level.

B. Decision outcome, processing duration, and daily model usage count.

C. Vendor name, subscription tier, and benchmark score.

D. Model and settings versions, decision evidence, and who approved it.

Show answer Next card

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Practice: card 792 of 1,000

Answer 792

Correct Answer: D. Model and settings versions, decision evidence, and who approved it.

Why this answer

Review requires enough traceability to reconstruct what influenced the decision. Capture proportionate evidence with appropriate access and retention controls rather than indiscriminately storing every sensitive input.

Read and listen

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Practice: card 793 of 1,000

Question 793

Choose the best answer.

A translation assistant performs well on routine support chats, but it changes the meaning of mandatory safety instructions in a few edge cases. What is the BEST design response?

A. Translate safety instructions with the same settings as routine chats.

B. Provide the original-language instruction beneath the generated translation.

C. Ask users to acknowledge each generated safety instruction.

D. Use validated translations of required safety wording with controlled review.

Show answer Next card

Topic index Contents

Practice: card 793 of 1,000

Answer 793

Correct Answer: D. Use validated translations of required safety wording with controlled review.

Why this answer

Consequential instructions need validated meaning in the supported language. A second copy or user acknowledgment does not fix a misleading translation.

Read and listen

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Practice: card 794 of 1,000

Question 794

Choose the best answer.

Which signal BEST suggests that an AI knowledge tool is becoming a trust problem even if handling time stays flat?

A. More requests to verify answers and less willingness to rely on them.

B. Users visit a wider range of indexed knowledge topics.

C. More staff use the assistant during the daily demand peak.

D. Users accept initial responses with fewer follow-up questions.

Show answer Next card

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Practice: card 794 of 1,000

Answer 794

Correct Answer: A. More requests to verify answers and less willingness to rely on them.

Why this answer

These behaviors can indicate users no longer find the guidance dependable. Investigate them with quality and user-feedback evidence; stable handling time does not rule out a trust problem.

Read and listen

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Practice: card 795 of 1,000

Question 795

Choose the best answer.

Several teams want different tones and styles for customer-facing AI responses, but all responses must still stay within the same approved service commitments. What is the BEST design?

A. Permit wording changes when the model reports high confidence.

B. Fix required commitments while allowing approved changes in tone.

C. Use one fixed response for all channels regardless of user needs.

D. Let each team select its preferred prompt and review results quarterly.

Show answer Next card

Topic index Contents

Practice: card 795 of 1,000

Answer 795

Correct Answer: B. Fix required commitments while allowing approved changes in tone.

Why this answer

Tone can vary without changing obligations or permissions. Govern the configurable parts and verify that different presentations retain the same required meaning.

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Practice: card 796 of 1,000

Question 796

Choose the best answer.

An AI-assisted handoff saves first-line time, but the receiving team gets less context and takes longer to resolve cases. What should the service do?

A. Check handoff context and total time to effective resolution.

B. Set a shorter handling-time target for the receiving team.

C. Measure first-line savings separately from resolver performance.

D. Increase the resolver team’s training on concise case summaries.

Show answer Next card

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Practice: card 796 of 1,000

Answer 796

Correct Answer: A. Check handoff context and total time to effective resolution.

Why this answer

The local saving may have shifted work and delay downstream. Compare full-journey outcomes and restore the context resolvers need before treating the change as improvement.

Read and listen

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Practice: card 797 of 1,000

Question 797

Choose the best answer.

A new model scores well on a general benchmark, but fails badly on tickets that contain screenshots, attachments, and messy copied text from users. What should the team trust most?

A. The published score for the model’s text-only capability.

B. Representative service tests containing those real input formats.

C. The model’s average processing time under expected load.

D. Independent general benchmarks with much larger samples than the local pilot.

Show answer Next card

Topic index Contents

Practice: card 797 of 1,000

Answer 797

Correct Answer: B. Representative service tests containing those real input formats.

Why this answer

Local evidence directly tests the formats the service must handle. Use it to identify limitations and constrain use or improve preprocessing before accepting the model for those cases.

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Practice: card 798 of 1,000

Question 798

Choose the best answer.

Which event should MOST strongly trigger a formal review of whether an AI assistant still fits the service?

A. A material change in inputs, policy, permissions, or service use.

B. Request volumes rise within the range already covered by acceptance tests.

C. A dashboard layout changes while recommendation content and authority stay unchanged.

D. An infrastructure update that passed the assistant's agreed regression tests.

Show answer Next card

Topic index Contents

Practice: card 798 of 1,000

Answer 798

Correct Answer: A. A material change in inputs, policy, permissions, or service use.

Why this answer

Material changes can invalidate earlier acceptance evidence. Reassess affected behavior and controls rather than waiting for a calendar review or a visible failure.

Read and listen

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Practice: card 799 of 1,000

Question 799

Choose the best answer.

An AI output is useful most of the time, but it affects legal status when wrong. Which service design choice is strongest?

A. Increase the model’s sample size before changing its approval rules.

B. Require approval and review matched to the legal impact of error.

C. Use its overall accuracy to determine how many cases to automate.

D. Allow automatic action and examine contested outcomes in the next review.

Show answer Next card

Topic index Contents

Practice: card 799 of 1,000

Answer 799

Correct Answer: B. Require approval and review matched to the legal impact of error.

Why this answer

Consequences matter even when errors are infrequent. Appropriate authority and review should be defined before the action, supported by evidence suited to that decision class.

Read and listen

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Practice: card 800 of 1,000

Question 800

Choose the best answer.

An AI assistant passes its overall accuracy target but fails for a small group handling sensitive cases. Which release control addresses the gap?

A. Use the largest request category to determine the overall release decision.

B. Set release criteria for high-impact groups and monitor them after rollout.

C. Retain the aggregate acceptance target across the entire user population.

D. Compare model performance with the supplier’s benchmark at each release.

Show answer Next card

Topic index Contents

Practice: card 800 of 1,000

Answer 800

Correct Answer: B. Set release criteria for high-impact groups and monitor them after rollout.

Why this answer

Strong overall results can conceal serious harm in a small segment. Define suitable segment criteria and respond when performance falls outside them.

Read and listen

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Practice: card 801 of 1,000

Question 801

Choose the best answer.

A team notices that the AI assistant answers correctly when users ask complete questions, but it fails much more often when users send short fragments during an outage. What is the BEST first response?

A. Limit evaluation to complete requests so results remain comparable.

B. Add more examples of ordinary requests to the pilot dataset.

C. Test outage fragments and define how to handle missing context.

D. Ask users to submit complete sentences before requesting assistance.

Show answer Next card

Topic index Contents

Practice: card 801 of 1,000

Answer 801

Correct Answer: C. Test outage fragments and define how to handle missing context.

Why this answer

The service must be evaluated under the input conditions it actually receives. Where facts are missing, clarification or escalation may be safer than confident completion of the gaps.

Read and listen

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Practice: card 802 of 1,000

Question 802

Choose the best answer.

An AI-generated case summary is forwarded through several teams, and later no one can determine which version was reviewed before a critical decision was made. What is the BEST control?

A. Record the decision outcome without retaining intermediate drafts.

B. Have each receiving team keep a local copy of the summary.

C. Link decisions to the reviewed draft version and its evidence.

D. Attach the latest summary to every subsequent ticket update.

Show answer Next card

Topic index Contents

Practice: card 802 of 1,000

Answer 802

Correct Answer: C. Link decisions to the reviewed draft version and its evidence.

Why this answer

A later revision may differ from what the decision maker saw. Version-linked records preserve that distinction and support meaningful review of consequential decisions.

Read and listen

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Practice: card 803 of 1,000

Question 803

Choose the best answer.

A team wants to let an AI activate revisions to routing rules directly in production because the model has been highly accurate for months. What is the BEST response?

A. Permit automatic updates to categories with the highest request volume.

B. Test and authorize routing-rule changes before production use.

C. Review the rule history after each week of autonomous changes.

D. Allow direct updates when the model exceeds its usual confidence level.

Show answer Next card

Topic index Contents

Practice: card 803 of 1,000

Answer 803

Correct Answer: B. Test and authorize routing-rule changes before production use.

Why this answer

Recommendation quality does not grant authority to modify operating rules. Proposed changes need the service's applicable controls, including validation and a response if they behave unexpectedly.

Read and listen

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Practice: card 804 of 1,000

Question 804

Choose the best answer.

A retrieval assistant answers from approved procedures, but it also includes policy text from a regional pilot that was never formally adopted. What is the MOST important design lesson?

A. Record source approval and scope, and enforce them in retrieval.

B. Store pilot documents in a different folder without changing retrieval rules.

C. Prefer regional material when it contains more recent examples.

D. Treat pilot documents as authoritative for users in that region.

Show answer Next card

Topic index Contents

Practice: card 804 of 1,000

Answer 804

Correct Answer: A. Record source approval and scope, and enforce them in retrieval.

Why this answer

Experimental or regional material may have a limited purpose and authority. Retrieval must respect that status so it does not present unadopted guidance as production policy.

Read and listen

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Practice: card 805 of 1,000

Question 805

Choose the best answer.

A team notices that AI-generated responses become much less accurate whenever a ticket includes screenshots or copied terminal output. What is the BEST next step?

A. Continue evaluation on clean text while collecting the difficult examples.

B. Test mixed inputs, then validate preprocessing or restrict unsupported use.

C. Ask users to shorten their tickets before submitting attachments.

D. Expand the assistant’s context window before checking the error causes.

Show answer Next card

Topic index Contents

Practice: card 805 of 1,000

Answer 805

Correct Answer: B. Test mixed inputs, then validate preprocessing or restrict unsupported use.

Why this answer

Different input formats can expose capability or preprocessing failures. Identify the cause and validate the remedy instead of assuming more context or user rewriting will solve it.

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Practice: card 806 of 1,000

Question 806

Choose the best answer.

An AI assistant gives faster answers than human analysts, but users now escalate more often because they do not trust the answers in borderline cases. What should the service measure next?

A. How often users choose the AI channel for routine support requests.

B. The number of answers produced per analyst working hour.

C. Track escalation reasons, trust, and verified results alongside speed.

D. The model’s response time against the vendor’s published benchmark.

Show answer Next card

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Practice: card 806 of 1,000

Answer 806

Correct Answer: C. Track escalation reasons, trust, and verified results alongside speed.

Why this answer

More escalation may indicate an effective safety path or a loss of confidence caused by weak answers. Examine reasons and outcomes before interpreting the time saving as success.

Read and listen

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Practice: card 807 of 1,000

Question 807

Choose the best answer.

A business unit wants to fine-tune the model locally for its own terminology, but the service also needs consistent case handling enterprise-wide. What is the BEST governance stance?

A. Allow tested local changes within shared control and authority limits.

B. Apply local terminology changes directly to production and review later.

C. Use one central configuration and prohibit contextual adaptation.

D. Let local teams choose their own acceptance criteria independently.

Show answer Next card

Topic index Contents

Practice: card 807 of 1,000

Answer 807

Correct Answer: A. Allow tested local changes within shared control and authority limits.

Why this answer

Local terms can improve fitness when adaptation is evaluated and controlled. Shared boundaries preserve the service's obligations while allowing justified differences.

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Practice: card 808 of 1,000

Question 808

Choose the best answer.

Which situation MOST clearly requires a stronger fallback than “try the model again later”?

A. Searching background articles for a planned training session.

B. Formatting a routine internal note needed next week.

C. Summarizing non-sensitive meeting notes for optional staff review.

D. Restoring essential access during a time-critical service outage.

Show answer Next card

Topic index Contents

Practice: card 808 of 1,000

Answer 808

Correct Answer: D. Restoring essential access during a time-critical service outage.

Why this answer

A time-critical access service needs an authorized continuity path when AI is unavailable. Consequence and urgency, rather than the mere presence of AI, determine how robust that fallback must be.

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Practice: card 809 of 1,000

Question 809

Choose the best answer.

An AI model is retrained after every week of overrides, but nobody checks whether the override rate rose because analysts were right or because they distrusted the tool unnecessarily. What is the BEST critique?

A. The model should use completed cases without recording disagreement.

B. Recent analyst behavior is the best available training label by default.

C. Check override reasons and outcomes before using them to retrain.

D. The rising override rate should set the frequency of model updates.

Show answer Next card

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Practice: card 809 of 1,000

Answer 809

Correct Answer: C. Check override reasons and outcomes before using them to retrain.

Why this answer

An override is an event, not proof that the analyst or model was right. Investigate outcomes and reasons before turning the record into training evidence.

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Practice: card 810 of 1,000

Question 810

Choose the best answer.

A team says it will review AI performance only when customers complain, because detailed monitoring is "too heavy." What is the BEST response?

A. Review usage volume monthly and investigate unexpected changes.

B. Ask the supplier to report failures across its entire customer base.

C. Monitor material risks and use complaints as further evidence.

D. Use complaints as the main trigger because they reflect user impact.

Show answer Next card

Topic index Contents

Practice: card 810 of 1,000

Answer 810

Correct Answer: C. Monitor material risks and use complaints as further evidence.

Why this answer

Some harmful behavior may remain unnoticed or unreported by users. Monitoring should be proportionate to the use case and detect relevant errors before complaints become the sole warning.

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Practice: card 811 of 1,000

Question 811

Choose the best answer.

A case assistant uses approved KB articles plus prior resolved tickets. Why might the service still need to label or separate those sources in the output?

A. Resolved tickets usually provide stronger authority than formal knowledge articles.

B. A fix for one case need not be approved guidance for others.

C. The newer source should be treated as binding regardless of status.

D. Source labels determine which outputs can bypass human review.

Show answer Next card

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Practice: card 811 of 1,000

Answer 811

Correct Answer: B. A fix for one case need not be approved guidance for others.

Why this answer

A past case can suggest an approach without authorizing it for a new situation. Identify source status and applicability so examples do not silently replace current procedure.

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Practice: card 812 of 1,000

Question 812

Choose the best answer.

A retrieval assistant works well in English, but when queries are phrased in a second language it retrieves fewer authoritative sources and more informal notes. What is the BEST next step?

A. Test source authority across the languages the service supports.

B. Apply the English acceptance score to the combined query population.

C. Translate the generated response after retrieving with the existing configuration.

D. Reduce the number of sources returned for second-language queries.

Show answer Next card

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Practice: card 812 of 1,000

Answer 812

Correct Answer: A. Test source authority across the languages the service supports.

Why this answer

The weakness begins in what is retrieved, not just in the answer's wording. Test representative queries and source authority across supported languages, then validate the correction.

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Practice: card 813 of 1,000

Question 813

Choose the best answer.

An AI tool helps draft entitlement decisions, but the final approval click in the system gives no sign that AI was involved. Why is that weak?

A. The vendor may receive fewer examples of successful decisions.

B. The record may omit how AI helped reach the decision.

C. The approval interface may make the process slower to audit.

D. The service cannot compare model usage with license costs accurately.

Show answer Next card

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Practice: card 813 of 1,000

Answer 813

Correct Answer: B. The record may omit how AI helped reach the decision.

Why this answer

For consequential decisions, the record should show relevant assistance and accountable human action. Hiding that influence can prevent reviewers from reconstructing the decision path.

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Practice: card 814 of 1,000

Question 814

Choose the best answer.

A team wants one policy for all AI use cases: "If the model is above 90 percent accurate, it can act automatically." What is the BEST critique?

A. The threshold should be increased uniformly before automating any workflow.

B. Accuracy alone says little about harm, error types, or authority.

C. The vendor's benchmark should replace the organization's local accuracy score.

D. The rule should apply to the most common case categories first.

Show answer Next card

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Practice: card 814 of 1,000

Answer 814

Correct Answer: B. Accuracy alone says little about harm, error types, or authority.

Why this answer

A single percentage does not establish acceptable risk across decision classes. Use representative evidence, consequential failure criteria, and appropriate authorization before permitting automated action.

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Practice: card 815 of 1,000

Question 815

Choose the best answer.

A pilot succeeds on common incident summaries, but the service has not tested how the model behaves when logs are incomplete, teams disagree, or facts are still emerging. What is the BEST next step?

A. Use the model’s confidence score to exclude difficult cases from evaluation.

B. Extend testing with more common incident summaries from the pilot.

C. Test missing logs and disputed facts against agreed acceptance rules.

D. Deploy broadly with a general warning about incomplete information.

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Practice: card 815 of 1,000

Answer 815

Correct Answer: C. Test missing logs and disputed facts against agreed acceptance rules.

Why this answer

Ambiguous conditions are part of real incident work. Evaluate whether the assistant preserves uncertainty and supports safe decisions before relying on it in those situations.

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Practice: card 816 of 1,000

Question 816

Choose the best answer.

A service assistant routes most tickets correctly, but analysts say they cannot tell when the model is guessing from analogy rather than using an approved rule. What is the BEST improvement?

A. Require analysts to compare the answer with earlier model outputs.

B. Present all routes with the same confidence wording for consistency.

C. Display the model version beside each recommended resolver group.

D. Show whether a route follows a verified rule or an inferred suggestion.

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Practice: card 816 of 1,000

Answer 816

Correct Answer: D. Show whether a route follows a verified rule or an inferred suggestion.

Why this answer

Users need to understand the authority and basis of the proposed route. A rule match also needs correct inputs and current rules, so it should not be labeled infallible.

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Practice: card 817 of 1,000

Question 817

Choose the best answer.

A team proposes a larger model even though its current model meets service needs with clearer outputs and lower operating overhead. How should it assess the proposal?

A. Choose the model with the highest general capability benchmark.

B. Compare benefits, risks, control, and the full operating burden.

C. Select the newest model to extend the period before the next upgrade.

D. Adopt the larger model if the subscription fits the current budget.

Show answer Next card

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Practice: card 817 of 1,000

Answer 817

Correct Answer: B. Compare benefits, risks, control, and the full operating burden.

Why this answer

The best choice fits the service's needs at an acceptable cost and risk. Additional capability has value only when it improves relevant outcomes enough to justify its consequences.

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Practice: card 818 of 1,000

Question 818

Choose the best answer.

A team wants to review AI performance once a year. Why might that be too weak in a fast-moving service?

A. A fixed review interval makes it harder to compare yearly performance.

B. Harmful drift or source changes may need action much sooner.

C. A quarterly report provides a complete substitute for live monitoring.

D. The review cycle should follow vendor model releases instead of local service risk.

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Practice: card 818 of 1,000

Answer 818

Correct Answer: B. Harmful drift or source changes may need action much sooner.

Why this answer

Review timing should reflect how quickly risk and operating conditions can change. Combine appropriate monitoring with event-triggered review rather than relying solely on an annual checkpoint.

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Practice: card 819 of 1,000

Question 819

Choose the best answer.

An AI assistant produces responses quickly, but analysts begin to skip reading linked sources because they feel the answer is "probably good enough." What is the BEST risk description?

A. Automation bias is turning available evidence into an unchecked formality.

B. Analyst review is now redundant because references are available.

C. The sources have become less relevant as model fluency improves.

D. The service has completed the transition to autonomous operation.

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Practice: card 819 of 1,000

Answer 819

Correct Answer: A. Automation bias is turning available evidence into an unchecked formality.

Why this answer

People may over-rely on a plausible output even when verification is possible. Redesign and reinforce review where consequences require it; simply displaying links does not ensure they are used.

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Practice: card 820 of 1,000

Question 820

Choose the best answer.

An AI assistant has completed an approved pilot. What should the service team do to sustain responsible use after deployment?

A. Renew the service license after comparing quarterly usage totals.

B. Keep the initial acceptance report as the basis for continued use.

C. Update training material whenever the vendor changes its interface.

D. Track errors and changed use, with owners for review and correction.

Show answer Next card

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Practice: card 820 of 1,000

Answer 820

Correct Answer: D. Track errors and changed use, with owners for review and correction.

Why this answer

Responsible operation continues after acceptance. Monitoring and ownership should detect changed behavior or use and trigger appropriate correction before reliance expands beyond the approved scope.

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Practice: card 821 of 1,000

Question 821

Choose the best answer.

A service uses an AI assistant to recommend next-best actions, but staff cannot tell whether the suggestion is based on an approved rule, retrieved knowledge, or a model inference. What is the BEST improvement?

A. Identify the recommendation's source, authority, and relevant limitations.

B. Give experienced analysts access to the model configuration.

C. Display the model's average confidence across recent cases.

D. Use a common format to compare recommendations across service channels.

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Practice: card 821 of 1,000

Answer 821

Correct Answer: A. Identify the recommendation’s source, authority, and relevant limitations.

Why this answer

Reviewers need to distinguish a verified rule, retrieved guidance, and an inference. Present enough evidence to support that distinction without implying that any of those sources is automatically error-free.

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Practice: card 822 of 1,000

Question 822

Choose the best answer.

A team discovers that a model update improved routine ticket summaries but degraded the quality of handoff context for severe incidents. What is the BEST release approach?

A. Limit affected use and switch to a validated handoff if available.

B. Continue rollout because the overall summary score improved.

C. Continue rollout until a full quarter of data shows whether the change persists.

D. Increase review sampling for routine cases during expansion.

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Practice: card 822 of 1,000

Answer 822

Correct Answer: A. Limit affected use and switch to a validated handoff if available.

Why this answer

Severe-case context is consequential even when the affected volume is small. Contain the regression and choose a tested recovery route rather than accepting the aggregate gain as sufficient.

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Practice: card 823 of 1,000

Question 823

Choose the best answer.

A support team wants AI to draft responses, but some replies include regulated wording that must remain exact. What is the BEST design choice?

A. Use earlier responses as examples instead of fixed approved clauses.

B. Keep required wording fixed and limit drafting to approved sections.

C. Ask the model to paraphrase clauses without changing their intent.

D. Generate each response freely and review a monthly sample.

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Practice: card 823 of 1,000

Answer 823

Correct Answer: B. Keep required wording fixed and limit drafting to approved sections.

Why this answer

A requirement for exact language cannot be satisfied by a plausible paraphrase. Keep mandated text controlled and review the generated portions for consistency with it.

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Practice: card 824 of 1,000

Question 824

Choose the best answer.

A model worked well during pilot, but after a recent service redesign it still routes cases using the old escalation structure. What is the BEST interpretation?

A. The operating assumptions behind earlier acceptance are no longer valid.

B. The unchanged model version supports continued operational acceptance.

C. The service redesign primarily affects reporting rather than routing.

D. The existing model confidence score resolves the apparent discrepancy.

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Practice: card 824 of 1,000

Answer 824

Correct Answer: A. The operating assumptions behind earlier acceptance are no longer valid.

Why this answer

A changed escalation structure changes the decisions the router must support. Reevaluate mappings and affected behavior instead of assuming that earlier accuracy transfers unchanged.

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Practice: card 825 of 1,000

Question 825

Choose the best answer.

Which question is MOST important before allowing an AI agent to act without prior human approval?

A. Have its actions, risks, recovery, and oversight been approved?

B. Can the feature demonstrate the intended action without visible errors?

C. Has the supplier described the feature as fully autonomous?

D. Does the model support the maximum available context window?

Show answer Next card

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Practice: card 825 of 1,000

Answer 825

Correct Answer: A. Have its actions, risks, recovery, and oversight been approved?

Why this answer

Automatic action needs explicit authority and evidence suited to its consequences. Reversibility and lower impact can support a bounded design, but neither alone establishes acceptable risk.

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Practice: card 826 of 1,000

Question 826

Choose the best answer.

Analysts are more likely to follow AI recommendations when the interface presents them with strong visual emphasis and no easy way to compare the source evidence. What is the BEST correction?

A. Make checks and challenges easy, without nudging staff to accept.

B. Require a written reason before an analyst opens the case evidence.

C. Use brighter labels for outputs with higher reported confidence.

D. Show the recommendation earlier so analysts can process it faster.

Show answer Next card

Topic index Contents

Practice: card 826 of 1,000

Answer 826

Correct Answer: A. Make checks and challenges easy, without nudging staff to accept.

Why this answer

Interface design can encourage over-reliance on generated guidance. Support meaningful review rather than making the model's suggestion appear to be the preapproved default.

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Practice: card 827 of 1,000

Question 827

Choose the best answer.

A team wants to use AI-generated summaries during a major incident, but network degradation sometimes prevents the model from responding in time. What is the BEST operational design?

A. Reserve more processing capacity without changing the response procedure.

B. Publish shorter updates until the model responds consistently.

C. Maintain a tested alternative path for timely incident communications.

D. Queue all summary requests through the same model connection.

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Practice: card 827 of 1,000

Answer 827

Correct Answer: C. Maintain a tested alternative path for timely incident communications.

Why this answer

Incident communication must remain available when the AI dependency fails. A practiced alternative provides continuity; additional capacity may help but does not remove that dependency.

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Practice: card 828 of 1,000

Question 828

Choose the best answer.

A retrieval assistant is allowed to search both approved procedures and unresolved internal debate threads. What is the BEST way to present an answer?

A. Rank sources by how closely their language matches the question.

B. Combine all sources into one answer without status labels.

C. Place recent discussion above older approved guidance.

D. Identify approved guidance and clearly mark provisional discussion.

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Practice: card 828 of 1,000

Answer 828

Correct Answer: D. Identify approved guidance and clearly mark provisional discussion.

Why this answer

A current debate may provide context without settling what the service authorizes. Preserve that distinction and prevent provisional material from being presented as an approved instruction.

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Practice: card 829 of 1,000

Question 829

Choose the best answer.

A model gives strong results for common tickets but performs inconsistently when long case histories and multiple attachments are involved. What is the BEST evaluation lesson?

A. Evaluation should emphasize the shortest inputs received most frequently.

B. Historical cases should be shortened before measuring service acceptance.

C. A larger context window resolves the need for additional input tests.

D. Test realistic case lengths and combinations of attachments.

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Practice: card 829 of 1,000

Answer 829

Correct Answer: D. Test realistic case lengths and combinations of attachments.

Why this answer

Complex inputs may expose omissions, retrieval failures, or processing limitations. Representative evaluation must test these conditions instead of relying on results from clean short examples.

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Practice: card 830 of 1,000

Question 830

Choose the best answer.

Different support groups want different AI auto-routing thresholds. Which governance approach is BEST?

A. Validate local thresholds within shared decision and risk boundaries.

B. Approve local thresholds when each group meets its throughput target.

C. Use aggregate accuracy reports instead of reviewing local threshold changes.

D. Treat thresholds as personal settings while the model version stays unchanged.

Show answer Next card

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Practice: card 830 of 1,000

Answer 830

Correct Answer: A. Validate local thresholds within shared decision and risk boundaries.

Why this answer

A threshold affects which cases follow automated or reviewed paths and therefore changes service risk. Local differences can be justified, but they need contextual validation and shared authority rather than throughput results, an unchanged model version, or aggregate reporting alone.

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Practice: card 831 of 1,000

Question 831

Choose the best answer.

Which signal BEST suggests that an AI recommendation system is encouraging overconfidence rather than healthy support?

A. Analysts can explain why they rejected a plausible recommendation.

B. Analysts trust the suggested action without reading the case.

C. Analysts compare sensitive recommendations with supporting case evidence.

D. Analysts escalate cases outside the approved scope of automatic handling.

Show answer Next card

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Practice: card 831 of 1,000

Answer 831

Correct Answer: B. Analysts trust the suggested action without reading the case.

Why this answer

Skipping the relevant evidence suggests that assistance is replacing judgment without an authorized design change. The other behaviors demonstrate active, risk-sensitive use of the tool.

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Practice: card 832 of 1,000

Question 832

Choose the best answer.

A service wants to monitor its AI assistant responsibly. Which dashboard is the BEST starting point?

A. Verified errors, overrides, affected segments, and downstream service outcomes.

B. Model latency, infrastructure availability, and subscription utilization by region.

C. Prompt volume, token usage, and active-user growth by team.

D. Training attendance, document coverage, and number of configured use cases.

Show answer Next card

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Practice: card 832 of 1,000

Answer 832

Correct Answer: A. Verified errors, overrides, affected segments, and downstream service outcomes.

Why this answer

Responsible monitoring connects model behavior to consequences for the service. Technical and adoption measures are useful context but do not show whether answers or resulting decisions are sound.

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Practice: card 833 of 1,000

Question 833

Choose the best answer.

A team proposes retraining on every newly closed case every night. What is the BEST first question?

A. Can the vendor host both current and newly trained model versions?

B. May we train on these cases, and are they still current and correct?

C. Will the updated model produce responses with the same visible format?

D. Can available training capacity finish the job before the morning support shift?

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Practice: card 833 of 1,000

Answer 833

Correct Answer: B. May we train on these cases, and are they still current and correct?

Why this answer

Closed status does not establish that a case represents good practice. Validate suitability and permitted data use before treating those records as training examples.

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Practice: card 834 of 1,000

Question 834

Choose the best answer.

Which scenario most strongly calls for a predefined containment or recovery trigger?

A. An approved prompt change alters a nonessential greeting.

B. An update exceeds the accepted limit for severe misrouting.

C. Average latency falls while verified answer quality remains stable.

D. Users prefer the new assistant’s more conversational writing style.

Show answer Next card

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Practice: card 834 of 1,000

Answer 834

Correct Answer: B. An update exceeds the accepted limit for severe misrouting.

Why this answer

An agreed high-impact failure limit should trigger containment and a recovery decision. Rollback is one option when a validated prior state is available; it is not guaranteed to reverse consequences already incurred.

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Practice: card 835 of 1,000

Question 835

Choose the best answer.

An AI assistant drafts partner responses, but later reviewers cannot identify the material supporting its claims. Which control BEST addresses that gap?

A. Run periodic accuracy samples without linking claims to their supporting records.

B. Retain material source references with the reviewed draft and approval record.

C. Retain the sent message and the timestamp of its final approval.

D. Log the model and prompt versions with each draft's processing time.

Show answer Next card

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Practice: card 835 of 1,000

Answer 835

Correct Answer: B. Retain material source references with the reviewed draft and approval record.

Why this answer

Reviewers need to reconstruct the factual basis of consequential communications and the decision to approve them. Technical metadata, the final message alone, or unlinked sampling cannot provide that evidence trail.

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Practice: card 836 of 1,000

Question 836

Choose the best answer.

A service wants to expand AI use from suggestions to automatic action. What is the BEST first question?

A. What interface changes would make autonomous behavior easiest to recognize?

B. Who may act, with what evidence, safeguards, and recovery plan?

C. Which department has the largest backlog of tasks awaiting automation?

D. Which model generates the greatest number of suggestions per minute?

Show answer Next card

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Practice: card 836 of 1,000

Answer 836

Correct Answer: B. Who may act, with what evidence, safeguards, and recovery plan?

Why this answer

Acting changes the risk and permission boundary beyond offering advice. Evaluate that boundary before granting access to execute, with suitable limits and recovery where possible.

Read and listen

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Practice: card 837 of 1,000

Question 837

Choose the best answer.

A pilot reports fewer analyst minutes per case, but more cases now need second-line correction because the AI handoff summary drops nuance. What is the BEST conclusion?

A. The pilot should be assessed against the vendor’s summarization benchmark.

B. The receiving team’s slower handling is independent of the pilot’s design.

C. The first-line saving establishes that the pilot met its service purpose.

D. Downstream rework must be included when judging the pilot’s overall value.

Show answer Next card

Topic index Contents

Practice: card 837 of 1,000

Answer 837

Correct Answer: D. Downstream rework must be included when judging the pilot’s overall value.

Why this answer

The same change affects both teams along one service journey. Include correction effort, delay, and final quality before deciding whether the local saving represents improvement.

Read and listen

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Practice: card 838 of 1,000

Question 838

Choose the best answer.

A team says, “We will know the AI is mature when nobody needs to look at it anymore.” What is the BEST correction?

A. Maturity is shown when all analysts accept the assistant’s recommendations.

B. Maturity requires oversight proportionate to continuing risk and actual use.

C. Maturity can be demonstrated by retaining the original pilot approval.

D. Maturity is reached when usage grows without further configuration changes.

Show answer Next card

Topic index Contents

Practice: card 838 of 1,000

Answer 838

Correct Answer: B. Maturity requires oversight proportionate to continuing risk and actual use.

Why this answer

A mature capability still needs appropriate monitoring and response ownership. The amount and form of oversight may change with evidence, but acceptance does not make future drift irrelevant.

Read and listen

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Practice: card 839 of 1,000

Question 839

Choose the best answer.

Analysts in one region consistently override the assistant on one type of request because local policy handling differs there. What is the BEST next step?

A. Verify the policy difference and evaluate a governed regional handling rule.

B. Increase the region’s confidence threshold without changing the rule mapping.

C. Train the model directly on all regional overrides collected so far.

D. Apply the central model’s route until the next annual policy review.

Show answer Next card

Topic index Contents

Practice: card 839 of 1,000

Answer 839

Correct Answer: A. Verify the policy difference and evaluate a governed regional handling rule.

Why this answer

The regional pattern may reflect a valid requirement or a misunderstanding. Confirm the policy first, then validate any local adaptation and record its scope.

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Practice: card 840 of 1,000

Question 840

Choose the best answer.

After an AI update, overall routing improves but sensitive access cases are repeatedly sent to the wrong authority. What should the service do?

A. Report the better aggregate score before investigating individual errors.

B. Keep the current reviewer instructions until the vendor issues guidance.

C. Pause affected automation and review errors with the responsible owners.

D. Raise the global auto-routing threshold without evaluating the affected segment.

Show answer Next card

Topic index Contents

Practice: card 840 of 1,000

Answer 840

Correct Answer: C. Pause affected automation and review errors with the responsible owners.

Why this answer

A consequential segment failure warrants action even when the overall score improves. Contain affected use and investigate the cause before resuming or expanding authority.

Read and listen

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Contents

Practice: card 841 of 1,000

Question 841

Choose the best answer.

An incident-summary assistant produces drafts quickly, but responders always rewrite the same sections before sending them. What is the BEST first thing to monitor?

A. Track the average draft length against the configured word limit.

B. Track repeated substantive edits and check why they were needed.

C. Track the total number of summary prompts sent each hour.

D. Track the share of incident responders with access to the assistant.

Show answer Next card

Topic index Contents

Practice: card 841 of 1,000

Answer 841

Correct Answer: B. Track repeated substantive edits and check why they were needed.

Why this answer

Repeated edits can reveal systematic omissions or misleading phrasing. Separate substantive corrections from stylistic preferences before using them to change the model or workflow.

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Practice: card 842 of 1,000

Question 842

Choose the best answer.

During major incidents, the assistant removes contradictory clues so the summary sounds cleaner. What is the BEST correction?

A. Move conflicting information to the raw logs without mentioning it.

B. Present the most frequently reported explanation as the current conclusion.

C. Keep unresolved contradictions visible with their evidence and current status.

D. Remove every uncertain statement and retain the first confirmed account.

Show answer Next card

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Practice: card 842 of 1,000

Answer 842

Correct Answer: C. Keep unresolved contradictions visible with their evidence and current status.

Why this answer

A contradiction may be essential to understanding an unfolding incident. Summaries should distinguish facts, claims, and unresolved questions instead of creating false agreement.

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Practice: card 843 of 1,000

Question 843

Choose the best answer.

An AI tool recommends a remediation step that is not in the approved action catalog for that service. What should happen next?

A. Add the action to the catalog and mark it for later review.

B. Execute the step if the model’s confidence exceeds the normal threshold.

C. Ask another model for the same recommendation before executing it.

D. Have an authorized reviewer assess the action before it is used.

Show answer Next card

Topic index Contents

Practice: card 843 of 1,000

Answer 843

Correct Answer: D. Have an authorized reviewer assess the action before it is used.

Why this answer

The recommendation is a proposal, not authorization. Assess its evidence and consequences through the applicable change or exception path before taking action.

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Practice: card 844 of 1,000

Question 844

Choose the best answer.

A revised intake form changes field order, labels, and required inputs, and model accuracy falls right after the change. What is the BEST interpretation?

A. The revised form should be removed before examining the failure.

B. The timing proves that the model provider changed its behavior.

C. The unchanged service purpose supports continued model acceptance.

D. Changed inputs may explain the failure and need targeted testing.

Show answer Next card

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Practice: card 844 of 1,000

Answer 844

Correct Answer: D. Changed inputs may explain the failure and need targeted testing.

Why this answer

The form change may alter labels, values, or context the model relies on. Test those changes and competing causes rather than assuming either a vendor fault or a proven causal explanation.

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Practice: card 845 of 1,000

Question 845

Choose the best answer.

A user-facing assistant answers a policy question, but it does not show the supporting approved passage that governs the answer. What is the BEST design improvement?

A. Display the model version and its most recent average accuracy.

B. Repeat the answer using simpler language and a stronger assurance statement.

C. Use a common template for all answers to policy questions.

D. Link the approved passage so users can check the answer.

Show answer Next card

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Practice: card 845 of 1,000

Answer 845

Correct Answer: D. Link the approved passage so users can check the answer.

Why this answer

A source reference lets users inspect the authority and applicability of the answer. Verify that the cited passage supports the interpretation; merely adding a link does not make a generated claim correct.

Read and listen

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Practice: card 846 of 1,000

Question 846

Choose the best answer.

The service has documented a manual fallback for the AI routing assistant, but no one has used it in months. What is the BEST next step?

A. Ask the supplier to certify the manual routing procedure.

B. Wait for an outage so the test reflects actual conditions.

C. Exercise the fallback and check staffing, access, and instructions.

D. Update the fallback document’s review date after confirming it exists.

Show answer Next card

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Practice: card 846 of 1,000

Answer 846

Correct Answer: C. Exercise the fallback and check staffing, access, and instructions.

Why this answer

A documented alternative may fail if skills, access, or routing rules have changed. Safe exercises expose those weaknesses before a real disruption makes the fallback necessary.

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Practice: card 847 of 1,000

Question 847

Choose the best answer.

An AI tool rewrites customer descriptions into standardized service language, but analysts later lose sight of the original wording that may carry legal or emotional significance. What is the BEST correction?

A. Replace original descriptions with the normalized text after initial review.

B. Keep the original phrasing in analysts' personal notes for reference.

C. Use a longer normalized summary to preserve more detail.

D. Retain a controlled link to the original alongside the normalized text.

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Practice: card 847 of 1,000

Answer 847

Correct Answer: D. Retain a controlled link to the original alongside the normalized text.

Why this answer

Normalization can change nuance or remove facts needed for review. Preserve the original where required with appropriate access and retention controls, while clearly identifying the generated representation.

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Practice: card 848 of 1,000

Question 848

Choose the best answer.

The assistant is available and fast, but usage drops sharply whenever cases involve multiple attachments and screenshots. What is the BEST signal to monitor?

A. Average token consumption during the highest-demand service hour.

B. The average number of tickets closed by each resolver group.

C. Use and abandonment by input type, paired with error investigation.

D. The percentage of staff who have access to the assistant.

Show answer Next card

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Practice: card 848 of 1,000

Answer 848

Correct Answer: C. Use and abandonment by input type, paired with error investigation.

Why this answer

Segmented usage can expose where people avoid an otherwise available tool. Combine those observations with direct testing and feedback before deciding whether the cause is capability, usability, or trust.

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Practice: card 849 of 1,000

Question 849

Choose the best answer.

An AI assistant suggests a likely fix even though the case is missing one field required to choose safely between two possible actions. What is the BEST design behavior?

A. Repeat the model query until one action receives a higher score.

B. Present both actions without explaining the missing decision criterion.

C. Choose the action most frequently used for earlier similar cases.

D. Request the missing fact or escalate through an authorized review path.

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Practice: card 849 of 1,000

Answer 849

Correct Answer: D. Request the missing fact or escalate through an authorized review path.

Why this answer

If the missing fact changes which action is safe, guessing creates avoidable risk. Obtain the information or use the approved escalation route before acting.

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Practice: card 850 of 1,000

Question 850

Choose the best answer.

A team wants AI to prefill the root cause section of a post-incident record. What is the BEST control?

A. Accept the finding if it matches the most frequent earlier incident pattern.

B. Use the model’s confidence score to determine when the draft becomes final.

C. Keep it provisional until accountable reviewers approve it from evidence.

D. Publish the draft as provisional and correct it after the review meeting.

Show answer Next card

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Practice: card 850 of 1,000

Answer 850

Correct Answer: C. Keep it provisional until accountable reviewers approve it from evidence.

Why this answer

A generated causal explanation is a hypothesis until supported by investigation. Keep it distinct from the final finding and verify the evidence before adopting it.

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Practice: card 851 of 1,000

Question 851

Choose the best answer.

The service updates a policy article, but the assistant’s retrieval index is refreshed only quarterly. What is the BEST governance response?

A. Retrain the model before examining the retrieval configuration.

B. Update and validate affected retrieval as part of the policy change.

C. Add the updated article title to the assistant’s opening message.

D. Wait for the scheduled refresh and remind analysts about the change.

Show answer Next card

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Practice: card 851 of 1,000

Answer 851

Correct Answer: B. Update and validate affected retrieval as part of the policy change.

Why this answer

Authoritative changes need timely propagation into the mechanism that supplies answers. An index refresh is distinct from retraining; validate that old guidance is no longer presented as current.

Read and listen

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Practice: card 852 of 1,000

Question 852

Choose the best answer.

A support taxonomy is simplified, and the AI router now confuses categories that used to be separate. What should be reviewed FIRST?

A. The display order of the new categories in management reports.

B. The model supplier’s contract renewal and support response targets.

C. The volume of tickets closed since the taxonomy was simplified.

D. The label mapping, training assumptions, and live routing rules.

Show answer Next card

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Practice: card 852 of 1,000

Answer 852

Correct Answer: D. The label mapping, training assumptions, and live routing rules.

Why this answer

A taxonomy change can invalidate both learned labels and the mapping used to act on them. Check those connections before assuming model quality or analyst behavior explains the failure.

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Practice: card 853 of 1,000

Question 853

Choose the best answer.

A service uses AI to draft denial messages for entitlement requests. Which design choice is strongest?

A. Use the shortest generated response to reduce the risk of conflicting statements.

B. Let the model simplify appeal wording to fit the user's reading level.

C. Fix authorized reasons and appeal information; limit generated explanation.

D. Generate the full message from prior denial examples and review a sample.

Show answer Next card

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Practice: card 853 of 1,000

Answer 853

Correct Answer: C. Fix authorized reasons and appeal information; limit generated explanation.

Why this answer

The approved decision and required challenge information must retain their meaning. AI can help explain them within controlled limits, subject to the appropriate pre-send review.

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Practice: card 854 of 1,000

Question 854

Choose the best answer.

For an AI routing classifier tested on representative cases, what does confidence calibration assess beyond its overall accuracy?

A. Whether confidence scores match observed rates of correct routing.

B. Whether the classifier ranks correct routes above incorrect alternatives.

C. Whether requests are classified within the agreed response-time target.

D. Whether each category receives the same share of classified requests.

Show answer Next card

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Practice: card 854 of 1,000

Answer 854

Correct Answer: A. Whether confidence scores match observed rates of correct routing.

Why this answer

Calibration checks whether classification probabilities agree with observed correctness for comparable groups of cases. Ranking alternatives, balancing route volumes, and meeting latency targets assess different properties. This concerns validated classifier scores, not unverified confidence claimed by a generative assistant.

Read and listen

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Practice: card 855 of 1,000

Question 855

Choose the best answer.

A summarization tool removes customer identifiers and some contextual details before the case is reviewed. Later the team cannot tell whether one group is being handled differently from another. What is the BEST improvement?

A. Keep justified, access-controlled evidence for checking group outcomes.

B. Compare the length and sentiment of summaries for each affected group.

C. Keep every original customer identifier available to all service analysts.

D. Rely on the vendor’s overall fairness statement for the summarizer.

Show answer Next card

Topic index Contents

Practice: card 855 of 1,000

Answer 855

Correct Answer: A. Keep justified, access-controlled evidence for checking group outcomes.

Why this answer

Review needs enough lawful and appropriate information to investigate unequal outcomes. Design that evidence deliberately with minimization, access, and retention controls rather than indiscriminately preserving all identifiers.

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Practice: card 856 of 1,000

Question 856

Choose the best answer.

A manager says analyst training can now be shortened because the AI assistant will handle most hard decisions. What is the BEST response?

A. Focus training on producing the model’s preferred prompt format.

B. Replace scenario exercises with demonstrations of successful AI interactions.

C. Teach evidence checks, exception handling, and accountable judgment.

D. Use historical model accuracy to determine which technical training can end.

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Practice: card 856 of 1,000

Answer 856

Correct Answer: C. Teach evidence checks, exception handling, and accountable judgment.

Why this answer

AI assistance changes some tasks but does not eliminate the judgment needed for difficult cases. Training should prepare analysts to recognize limitations, challenge outputs, and use escalation paths.

Read and listen

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Practice: card 857 of 1,000

Question 857

Choose the best answer.

A vendor silently changes the retrieval ranking logic used by your assistant, and answer behavior shifts across the service. What is the BEST response?

A. Accept the change if the model version number stayed the same.

B. Assess impact, limit unreliable use, and validate a recovery path.

C. Record the vendor change for the next annual contract review.

D. Have each local team adjust prompts until its own answers appear to recover.

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Practice: card 857 of 1,000

Answer 857

Correct Answer: B. Assess impact, limit unreliable use, and validate a recovery path.

Why this answer

Retrieval ranking affects which evidence reaches the model even when the model itself is unchanged. Revalidate affected answers and improve vendor change arrangements; a rollback may not be available.

Read and listen

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Practice: card 858 of 1,000

Question 858

Choose the best answer.

Leaders are unsure which workflow would benefit most from AI assistance. What is the BEST starting approach?

A. Compare bounded trials with clear outcomes, controls, and stop criteria.

B. Select the sponsor who can authorize the fastest purchase decision.

C. Deploy one assistant across all teams and collect adoption data.

D. Choose the workflow with the largest number of unprocessed requests.

Practice: card 858 of 1,000

Answer 858

Correct Answer: A. Compare bounded trials with clear outcomes, controls, and stop criteria.

Why this answer

Bounded trials help test where assistance creates value at acceptable risk. Define the learning goal and decision criteria before expanding use.

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Practice: card 859 of 1,000

Question 859

Choose the best answer.

A user asks the assistant whether a request has completed, but the assistant cannot access live system status and answers as if it can. What is the BEST correction?

A. Use the most recent historical completion pattern to estimate status.

B. State the access limit and point to a verified live status source.

C. Continue answering while adding a general disclaimer in the help page.

D. Generate more frequent updates so the answer remains responsive.

Show answer Next card

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Practice: card 859 of 1,000

Answer 859

Correct Answer: B. State the access limit and point to a verified live status source.

Why this answer

The assistant cannot confirm a live fact it cannot access. Make the limitation explicit and provide a reliable status route rather than presenting an estimate as confirmation.

Read and listen

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Practice: card 860 of 1,000

Question 860

Choose the best answer.

A service keeps both current procedures and archived drafts. What should it do to keep its AI guidance dependable as documents change?

A. Control source authority and changes, then verify affected answers.

B. Retain all source material in one unfiltered search index.

C. Train users to recognize stale material without changing retrieval behavior.

D. Update the model name displayed to users after each source refresh.

Show answer Next card

Topic index Contents

Practice: card 860 of 1,000

Answer 860

Correct Answer: A. Control source authority and changes, then verify affected answers.

Why this answer

Source governance determines what current guidance the assistant is allowed to use. Approval and update controls must be reflected in retrieval and tested answers, not merely documented elsewhere.

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Practice: card 861 of 1,000

Question 861

Choose the best answer.

An AI assistant drafts access-approval notes, but auditors later find that teams cannot tell whether the final note was AI-generated, edited by a human, or written manually from scratch. What is the BEST control?

A. Require each team to use one standard note template.

B. Log material AI drafts, human edits, and who approved.

C. Keep the final approval result without earlier drafting details.

D. Retain the name of the model supplier in the service record.

Show answer Next card

Topic index Contents

Practice: card 861 of 1,000

Answer 861

Correct Answer: B. Log material AI drafts, human edits, and who approved.

Why this answer

Consequential records need enough history to distinguish assistance from the approved decision. Preserve relevant versions and accountable approval without assuming generated text itself is authoritative.

Read and listen

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Practice: card 862 of 1,000

Question 862

Choose the best answer.

A team monitors one overall precision score for its AI assistant and concludes that service risk is low. What is the BEST critique?

A. The model should be compared with a general vendor benchmark.

B. The precision score should be replaced with the daily usage count.

C. The precision score should determine the review frequency for every case.

D. One aggregate score can conceal important errors and their consequences.

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Practice: card 862 of 1,000

Answer 862

Correct Answer: D. One aggregate score can conceal important errors and their consequences.

Why this answer

Precision does not describe every failure type or the distribution of harm. Review consequential segments and missed detections as well as the relevant aggregate measures.

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Practice: card 863 of 1,000

Question 863

Choose the best answer.

An AI assistant drafts a proposed remediation, but the service record contains a recent human note that directly contradicts the suggestion. What should happen?

A. Proceed with the proposed fix and record the contradiction afterward.

B. Ask the model to repeat the recommendation without the conflicting note.

C. Use the newer of the human note and generated recommendation.

D. Pause action and have an authorized reviewer check the conflict.

Show answer Next card

Topic index Contents

Practice: card 863 of 1,000

Answer 863

Correct Answer: D. Pause action and have an authorized reviewer check the conflict.

Why this answer

A conflicting note creates uncertainty that must be resolved before consequential action. Verify the note as well as the recommendation; human authorship alone does not prove it correct.

Read and listen

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Practice: card 864 of 1,000

Question 864

Choose the best answer.

A service wants to give customers AI-generated self-help answers for common configuration issues. Some answers are low-risk, but others might affect security posture if wrong. What is the BEST design approach?

A. Set guidance boundaries and stronger review for security-sensitive actions.

B. Use one automatic publication rule for every configuration topic.

C. Apply a standard disclaimer to all generated self-help answers.

D. Require users to acknowledge responsibility before displaying the answer.

Show answer Next card

Topic index Contents

Practice: card 864 of 1,000

Answer 864

Correct Answer: A. Set guidance boundaries and stronger review for security-sensitive actions.

Why this answer

Consequences differ across self-help tasks, so publication and review controls should reflect them. A disclaimer or acknowledgment does not correct unsafe instructions or replace service accountability.

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Practice: card 865 of 1,000

Question 865

Choose the best answer.

An AI classifier is retrained after every taxonomy update, but no one checks whether the new labels are being used consistently by human analysts first. Why is that weak?

A. The taxonomy must stay unchanged once a model enters production.

B. Inconsistent labels can teach the model contradictory operational meanings.

C. Analyst labels primarily affect reporting rather than learned classifications.

D. Frequent retraining makes the service harder to document.

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Practice: card 865 of 1,000

Answer 865

Correct Answer: B. Inconsistent labels can teach the model contradictory operational meanings.

Why this answer

A new taxonomy is useful for training only when its meaning is consistently applied. Validate human labeling and the label mappings before using those records to update the classifier.

Read and listen

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Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Topic index

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Practice: card 866 of 1,000

Question 866

Choose the best answer.

A vendor proposes turning on an "autonomous optimization" feature that changes prompts and routing thresholds in the background. What is the BEST first response?

A. Accept the vendor's global thresholds as the service's operating limits.

B. Set approved tuning limits, change visibility, tests, and stop controls.

C. Enable the feature for the highest-volume queue to obtain rapid feedback.

D. Keep the feature active while documenting the changes afterward.

Show answer Next card

Topic index Contents

Practice: card 866 of 1,000

Answer 866

Correct Answer: B. Set approved tuning limits, change visibility, tests, and stop controls.

Why this answer

Background adaptation can change service behavior without an obvious release. Understand and approve its scope and safeguards before activation, including how changes are detected and stopped.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Topic index Contents

Practice: card 867 of 1,000

Question 867

Choose the best answer.

For a task requiring current approved service guidance, an AI assistant falls back to generic advice because no approved source was retrieved. What is the BEST design principle?

A. Show the same answer with a lower confidence percentage.

B. Use generic advice when its wording matches the service's normal style.

C. Disclose the missing support and use an approved fallback or escalation.

D. Search a wider unapproved corpus before asking for human help.

Practice: card 867 of 1,000

Answer 867

Correct Answer: C. Disclose the missing support and use an approved fallback or escalation.

Why this answer

When the task requires authoritative service guidance, a plausible generic answer cannot substitute for it. Explain the limit and provide a reliable route to assistance.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Contents

Practice: card 868 of 1,000

Question 868

Choose the best answer.

A service is defining human override arrangements for several AI use cases. What should determine the design?

A. The supplier’s default roles for administering the model.

B. The number of users who request an override interface.

C. The consequences, recoverability, and authority needed for each decision.

D. The model’s average accuracy across its combined workload.

Show answer Next card

Topic index Contents

Practice: card 868 of 1,000

Answer 868

Correct Answer: C. The consequences, recoverability, and authority needed for each decision.

Why this answer

Override design concerns who can intervene, when, and with what effect. Fit those arrangements to the decision's consequences while retaining a coherent policy framework.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Contents

Practice: card 869 of 1,000

Question 869

Choose the best answer.

Analysts begin editing AI drafts in ways that make the final service output better, but those edits are never reviewed centrally. What is the BEST next step?

A. Update the prompt immediately to reproduce every analyst edit.

B. Measure editing time without examining the reason for the changes.

C. Review material edits and test needed prompt or control changes.

D. Remove editable fields to preserve the model’s original wording.

Practice: card 869 of 1,000

Answer 869

Correct Answer: C. Review material edits and test needed prompt or control changes.

Why this answer

Repeated edits can identify systematic weaknesses, but some reflect style or error. Analyze their purpose and outcomes before incorporating them into service changes.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Topic index Contents

Practice: card 870 of 1,000

Question 870

Choose the best answer.

A region with low ticket volume has a much worse false-negative rate than the global average, but leadership wants to ignore it because the absolute count is small. What is the BEST critique?

A. The global rate should determine the acceptable limit in each region.

B. Small samples should be excluded from service-risk reporting.

C. Low volume does not remove the consequences of missed high-impact cases.

D. Regional performance can be assessed after overall accuracy declines.

Show answer Next card

Topic index Contents

Practice: card 870 of 1,000

Answer 870

Correct Answer: C. Low volume does not remove the consequences of missed high-impact cases.

Why this answer

A small affected population can still face unacceptable harm. Investigate the rate with appropriate uncertainty and impact context rather than dismissing it because the count is low.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Topic index Contents

Practice: card 871 of 1,000

Question 871

Choose the best answer.

The same AI model is used in both a low-risk FAQ assistant and a high-impact entitlement workflow. What is the BEST governance principle?

A. Match controls to use, data access, permissions, and potential harm.

B. Let the stricter workflow determine all settings in the FAQ service.

C. Use the same approval rules for every application of the model.

D. Assess the risk of each use from its conversational interface alone.

Show answer Next card

Topic index Contents

Practice: card 871 of 1,000

Answer 871

Correct Answer: A. Match controls to use, data access, permissions, and potential harm.

Why this answer

Risk belongs to the complete use case, not simply the model's name. Even a knowledge assistant can expose sensitive information or influence consequential action.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Contents

Practice: card 872 of 1,000

Question 872

Choose the best answer.

Why might a service intentionally keep an AI assistant in "shadow mode" for a time even after it appears accurate in testing?

A. To avoid testing failure handling until the model has sufficient adoption.

B. To test realistic advice without allowing it to drive service actions.

C. To collect additional training data without documenting the approved use case.

D. To establish production readiness from response speed under live demand.

Show answer Next card

Topic index Contents

Practice: card 872 of 1,000

Answer 872

Correct Answer: B. To test realistic advice without allowing it to drive service actions.

Why this answer

Shadow mode can provide contextual evidence without executing the model's proposed actions. It still requires approved data use and meaningful evaluation rather than being automatically risk-free.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 08: Explore AI-Native and Complexity-Native Thinking at the Heart of ITIL Foundation

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Practice: card 873 of 1,000

Question 873

Choose the best answer.

A support model uses AI confidence thresholds, but analysts cannot explain why some low-confidence cases still auto-route while some higher-confidence cases do not. What is MOST likely missing?

A. A staffing plan assigning more analysts to high-volume routing queues.

B. Rules that explain how thresholds and routing exceptions interact.

C. A more recent set of general vendor benchmark results.

D. A throughput target for each queue, adjusted for its expected request volume.

Show answer Next card

Topic index Contents

Practice: card 873 of 1,000

Answer 873

Correct Answer: B. Rules that explain how thresholds and routing exceptions interact.

Why this answer

Confidence may be only one input to a valid routing decision. Make the rules and authorized exceptions understandable so staff can distinguish intended handling from a defect.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Topic index

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Practice: card 874 of 1,000

Question 874

Choose the best answer.

A team decides AI should no longer be used for one type of decision, but the prompt and retrieval setup remain active in the same workflow. What is the BEST next step?

A. Keep the feature visible but remind analysts that its use is discouraged.

B. Remove the prompt text while leaving the tool permissions unchanged.

C. Leave the path available for low-volume periods of service demand.

D. Disable the path and test that access and integrations enforce the ban.

Show answer Next card

Topic index Contents

Practice: card 874 of 1,000

Answer 874

Correct Answer: D. Disable the path and test that access and integrations enforce the ban.

Why this answer

Policy must be reflected in operational access and behavior. Verify the end-to-end workflow so prompts or integrations do not continue using a decision capability that has been withdrawn.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Topic index Contents

Practice: card 875 of 1,000

Question 875

Choose the best answer.

Which signal BEST suggests that a retrieval assistant is becoming stale even if users are not complaining loudly yet?

A. Additional teams request access to the approved assistant.

B. Answers increasingly cite sources that have been superseded.

C. The daily number of staff logins remains stable.

D. The average response time improves slightly after tuning.

Show answer Next card

Topic index Contents

Practice: card 875 of 1,000

Answer 875

Correct Answer: B. Answers increasingly cite sources that have been superseded.

Why this answer

Superseded grounding is a direct warning that current-service knowledge is not being maintained. Investigate retrieval eligibility and affected answers before waiting for complaints.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Topic index Contents

Practice: card 876 of 1,000

Question 876

Choose the best answer.

An AI assistant generates different answers depending on whether the user asks in plain language or with product-specific jargon. What should the team do FIRST?

A. Require users to use approved product vocabulary before submitting questions.

B. Standardize the writing style used in every model response.

C. Test the same intents in varied wording and check for changed meaning.

D. Increase the amount of product documentation in each response.

Show answer Next card

Topic index Contents

Practice: card 876 of 1,000

Answer 876

Correct Answer: C. Test the same intents in varied wording and check for changed meaning.

Why this answer

Different phrasing can legitimately change tone without changing the required answer. Evaluate whether equivalent requests receive consistent substantive handling, then address the cause of any discrepancy.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Topic index Contents

Practice: card 877 of 1,000

Question 877

Choose the best answer.

A manager says that because an AI tool is “just assisting,” its outputs do not need to be measured. What is the BEST correction?

A. Measure the assistant only after it receives permission to execute actions.

B. Measure effects on service outcomes, staff effort, and user trust.

C. Use the presence of a reviewer as evidence that output quality is adequate.

D. Rely on the vendor’s model-level monitoring for all local service effects.

Show answer Next card

Topic index Contents

Practice: card 877 of 1,000

Answer 877

Correct Answer: B. Measure effects on service outcomes, staff effort, and user trust.

Why this answer

Assistance can shape decisions and workload without taking direct action. Measure the effects that matter in the approved use case and verify that human review is effective.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 57: Understand How AI Supports Better Product and Service Decisions in ITIL

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Topic index Contents

Practice: card 878 of 1,000

Question 878

Choose the best answer.

A service keeps one universal prompt for all regions, but some local teams repeatedly insert manual notes because the assistant misses country-specific requirements. What is the BEST response?

A. Remove regional terms from the prompt to improve central consistency.

B. Verify local requirements and validate an authorized contextual adaptation.

C. Deploy the same prompt to more teams before examining the exceptions.

D. Ask local staff to keep adding notes without changing the service design.

Show answer Next card

Topic index Contents

Practice: card 878 of 1,000

Answer 878

Correct Answer: B. Verify local requirements and validate an authorized contextual adaptation.

Why this answer

Repeated corrections may reveal a legitimate regional requirement. Confirm it, then make its scope and controls explicit so adaptation preserves both local obligations and shared service expectations.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Topic index Contents

Practice: card 879 of 1,000

Question 879

Choose the best answer.

An AI decision-support service seems fine in production, but the team never defined what level of severe-case error is unacceptable. What is the BEST critique?

A. The service can define its failure tolerance during the next incident.

B. The model's overall accuracy can substitute for a severe-case threshold.

C. Strong adoption provides an adequate acceptance basis for rare severe cases.

D. The service lacks agreed intervention criteria for consequential failures.

Show answer Next card

Topic index Contents

Practice: card 879 of 1,000

Answer 879

Correct Answer: D. The service lacks agreed intervention criteria for consequential failures.

Why this answer

The team needs to know which failures require containment or other intervention before they occur. Define risk-appropriate criteria and response ownership rather than treating apparent stability as sufficient.

Read and listen

Chapter 16: Working with AI and Complexity

Section: AI-Enabled Product and Service Management

Main book, page 186

Episode 08: Explore AI-Native and Complexity-Native Thinking at the Heart of ITIL Foundation

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Topic index Contents

Practice: card 880 of 1,000

Question 880

Choose the best answer.

A summarization assistant is now being used to advise on access exceptions outside its approved pilot. What should the service do?

A. Keep existing controls because the software version is unchanged.

B. Expand into adjacent workflows that use the same model vendor.

C. Require approval, evidence, and suitable controls for the new use.

D. Compare additional prompt volume with the original pilot’s usage target.

Show answer Next card

Topic index Contents

Practice: card 880 of 1,000

Answer 880

Correct Answer: C. Require approval, evidence, and suitable controls for the new use.

Why this answer

Actual use can change the risk even without a software update. Review the new decision influence, data, and authority before allowing the service to inherit the pilot’s approval.

Read and listen

Chapter 16: Working with AI and Complexity

Section: Responsible AI Use and Governance Basics

Main book, page 189

Episode 58: Govern AI Responsibly with Trust Transparency and Value Across Products and Services

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Topic 7

Working with other management frameworks

Coordinate methods through clear roles, shared meanings, connected evidence, and suitable controls. Resolve overlaps while preserving required responsibilities.

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Practice: card 881 of 1,000

Question 881

Choose the best answer.

An organization already uses a strong product-delivery method for planning and building digital offerings. What is the BEST role of the service-management model in that environment?

A. Connect delivery with governance, support readiness, and outcomes in use.

B. Use service-management reviews after the delivery method has finished its work.

C. Use service management mainly to standardize the project team's terminology.

D. Duplicate the delivery plan in a separate service-management workflow.

Show answer Next card

Topic index Contents

Practice: card 881 of 1,000

Answer 881

Correct Answer: A. Connect delivery with governance, support readiness, and outcomes in use.

Why this answer

A delivery method can remain useful within a broader service view. Service management connects its outputs to ongoing operation, stakeholder outcomes, and improvement rather than demanding wholesale replacement.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Topic index

Contents

Practice: card 882 of 1,000

Question 882

Choose the best answer.

An external control framework already defines required evidence and review obligations. What is the BEST way for the service-management approach to help?

A. Map duties to practice owners and reuse suitable operational records.

B. Create a separate service evidence pack for each external requirement.

C. Delegate daily execution entirely to the assurance team.

D. Convert the external requirement into an annual governance presentation.

Show answer Next card

Topic index Contents

Practice: card 882 of 1,000

Answer 882

Correct Answer: A. Map duties to practice owners and reuse suitable operational records.

Why this answer

A requirement becomes dependable when roles, work, and evidence support it in daily operation. Reuse compatible controls while checking that all distinct obligations remain satisfied.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Next card

Topic index

Contents

Practice: card 883 of 1,000

Question 883

Choose the best answer.

Two methods use different terms for similar lifecycle states, and teams keep misrouting work because they interpret the labels differently. What should happen FIRST?

A. Keep both state lists and explain differences during each handoff.

B. Agree the local meanings and map where the lifecycle states differ.

C. Use the terminology of the team responsible for the largest workload.

D. Configure the new labels in the shared tool before consulting teams.

Show answer Next card

Topic index Contents

Practice: card 883 of 1,000

Answer 883

Correct Answer: B. Agree the local meanings and map where the lifecycle states differ.

Why this answer

Shared meaning must precede reliable routing. A mapping should preserve real differences between states rather than assume that similar labels are interchangeable.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 884 of 1,000

Question 884

Choose the best answer.

A team argues that once another operating method is adopted, the service-management model no longer matters. Which statement is BEST?

A. Service management should provide a separate reporting stream for the same work.

B. Service management should reproduce the method’s steps in its own terminology.

C. It links the method to governance and service outcomes over time.

D. Service management is most useful after the operating method has completed delivery.

Show answer Next card

Topic index Contents

Practice: card 884 of 1,000

Answer 884

Correct Answer: C. It links the method to governance and service outcomes over time.

Why this answer

Methods can contribute different capabilities to the same service. A coherent service view connects those contributions and ongoing improvement instead of assuming one adopted method replaces all other perspectives.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Topic index Contents

Practice: card 885 of 1,000

Question 885

Choose the best answer.

A new framework is added on top of existing service work, and now the same risk is reviewed through two overlapping approval paths. What is the BEST next step?

A. Let the delivery team choose the path with the shorter queue.

B. Map both duties; merge compatible checks while retaining required authority.

C. Retain the older path and treat the new framework as reporting guidance.

D. Keep both approvals and compare their decisions after each release.

Show answer Next card

Topic index Contents

Practice: card 885 of 1,000

Answer 885

Correct Answer: B. Map both duties; merge compatible checks while retaining required authority.

Why this answer

Two similar approvals may still serve different mandatory purposes. Examine those purposes first, then consolidate genuine duplication without removing required independence, evidence, or decision rights.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 886 of 1,000

Question 886

Choose the best answer.

What is the MOST useful governance role when several methods or standards are used across one service?

A. Select one shared tool and delegate all interpretation to its administrator.

B. Define who decides, how methods connect, and how conflicts are resolved.

C. Set the detailed task sequence for each specialist team.

D. Assign a separate steering group to every method in use.

Show answer Next card

Topic index Contents

Practice: card 886 of 1,000

Answer 886

Correct Answer: B. Define who decides, how methods connect, and how conflicts are resolved.

Why this answer

Governance establishes who can decide and how conflicts are handled. It should enable coherent operation without substituting for every local execution decision.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index

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Practice: card 887 of 1,000

Question 887

Choose the best answer.

A delivery method encourages local speed, but the service model emphasizes supportability and stable outcomes after release. What is the BEST way to reconcile them?

A. Transfer supportability decisions to the post-release service review.

B. Choose the option with the shortest development completion date.

C. Assess release choices against readiness, risk, and outcomes in use.

D. Use separate targets so delivery and support can optimize independently.

Show answer Next card

Topic index Contents

Practice: card 887 of 1,000

Answer 887

Correct Answer: C. Assess release choices against readiness, risk, and outcomes in use.

Why this answer

A local speed gain can create delay or failure after release. Evaluate the full lifecycle so delivery progress remains connected to an operable, supportable service.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Topic index

Contents

Practice: card 888 of 1,000

Question 888

Choose the best answer.

A required external standard defines what must be controlled, but teams still struggle to execute the work consistently every day. What is the MOST useful contribution of the service-management approach?

A. Increase the frequency of reporting the external standard's requirements.

B. Add a specialist approval board before every routine activity.

C. Translate the obligation into roles, usable procedures, resources, and evidence.

D. Send the standard to all staff and record that it was read.

Practice: card 888 of 1,000

Answer 888

Correct Answer: C. Translate the obligation into roles, usable procedures, resources, and evidence.

Why this answer

Knowing a requirement does not establish a capability to perform it. Practices connect the necessary people, information, workflow, and controls so execution is repeatable.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Topic index

Contents

Practice: card 889 of 1,000

Question 889

Choose the best answer.

If two methods recommend different ways of sequencing work, what is the BEST basis for choosing between them in one service?

A. Choose the sequence with fewer steps in its published description.

B. Judge the local outcomes, dependencies, risks, and binding requirements.

C. Choose the sequence used by the largest participating department.

D. Use the method with the most detailed examples of similar work.

Show answer Next card

Topic index Contents

Practice: card 889 of 1,000

Answer 889

Correct Answer: B. Judge the local outcomes, dependencies, risks, and binding requirements.

Why this answer

The sequence should support the intended outcome within binding constraints. Popularity, brevity, and documentation detail are useful context but do not decide fitness.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Topic index Contents

Practice: card 890 of 1,000

Question 890

Choose the best answer.

Project delivery, product work, and support use separate methods without a connected service view. Which risk most directly threatens the end-to-end outcome?

A. The project team may report its delivery status more frequently.

B. Handoffs may lack owners, leaving gaps in who delivers the outcome.

C. A shared tool may require additional configuration for separate methods.

D. Each function may develop a more specialized vocabulary for its own work.

Show answer Next card

Topic index Contents

Practice: card 890 of 1,000

Answer 890

Correct Answer: B. Handoffs may lack owners, leaving gaps in who delivers the outcome.

Why this answer

Without a connected view, responsibility can stop at local boundaries. Explicit interfaces and outcome ownership help prevent a completed task from becoming an unresolved service handoff.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Practice: card 891 of 1,000

Question 891

Choose the best answer.

A new control standard is introduced, and teams respond by adding more forms, reports, and review steps on top of everything they already do. What is the BEST critique?

A. A separate workflow makes every new requirement easier to satisfy.

B. Local teams should select which framework's obligations are most convenient.

C. Additional forms show stronger assurance even when they repeat existing evidence.

D. Integrate overlapping duties, keeping needed controls without duplicate work.

Show answer Next card

Topic index Contents

Practice: card 891 of 1,000

Answer 891

Correct Answer: D. Integrate overlapping duties, keeping needed controls without duplicate work.

Why this answer

New obligations should be mapped to existing capabilities before extra steps are added. Consolidate valid overlap while retaining distinct evidence, authority, and mandatory requirements.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over
Open the course directory and select this episode.

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Topic index Contents

Practice: card 892 of 1,000

Question 892

Choose the best answer.

What is the FIRST thing to do when another standard or method is being introduced into an existing service environment?

A. Train all staff on the new documentation before assessing local needs.

B. Configure the standard’s terminology in the current workflow tool.

C. Identify its purpose, binding requirements, and overlap with existing work.

D. Assign ownership of the new method to a separate implementation team.

Show answer Next card

Topic index Contents

Practice: card 892 of 1,000

Answer 892

Correct Answer: C. Identify its purpose, binding requirements, and overlap with existing work.

Why this answer

Purpose and scope determine what needs to change and what can be reused. Starting with tools or training can create unnecessary work before the real requirements are understood.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Practice: card 893 of 1,000

Question 893

Choose the best answer.

Two frameworks use different maturity scales, and teams are arguing about which score proves the service is improving. What is the BEST response?

A. Interpret each scale against its criteria and relevant service outcomes.

B. Use the score most closely aligned with current management expectations.

C. Convert the two scores into a common percentage without further analysis.

D. Select one maturity scale and use its highest score as the target.

Practice: card 893 of 1,000

Answer 893

Correct Answer: A. Interpret each scale against its criteria and relevant service outcomes.

Why this answer

Different scales may measure different capabilities and are not automatically comparable. Use their evidence to inform decisions, then check whether the service outcomes actually improve.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Practice: card 894 of 1,000

Question 894

Choose the best answer.

When is the relationship between a project method and a service-management model strongest?

A. When delivery and support share accountability for readiness and outcomes.

B. When each method maintains a separate definition of successful completion.

C. When the project plan is completed before support requirements are discussed.

D. When the project team retains every operational approval after release.

Show answer Next card

Topic index Contents

Practice: card 894 of 1,000

Answer 894

Correct Answer: A. When delivery and support share accountability for readiness and outcomes.

Why this answer

A shared outcome view links the project’s contribution to the ongoing service. Support and improvement should inform decisions across the lifecycle rather than begin at an unexplained handoff.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Practice: card 895 of 1,000

Question 895

Choose the best answer.

A business wants to adopt another framework mainly because it is popular in the market. What is the BEST test before adoption?

A. Does it solve a demonstrated service gap within local constraints?

B. Do its terms align with the language used in competitor presentations?

C. Does it provide a broader set of templates than current methods?

D. Can the team obtain training quickly enough for the next planning cycle?

Show answer Next card

Topic index Contents

Practice: card 895 of 1,000

Answer 895

Correct Answer: A. Does it solve a demonstrated service gap within local constraints?

Why this answer

Adoption should solve a real problem or meet an applicable obligation. Popularity and convenient training do not establish a useful local contribution.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Building a Practical Foundation

Main book, page 15

Episode 02: Understand Why ITIL Version 5 Emerged and What Changed from ITIL 4

Open the course directory and select this episode.

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Topic index Contents

Practice: card 896 of 1,000

Question 896

Choose the best answer.

Teams already comply with a required external standard, but the service still feels inconsistent and hard to operate. What does this MOST clearly show?

A. The organization should measure compliance separately from any operational outcomes.

B. The audit evidence must be inaccurate whenever service experience is inconsistent.

C. Meeting stated controls does not by itself prove dependable daily service execution.

D. The service’s operating problems establish that its control standard is unsuitable.

Show answer Next card

Topic index Contents

Practice: card 896 of 1,000

Answer 896

Correct Answer: C. Meeting stated controls does not by itself prove dependable daily service execution.

Why this answer

Compliance evidence and operational effectiveness answer related but different questions. Examine how roles, resources, and workflows implement the requirements before drawing conclusions about the standard or its assurance.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Topic index

Contents

Practice: card 897 of 1,000

Question 897

Choose the best answer.

Which statement BEST describes a mature relationship between the service-management model and other frameworks?

A. Each method adds a useful capability to the shared service model.

B. Each framework has an independent owner and separate success definition.

C. The organization replaces local practices whenever a newer framework appears.

D. The most detailed framework supplies the service's entire operating model.

Show answer Next card

Topic index Contents

Practice: card 897 of 1,000

Answer 897

Correct Answer: A. Each method adds a useful capability to the shared service model.

Why this answer

Different methods may provide useful perspectives or required controls. Define how they connect, resolve overlap, and assess their combined contribution to the same service outcomes.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Practice: card 898 of 1,000

Question 898

Choose the best answer.

After combining several frameworks, staff say they spend more time translating language than serving users. What is the BEST improvement?

A. Publish each framework’s glossary in a separate training folder.

B. Reduce cross-team reviews to limit the amount of translation needed.

C. Agree local terms and map decisions without erasing key differences.

D. Move the teams into one tool and retain their existing definitions.

Show answer Next card

Topic index Contents

Practice: card 898 of 1,000

Answer 898

Correct Answer: C. Agree local terms and map decisions without erasing key differences.

Why this answer

Staff need usable shared meanings at the points where work crosses methods. A common tool or separate glossaries will not resolve conflicting definitions by themselves.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 899 of 1,000

Question 899

Choose the best answer.

A team wants to harmonize overlapping frameworks across one service. What is the BEST rollout approach?

A. Let departments consolidate their own steps without cross-service review.

B. Finish a complete enterprise mapping before testing any proposed change.

C. Test a limited integration, review results, and refine before scaling.

D. Replace every overlapping workflow in one coordinated release window.

Show answer Next card

Topic index Contents

Practice: card 899 of 1,000

Answer 899

Correct Answer: C. Test a limited integration, review results, and refine before scaling.

Why this answer

Incremental integration gives evidence about effects before disruption spreads. Preserve required controls during each change and use feedback to adjust the next step.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Topic index Contents

Practice: card 900 of 1,000

Question 900

Choose the best answer.

Two frameworks introduce similar release gates for the same service. What should the service owner do to create a coherent operating arrangement?

A. Retain both gate sequences and compare their processing times.

B. Use the framework with the shorter approval sequence for routine work.

C. Give each reviewer a copy of the other method’s documentation.

D. Map duties and authority before combining compatible reviews.

Show answer Next card

Topic index Contents

Practice: card 900 of 1,000

Answer 900

Correct Answer: D. Map duties and authority before combining compatible reviews.

Why this answer

A coherent design identifies what each gate decides and proves. Compatible reviews may share evidence or execution, while distinct mandatory decisions remain visible.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

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Topic index Contents

Practice: card 901 of 1,000

Question 901

Choose the best answer.

A product team says a work item is done when code is merged, but support says it is not done until ownership, run support, and live handoff are ready. What is the BEST response?

A. Use code merge as the shared completion state for every team.

B. Ask support to confirm readiness after the project closes its delivery tasks.

C. Define code completion and service readiness as separate, linked checkpoints.

D. Let each team mark completion without recording the other milestones.

Show answer Next card

Topic index Contents

Practice: card 901 of 1,000

Answer 901

Correct Answer: C. Define code completion and service readiness as separate, linked checkpoints.

Why this answer

Merged code is an output that does not establish support readiness. Distinct, linked criteria allow both teams to show their progress without implying the whole service is ready prematurely.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Topic index

Contents

Practice: card 902 of 1,000

Question 902

Choose the best answer.

A new external requirement asks for evidence of control operation. The service already captures approvals, exceptions, and logs inside its workflow. What is the BEST first move?

A. Keep current records unchanged until an auditor identifies the missing fields.

B. Copy all workflow records into a new assurance spreadsheet immediately.

C. Map the requirement to existing records and assess their adequacy and gaps.

D. Ask each control owner to create a separate evidence narrative.

Show answer Next card

Topic index Contents

Practice: card 902 of 1,000

Answer 902

Correct Answer: C. Map the requirement to existing records and assess their adequacy and gaps.

Why this answer

Existing records may already provide valid evidence. Check completeness, integrity, ownership, and retention against the actual obligation before creating additional reporting.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 903 of 1,000

Question 903

Choose the best answer.

Two methods use different labels for urgent work, and teams keep escalating the wrong items because they interpret the labels differently. What is the BEST operational fix?

A. Use the most urgent label from either framework for every escalation.

B. Let receiving teams reinterpret incoming priority labels as cases arrive.

C. Rename the fields in one shared tool without changing routing criteria.

D. Map each method’s labels to shared local priority criteria.

Show answer Next card

Topic index Contents

Practice: card 903 of 1,000

Answer 903

Correct Answer: D. Map each method’s labels to shared local priority criteria.

Why this answer

Clear criteria make urgency labels operationally meaningful across teams. Preserve distinctions such as impact and urgency rather than relying on names or the tool’s display alone.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 904 of 1,000

Question 904

Choose the best answer.

An organization wants to adopt another framework across the whole enterprise immediately. What is the BEST rollout approach?

A. Test the integration in a bounded area and expand using evidence.

B. Replace the methods in one release to avoid temporary coexistence.

C. Complete training across the enterprise before testing any workflow changes.

D. Have each department adopt it independently and compare results afterward.

Show answer Next card

Topic index Contents

Practice: card 904 of 1,000

Answer 904

Correct Answer: A. Test the integration in a bounded area and expand using evidence.

Why this answer

A bounded rollout can reveal gaps and disruption before enterprise expansion. Maintain applicable requirements throughout the transition and use feedback to refine the integration.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Topic index Contents

Practice: card 905 of 1,000

Question 905

Choose the best answer.

Several methods seem to apply to the same service, and teams are arguing about which one "owns" the work. What is the BEST first move?

A. Map real flow and what each method contributes or authorizes.

B. Assign the work to whichever framework covers the largest number of steps.

C. Give each method a separate queue for the same incoming demand.

D. Allocate decision authority according to each method's published role titles.

Show answer Next card

Topic index Contents

Practice: card 905 of 1,000

Answer 905

Correct Answer: A. Map real flow and what each method contributes or authorizes.

Why this answer

The service outcome provides a shared basis for examining overlapping methods. Mapping real work shows contribution and gaps before ownership is assigned from labels alone.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Management for Flow and Visibility

Main book, page 169

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

Open the course directory and select this episode.

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Topic index Contents

Practice: card 906 of 1,000

Question 906

Choose the best answer.

One method says perform validation late, but the service context suggests earlier validation is needed to reduce risk. What should decide the sequence?

A. The sequence that meets binding duties and best manages service risk.

B. The sequence most familiar to the team performing the implementation.

C. The sequence that produces the earliest delivery milestone in the project plan.

D. The sequence prescribed by the method with the broadest documentation.

Show answer Next card

Topic index Contents

Practice: card 906 of 1,000

Answer 906

Correct Answer: A. The sequence that meets binding duties and best manages service risk.

Why this answer

Validation timing should respond to dependencies, consequence, and applicable obligations. Tailoring can reduce risk, but it cannot silently waive a mandatory step or approval.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Practice: card 907 of 1,000

Question 907

Choose the best answer.

A project office wants to close a project at deployment, but support backlog, ownership questions, and unresolved early-life issues remain. What is the BEST correction?

A. Declare service readiness once deployment has completed successfully.

B. Confirm acceptance criteria and transfer authorized unfinished work.

C. Ask the users to accept the service without reviewing support arrangements.

D. Move unresolved ownership questions into the next feature backlog.

Show answer Next card

Topic index Contents

Practice: card 907 of 1,000

Answer 907

Correct Answer: B. Confirm acceptance criteria and transfer authorized unfinished work.

Why this answer

Deployment and service readiness are different milestones. Project closure should follow agreed criteria, with accepted residual work, ownership, and risk transfer made explicit rather than hidden in an unfinished handoff.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Topic index Contents

Practice: card 908 of 1,000

Question 908

Choose the best answer.

An external assurance method requires evidence, and teams respond by keeping a manual spreadsheet after the work is already complete. What is the BEST integration move?

A. Create a new spreadsheet template for every assurance period.

B. Capture required evidence in the normal workflow with accountable review.

C. Reduce the detail captured in service records to simplify later reporting.

D. Delegate evidence reconstruction to the team conducting the assurance review.

Show answer Next card

Topic index Contents

Practice: card 908 of 1,000

Answer 908

Correct Answer: B. Capture required evidence in the normal workflow with accountable review.

Why this answer

Evidence is stronger and less costly when captured with the work it describes. Verify that the workflow supports the required record, integrity, retention, and review rather than treating capture alone as sufficient.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 909 of 1,000

Question 909

Choose the best answer.

One maturity model rewards documented processes, while another assesses consistent execution. The service scores higher on the first. What should leaders conclude?

A. The second model should be dropped because it gives a lower result.

B. The difference raises an execution question that needs operational evidence.

C. The higher score should become the service's common maturity rating.

D. The scores can be averaged after converting both to percentages.

Show answer Next card

Topic index Contents

Practice: card 909 of 1,000

Answer 909

Correct Answer: B. The difference raises an execution question that needs operational evidence.

Why this answer

The scales assess different capabilities, so stronger documentation does not establish consistent execution. Use service records and practitioner feedback to understand the gap instead of selecting or averaging scores.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Topic index Contents

Practice: card 910 of 1,000

Question 910

Choose the best answer.

Security, service, and improvement teams each keep separate backlogs, and the same work appears in all three with different priorities. What is the BEST first move?

A. Link duplicate work in one priority view and name who decides.

B. Keep priorities independent and coordinate only when delivery dates conflict.

C. Move every item into the backlog belonging to the largest specialist team.

D. Prioritize duplicate items first because multiple teams have raised them.

Show answer Next card

Topic index Contents

Practice: card 910 of 1,000

Answer 910

Correct Answer: A. Link duplicate work in one priority view and name who decides.

Why this answer

A shared view exposes duplicate effort and competing priorities while preserving specialist detail. Related items may remain in separate systems if their relationships and decisions are coherent.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 50: Turn Improvement from Occasional Projects into a Daily Operating Habit

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Topic index Contents

Practice: card 911 of 1,000

Question 911

Choose the best answer.

Which sign BEST shows that framework harmonization is actually improving the service?

A. Each framework now has a separately approved documentation set.

B. Less duplicate work, with required controls and outcomes intact.

C. The organization completes more harmonization workshops each quarter.

D. More staff can recall each method’s formal terminology.

Show answer Next card

Topic index Contents

Practice: card 911 of 1,000

Answer 911

Correct Answer: B. Less duplicate work, with required controls and outcomes intact.

Why this answer

Improvement should reduce avoidable work without losing necessary assurance or service quality. Training and documents may support that result, but their volume does not prove it.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Practice: card 912 of 1,000

Question 912

Choose the best answer.

A regional team needs to tailor one method to local regulation, but enterprise leaders want consistent service behavior everywhere. What is the BEST governance stance?

A. Apply the enterprise procedure unchanged until the next global review.

B. Approve needed local changes within shared limits and oversight.

C. Require every region to adopt the most restrictive local procedure.

D. Allow the region to replace the shared operating model independently.

Show answer Next card

Topic index Contents

Practice: card 912 of 1,000

Answer 912

Correct Answer: B. Approve needed local changes within shared limits and oversight.

Why this answer

Consistency should preserve shared purposes and decision rights while meeting applicable local obligations. Document and review justified differences instead of treating uniform steps as the goal.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index Contents

Practice: card 913 of 1,000

Question 913

Choose the best answer.

Two frameworks give overlapping approval authority to different roles, and teams now escalate the same decision to two separate people. What is the BEST first move?

A. Map authority and establish which approvals must remain separate.

B. Ask both role holders to approve every affected decision indefinitely.

C. Let the first available approver decide and notify the other later.

D. Use the role title from the most recently adopted framework.

Show answer Next card

Topic index Contents

Practice: card 913 of 1,000

Answer 913

Correct Answer: A. Map authority and establish which approvals must remain separate.

Why this answer

Similar titles may conceal different authority or independence requirements. Resolve those meanings and define the appropriate path before consolidating or retaining the approvals.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index

Contents

Practice: card 914 of 1,000

Question 914

Choose the best answer.

An external requirement has trained owners and a documented procedure, but operators lack access to the records needed to perform the control. What should be improved FIRST?

A. Repeat the completed training before changing record-access arrangements.

B. Ask assurance staff to reconstruct the control after each review period.

C. Provide authorized access to the required records within the operating practice.

D. Expand the procedure’s explanation of the requirement’s purpose.

Show answer Next card

Topic index Contents

Practice: card 914 of 1,000

Answer 914

Correct Answer: C. Provide authorized access to the required records within the operating practice.

Why this answer

A functioning practice needs usable information as well as trained people and documented steps. The stated gap is access to required records, so more explanatory text or repeated training does not establish the missing capability.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: What a Management Practice Is and Is Not

Main book, page 130

Episode 43: Understand ITIL Management Practices as Practical Guides for Consistent Work

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Contents

Practice: card 915 of 1,000

Question 915

Choose the best answer.

Different methods use different escalation triggers, and incidents keep bouncing because teams do not agree when to move the work. What is the BEST first move?

A. Have the service desk negotiate the receiving team on each occurrence.

B. Agree triggers and receiving owners, then map each method to them.

C. Create a new queue for cases whose escalation labels do not match.

D. Use the highest urgency label in every source method to trigger escalation.

Show answer Next card

Topic index Contents

Practice: card 915 of 1,000

Answer 915

Correct Answer: B. Agree triggers and receiving owners, then map each method to them.

Why this answer

An escalation needs shared criteria and a receiving responsibility, not merely translated terminology. Map genuine differences so work can move under a clear authorized rule.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 916 of 1,000

Question 916

Choose the best answer.

What should stay constant when several frameworks are used across one service?

A. The exact sequence used by the earliest adopted method.

B. The framework-specific status labels shown in each team’s workflow tool.

C. The local procedure for every task and department.

D. The intended service outcome and accountable decision boundaries.

Show answer Next card

Topic index Contents

Practice: card 916 of 1,000

Answer 916

Correct Answer: D. The intended service outcome and accountable decision boundaries.

Why this answer

Methods can differ while contributing to the same outcome within clear authority. Shared purpose and accountability keep those contributions coherent without forcing identical local mechanics.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Topic index Contents

Practice: card 917 of 1,000

Question 917

Choose the best answer.

A fast experimentation method conflicts with a traceability-heavy control method, and teams say they must choose one or the other. What is the BEST reconciliation?

A. Keep experiments outside the service workflow until their results are positive.

B. Limit experimentation to activities not included in the control method.

C. Define small tests with required authorization, traceability, and feedback.

D. Require the full project evidence pack for every minor experiment.

Show answer Next card

Topic index Contents

Practice: card 917 of 1,000

Answer 917

Correct Answer: C. Define small tests with required authorization, traceability, and feedback.

Why this answer

Speed and traceability can coexist when the test's scope and evidence needs are clear. Apply proportionate controls without waiving the requirements that make the experiment acceptable.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Start Where You Are and Progress Iteratively with Feedback
Main book, page 59

Episode 30: Progress Iteratively with Feedback to Learn Faster and Reduce Rework

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Topic index Contents

Practice: card 918 of 1,000

Question 918

Choose the best answer.

Teams spend too much time translating one framework's terms into another inside tickets, templates, and dashboards. What is the BEST improvement?

A. Publish separate glossaries for each team and rely on refresher training.

B. Add a free-text translation field to every ticket and report.

C. Adopt one framework's vocabulary without checking differences in meaning.

D. Embed agreed local meanings and mappings in the tools used for the work.

Show answer Next card

Topic index Contents

Practice: card 918 of 1,000

Answer 918

Correct Answer: D. Embed agreed local meanings and mappings in the tools used for the work.

Why this answer

Operational tools should carry the agreed meanings at the point of use. Preserve meaningful distinctions and maintain mappings instead of repeatedly asking staff to translate by memory.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 919 of 1,000

Question 919

Choose the best answer.

Two frameworks require similar artifacts, but in slightly different formats. What is the BEST rule for which artifact to keep?

A. Keep both formats unchanged to preserve their separate identities.

B. Choose the format most familiar to the current service owner.

C. Keep the artifact belonging to the framework with the broadest scope.

D. Reuse evidence that meets both needs while preserving required distinctions.

Show answer Next card

Topic index Contents

Practice: card 919 of 1,000

Answer 919

Correct Answer: D. Reuse evidence that meets both needs while preserving required distinctions.

Why this answer

Format differences may be served by separate views of common evidence. Confirm actual content, approval, and retention needs before retiring either artifact.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 920 of 1,000

Question 920

Choose the best answer.

Three methods assign different owner titles to the same service. What should governance do before staff rely on those titles for approval decisions?

A. Keep separate owner lists without changing the shared workflow.

B. Let the most senior attendee interpret responsibility for each case.

C. Choose one method to control every decision in the service.

D. Map who can decide and how unresolved conflicts are escalated.

Show answer Next card

Topic index Contents

Practice: card 920 of 1,000

Answer 920

Correct Answer: D. Map who can decide and how unresolved conflicts are escalated.

Why this answer

Shared role and escalation rules make authority usable across methods. They should retain any distinct mandated responsibilities instead of treating every owner label as equivalent.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

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Topic index Contents

Practice: card 921 of 1,000

Question 921

Choose the best answer.

New staff are confused because one service uses a delivery method for planning, a control framework for assurance, and a service model for live operation. What is the BEST first onboarding artifact?

A. A complete copy of each framework’s source manual.

B. A directory of team tools with links to each vendor’s configuration instructions.

C. A role-based crosswalk of activities, responsibilities, and handoffs.

D. An alphabetized glossary of framework acronyms and their formal expansions.

Show answer Next card

Topic index Contents

Practice: card 921 of 1,000

Answer 921

Correct Answer: C. A role-based crosswalk of activities, responsibilities, and handoffs.

Why this answer

New staff need to know how the methods affect their work and where responsibility passes. A concise crosswalk connects terms to decisions; it does not eliminate specialist guidance when deeper detail is needed.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 922 of 1,000

Question 922

Choose the best answer.

One service works in weekly delivery cycles, but enterprise risk review occurs monthly. What is the BEST way to reconcile the two?

A. Keep both schedules unchanged and reconcile decisions after each month ends.

B. Pause all releases until the scheduled monthly risk meeting.

C. Delegate permitted weekly decisions and escalate cases above that authority.

D. Move all risk decisions into each team’s weekly planning session.

Show answer Next card

Topic index Contents

Practice: card 922 of 1,000

Answer 922

Correct Answer: C. Delegate permitted weekly decisions and escalate cases above that authority.

Why this answer

Different cadences can coexist when authority and escalation are clear. Routine delegated work may proceed while consequential decisions receive timely review rather than waiting for an arbitrary date.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Practice: card 923 of 1,000

Question 923

Choose the best answer.

A sprint review and a service readiness review cover the same facts, the same risks, and the same upcoming release decisions. What is the BEST redesign?

A. Cancel the readiness review because the delivery meeting occurs first.

B. Allow attendees to choose either meeting without changing the decision record.

C. Retain both meetings and ask the same participants to repeat the evidence.

D. Use one review if it still meets each purpose and required approval.

Show answer Next card

Topic index Contents

Practice: card 923 of 1,000

Answer 923

Correct Answer: D. Use one review if it still meets each purpose and required approval.

Why this answer

Genuine duplication can be reduced when a shared review satisfies both needs. Preserve any distinct inspection, stakeholder feedback, or authorization requirement rather than assuming named meetings are interchangeable.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 924 of 1,000

Question 924

Choose the best answer.

A SaaS provider requires customers to follow its own implementation method during onboarding. What is the BEST local operating approach?

A. Keep vendor implementation outside the local support and acceptance process.

B. Align vendor steps with local governance, readiness, and acceptance.

C. Require the vendor to replace every implementation step with an internal one.

D. Use the vendor’s method as the operating model for the entire service.

Show answer Next card

Topic index Contents

Practice: card 924 of 1,000

Answer 924

Correct Answer: B. Align vendor steps with local governance, readiness, and acceptance.

Why this answer

The supplier’s method can govern its delivery contribution while local responsibilities remain. Explicit interfaces ensure that implementation progress produces an acceptable and supportable service.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: The Product and Service Lifecycle Model

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Topic index

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Practice: card 925 of 1,000

Question 925

Choose the best answer.

One framework uses the title “product owner,” another uses “service owner,” and a third uses “control owner.” Teams keep assuming these labels refer to the same responsibility. What is the BEST first move?

A. Replace all three titles with service owner in every tool.

B. Map what each role does and may approve before matching titles.

C. Retain each title and let teams interpret responsibilities during handoff.

D. Assign the most senior of the three roles all approval decisions.

Show answer Next card

Topic index Contents

Practice: card 925 of 1,000

Answer 925

Correct Answer: B. Map what each role does and may approve before matching titles.

Why this answer

Related owner labels do not prove identical accountability. Define who owns product choices, service outcomes, and specific controls in the local arrangement.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 926 of 1,000

Question 926

Choose the best answer.

One framework emphasizes throughput, another emphasizes exceptions, and a third emphasizes SLA performance. Teams now optimize different measures that pull the same service in different directions. What is the BEST fix?

A. Rank the teams by their individual achievement of local targets.

B. Select whichever metric is easiest to calculate consistently.

C. Link local indicators to shared outcomes and explicit tradeoffs.

D. Replace all local measures with a single average service score.

Show answer Next card

Topic index Contents

Practice: card 926 of 1,000

Answer 926

Correct Answer: C. Link local indicators to shared outcomes and explicit tradeoffs.

Why this answer

Local measures need a coherent relationship to the service's purpose. Keep useful specialist indicators while showing how speed, control, and reliability affect the whole outcome.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Topic index

Contents

Practice: card 927 of 1,000

Question 927

Choose the best answer.

A pilot is declared successful because users like the feature, but support teams are unready and control evidence is incomplete for broader rollout. What is the BEST next step?

A. Expand the pilot because user approval confirms service value.

B. Use the pilot’s technical success criteria for all subsequent teams.

C. Make the unresolved support items part of the next feature release.

D. Review readiness and resolve gaps within approved acceptance rules.

Show answer Next card

Topic index Contents

Practice: card 927 of 1,000

Answer 927

Correct Answer: D. Review readiness and resolve gaps within approved acceptance rules.

Why this answer

User validation is one part of readiness. Wider release also needs support capability and required control evidence, with residual risks and ownership accepted by the appropriate authority.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Topic index Contents

Practice: card 928 of 1,000

Question 928

Choose the best answer.

An innovation method keeps ideas fluid, but the delivery method needs a committed, prioritized backlog. What is the BEST integration step?

A. Set evidence and decision rights for committing an explored idea.

B. Keep exploration records separate from all delivery planning information.

C. Move every promising idea into the committed backlog immediately.

D. Use the date an idea was raised as its delivery priority.

Show answer Next card

Topic index Contents

Practice: card 928 of 1,000

Answer 928

Correct Answer: A. Set evidence and decision rights for committing an explored idea.

Why this answer

Exploration can remain flexible while commitment requires sufficient evidence and ownership. A clear boundary prevents tentative ideas from silently becoming promises to deliver.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Discover and Design

Main book, page 72

Episode 23: Translate Opportunity and Demand into Value with Stronger Structural Thinking

Open the course directory and select this episode.

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Topic index Contents

Practice: card 929 of 1,000

Question 929

Choose the best answer.

One method emphasizes maximizing flow, while another emphasizes preserving strict control. What is the BEST way to resolve the tension in one service?

A. Favor the flow method when customer demand exceeds capacity.

B. Optimize flow within required controls using evidence of service impact.

C. Use the approach selected by the team performing the largest share of work.

D. Favor the control method whenever teams disagree about sequence.

Show answer Next card

Topic index Contents

Practice: card 929 of 1,000

Answer 929

Correct Answer: B. Optimize flow within required controls using evidence of service impact.

Why this answer

Flow and control must be considered together in context. Preserve binding obligations while removing friction that does not improve the outcome or reduce risk.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Topic index Contents

Practice: card 930 of 1,000

Question 930

Choose the best answer.

An external control requires evidence of who approved an action and when. Workflow logs show completed actions but omit the approving person and approval time. What should the service do?

A. Retain more of the same logs to strengthen the evidence.

B. Create separate narrative reports without changing the operational record.

C. Capture approval identity and time, linked to the existing action records.

D. Treat completion timestamps as sufficient evidence of approval.

Show answer Next card

Topic index Contents

Practice: card 930 of 1,000

Answer 930

Correct Answer: C. Capture approval identity and time, linked to the existing action records.

Why this answer

Existing records can be reused only when they satisfy the stated evidence need. Link the missing approval identity and time to the action; more activity logs or reconstructed narratives do not establish who authorized it and when.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 931 of 1,000

Question 931

Choose the best answer.

Staff keep translating terms manually between templates, tickets, dashboards, and review notes because each framework uses different words for the same service state. What is the BEST improvement?

A. Ask users to add their framework name beside every status value.

B. Replace the existing vocabulary with the newest framework’s labels.

C. Build agreed term mappings into templates, fields, and reports.

D. Keep the tools unchanged and schedule more terminology workshops.

Show answer Next card

Topic index Contents

Practice: card 931 of 1,000

Answer 931

Correct Answer: C. Build agreed term mappings into templates, fields, and reports.

Why this answer

Shared meanings become reliable when supported by the actual workflow. Update dependent tools consistently and preserve source distinctions that affect decisions or evidence.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 932 of 1,000

Question 932

Choose the best answer.

The same underlying issue appears as a risk in one framework, an impediment in another, and a problem in a third. Teams are no longer sure whether they are discussing one item or three. What is the BEST fix?

A. Rename every representation as an issue without preserving its specialized meaning.

B. Store the entire issue in the risk register and remove other record types.

C. Link the related records through a common concern while preserving each purpose.

D. Keep the three records independent so each framework retains its categories.

Show answer Next card

Topic index Contents

Practice: card 932 of 1,000

Answer 932

Correct Answer: C. Link the related records through a common concern while preserving each purpose.

Why this answer

A risk, impediment, and problem can describe different aspects of one concern. Trace their relationship without assuming they are interchangeable or deleting distinct ownership and evidence requirements.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Practice: card 933 of 1,000

Question 933

Choose the best answer.

Live support issues never flow back into the planning method used by the product team, so the same service pain returns in every release. What is the BEST improvement?

A. Keep recurring incidents visible in the support backlog after each release.

B. Ask support to publish a separate quarterly operational summary.

C. Prioritize feature demand independently from live service performance.

D. Use validated support findings to set product plans and priorities.

Show answer Next card

Topic index Contents

Practice: card 933 of 1,000

Answer 933

Correct Answer: D. Use validated support findings to set product plans and priorities.

Why this answer

Operational evidence can reveal weaknesses that require design or roadmap changes. Make its review part of planning decisions rather than leaving repeated pain in an isolated support queue.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Practice: card 934 of 1,000

Question 934

Choose the best answer.

A framework requires quarterly attestation, and teams respond by manually reconstructing evidence from emails and spreadsheets every time. What is the BEST improvement?

A. Ask every team to retain personal copies of its approval emails.

B. Reduce the attestation scope to records that are easiest to collect.

C. Move evidence reconstruction to a separate assurance project each quarter.

D. Link controlled workflow evidence to the accountable attestation decision.

Show answer Next card

Topic index Contents

Practice: card 934 of 1,000

Answer 934

Correct Answer: D. Link controlled workflow evidence to the accountable attestation decision.

Why this answer

Attestation should draw on reliable records produced during the work. The responsible person still needs to assess their adequacy and make the attestation; data capture does not make that decision automatic.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 935 of 1,000

Question 935

Choose the best answer.

Two frameworks could both address the same service problem. What is the BEST selection principle?

A. Implement both frameworks completely and compare their results later.

B. Use the approach that requires the least training for the largest team.

C. Choose the least burdensome way to meet the outcome and required controls.

D. Use the framework with the greatest number of standard templates.

Show answer Next card

Topic index Contents

Practice: card 935 of 1,000

Answer 935

Correct Answer: C. Choose the least burdensome way to meet the outcome and required controls.

Why this answer

Simplicity means enough structure to do the work responsibly. Select by actual fit and obligations, not by artifact volume or minimum effort alone.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over
Open the course directory and select this episode.

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Topic index Contents

Practice: card 936 of 1,000

Question 936

Choose the best answer.

One framework is highly prescriptive, while another is principle-based. What is the BEST way to combine them?

A. Use principles to replace prescribed requirements wherever teams prefer.

B. Apply every prescribed step without examining the service's circumstances.

C. Use principles to tailor permitted choices, keeping binding requirements.

D. Assign each framework to a separate team and avoid shared decisions.

Show answer Next card

Topic index Contents

Practice: card 936 of 1,000

Answer 936

Correct Answer: C. Use principles to tailor permitted choices, keeping binding requirements.

Why this answer

Principles help interpret choices within the organization’s constraints. They do not authorize waiver of a mandatory step, so identify what may be tailored and who can approve it.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Applying the Guiding Principles

Main book, page 57

Episode 35: Review the Guiding Principles as a Practical Decision-Making Playbook

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Topic index Contents

Practice: card 937 of 1,000

Question 937

Choose the best answer.

One method encourages team autonomy, but another requires board approval for certain classes of risk. What is the BEST way to reconcile them?

A. Let teams choose their own risk limits within the delivery method.

B. Keep board reporting after decisions while removing prior authorization.

C. Send every routine activity to the board for a consistency check.

D. Define delegated decisions and retain board approval for its reserved risk classes.

Show answer Next card

Topic index Contents

Practice: card 937 of 1,000

Answer 937

Correct Answer: D. Define delegated decisions and retain board approval for its reserved risk classes.

Why this answer

Autonomy operates within defined decision rights. Clear thresholds allow routine work to proceed while reserved decisions reach the authority required to accept their consequences.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index

Contents

Practice: card 938 of 1,000

Question 938

Choose the best answer.

Which measure set BEST suggests that framework integration is actually helping the service?

A. Number of published crosswalks and completed framework documentation sets.

B. Share of teams using the same terminology in status presentations.

C. Staff training hours and the number of methods represented in workshops.

D. Less rework and duplication, sound controls, and better service outcomes.

Show answer Next card

Topic index Contents

Practice: card 938 of 1,000

Answer 938

Correct Answer: D. Less rework and duplication, sound controls, and better service outcomes.

Why this answer

Evidence of service improvement should include the effects of integration, not simply its artifacts. Check outcomes and control effectiveness alongside the reduction in avoidable effort.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Practice: card 939 of 1,000

Question 939

Choose the best answer.

Two frameworks give conflicting advice at one decision point, and teams argue repeatedly instead of acting. What is the BEST governance improvement?

A. Use whichever method’s owner has greater organizational seniority.

B. Wait for the next general governance meeting before each disputed decision.

C. Adopt one method’s advice as the default without examining the conflict.

D. Name who resolves conflicts using binding duties and service risk.

Show answer Next card

Topic index Contents

Practice: card 939 of 1,000

Answer 939

Correct Answer: D. Name who resolves conflicts using binding duties and service risk.

Why this answer

Repeated disputes need a clear authority and decision basis. Resolve actual requirements and consequences rather than treating a framework label or seniority as sufficient justification.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index Contents

Practice: card 940 of 1,000

Question 940

Choose the best answer.

Several frameworks have been integrated into one service for six months. What should the service owner do to assess whether that arrangement remains useful?

A. Check joint outcomes and control evidence, then adjust how the methods work.

B. Measure the number of framework workshops completed since adoption.

C. Have each framework owner assess its own artifacts independently.

D. Retain the agreed arrangement until a new framework version is released.

Show answer Next card

Topic index Contents

Practice: card 940 of 1,000

Answer 940

Correct Answer: A. Check joint outcomes and control evidence, then adjust how the methods work.

Why this answer

The combined arrangement should be evaluated as a working service system. Use evidence of outcomes and gaps to improve the integration rather than assuming initial design settles future needs.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

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Topic index Contents

Practice: card 941 of 1,000

Question 941

Choose the best answer.

A ticketing system puts features, project deliverables, and service changes in one work-type field. Teams use the labels inconsistently. What should be designed first?

A. Define item types and map how they relate without treating them as equivalent.

B. Use the delivery team to choose the item type, regardless of the work involved.

C. Retain one shared type field and let each team publish its own labeling guide.

D. Adopt the tool's default item types before checking the other methods' meanings.

Show answer Next card

Topic index Contents

Practice: card 941 of 1,000

Answer 941

Correct Answer: A. Define item types and map how they relate without treating them as equivalent.

Why this answer

Define the meaning of each local item type and the relationships among types before relying on shared labels. Tool defaults, separate labeling guides, and classification by delivery team do not establish consistent semantic distinctions. Related items can be linked without treating a feature, deliverable, and service change as interchangeable.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 942 of 1,000

Question 942

Choose the best answer.

Auditors ask the service to prove how one customer-impacting change moved from planned work through approval, release, and operational acceptance. Records exist in different tools, but nothing links them cleanly. What is the BEST improvement?

A. Ask each team to write a narrative of its completed activities.

B. Export each team’s current records into separate review spreadsheets.

C. Link plans, approvals, release, and acceptance with traceable references.

D. Use the final release record as the summary of all preceding decisions.

Show answer Next card

Topic index Contents

Practice: card 942 of 1,000

Answer 942

Correct Answer: C. Link plans, approvals, release, and acceptance with traceable references.

Why this answer

Linked records let reviewers follow the actual sequence and authority across tools. A common identifier can help, but relationships and evidence must remain complete enough to support the chain.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Topic index

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Practice: card 943 of 1,000

Question 943

Choose the best answer.

The same improvement appears as an epic in one tool, a corrective action in another, and a service-improvement item in a third, and each list assigns a different priority. What is the BEST fix?

A. Delete the less detailed records and use the remaining backlog.

B. Keep the three priorities independent until implementation starts.

C. Link the records and assign one owner for the priority decision.

D. Use the priority from whichever system contains the oldest record.

Show answer Next card

Topic index Contents

Practice: card 943 of 1,000

Answer 943

Correct Answer: C. Link the records and assign one owner for the priority decision.

Why this answer

Related records may serve distinct purposes while representing one improvement concern. A coherent priority decision prevents duplicate effort without discarding required context.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Topic index

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Practice: card 944 of 1,000

Question 944

Choose the best answer.

One framework rates risk as low, medium, and high, while another uses a numerical five-level scale. Teams do not know which approval path to follow. What is the BEST first move?

A. Map each scale’s meaning to authorized local decision thresholds.

B. Average the two scores after converting their labels into numbers.

C. Use the scale preferred by the person currently approving the request.

D. Require the highest approval level whenever the scores differ.

Show answer Next card

Topic index Contents

Practice: card 944 of 1,000

Answer 944

Correct Answer: A. Map each scale’s meaning to authorized local decision thresholds.

Why this answer

Similar labels or numbers may encode different risk criteria. Compare their meaning and map approval authority explicitly rather than assuming a numerical conversion is valid.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Contents

Practice: card 945 of 1,000

Question 945

Choose the best answer.

A managed service renewal is being judged through three separate lenses: procurement scores commercial terms, operations scores service reliability, and assurance teams score control evidence. What is the BEST selection approach?

A. Select the supplier with the strongest commercial score and record other concerns.

B. Use the assurance score as a substitute for the service performance review.

C. Evaluate commercial terms, operational outcomes, and control requirements together.

D. Renew the existing supplier to preserve the established operating relationships.

Show answer Next card

Topic index Contents

Practice: card 945 of 1,000

Answer 945

Correct Answer: C. Evaluate commercial terms, operational outcomes, and control requirements together.

Why this answer

A renewal decision needs the full service context and applicable obligations. A strong result on price, reliability, or assurance does not by itself settle the overall choice.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Guiding Principles as Decision Anchors

Main book, page 45

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Topic index Contents

Practice: card 946 of 1,000

Question 946

Choose the best answer.

New staff can follow a role-based method guide for routine requests, but unusual cases stall because the guide lists no escalation authority. What should be added FIRST?

A. A longer glossary of formal terms used by the contributing methods.

B. Additional data-entry screenshots for the current workflow tool.

C. Decision limits and an escalation route for cases outside the routine path.

D. Complete framework manuals alongside the existing routine guide.

Show answer Next card

Topic index Contents

Practice: card 946 of 1,000

Answer 946

Correct Answer: C. Decision limits and an escalation route for cases outside the routine path.

Why this answer

A practical guide must connect unfamiliar cases to a responsible decision-maker, not just describe routine data entry. Clear decision limits and escalation preserve shared understanding while directing questions that need specialist judgment.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 947 of 1,000

Question 947

Choose the best answer.

A shared service dashboard exposes raw framework-specific states from several tools, and managers cannot quickly tell whether work is really on track. What is the BEST improvement?

A. Add all raw source fields to the main management dashboard.

B. Translate source states into service milestones and flag exceptions.

C. Average the progress percentages reported by the different tools.

D. Use the status from the tool that updates most frequently.

Show answer Next card

Topic index Contents

Practice: card 947 of 1,000

Answer 947

Correct Answer: B. Translate source states into service milestones and flag exceptions.

Why this answer

A service view should explain what the underlying states mean for the outcome. Preserve important distinctions and exceptions instead of turning unlike states into an unsupported average.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 948 of 1,000

Question 948

Choose the best answer.

Three frameworks each require a monthly status pack, and teams are now creating three nearly identical slide decks from the same underlying service data. What is the BEST redesign?

A. Use the oldest slide deck as the template for all three methods.

B. Generate the required views from controlled common evidence where compatible.

C. Replace the required packs with unrestricted access to raw service logs.

D. Maintain separate source spreadsheets so each reporting owner controls its data.

Show answer Next card

Topic index Contents

Practice: card 948 of 1,000

Answer 948

Correct Answer: B. Generate the required views from controlled common evidence where compatible.

Why this answer

Shared evidence can reduce repeated preparation while preserving the required presentation and approval needs. Verify each view’s completeness and protect information that is not appropriate for every audience.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 949 of 1,000

Question 949

Choose the best answer.

Small service improvements are being blocked because the organization requires the same business-case depth for them as for large transformation programs. What is the BEST fix?

A. Exempt every improvement below a fixed cost from documenting its purpose.

B. Let local teams decide which approval steps they prefer to complete.

C. Set evidence and approval requirements proportionate to risk, scale, and obligations.

D. Require the full transformation template but shorten the review meeting.

Show answer Next card

Topic index Contents

Practice: card 949 of 1,000

Answer 949

Correct Answer: C. Set evidence and approval requirements proportionate to risk, scale, and obligations.

Why this answer

Small work can often use a lighter path, but size alone does not determine risk. Preserve required justification and control while removing detail that adds no useful assurance.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 50: Turn Improvement from Occasional Projects into a Daily Operating Habit

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Topic index

Contents

Practice: card 950 of 1,000

Question 950

Choose the best answer.

Two applicable requirements set minimum retention periods of one year and three years for the same evidence. No maximum-retention or other conflicting obligation applies. Which approach satisfies both while avoiding unnecessary duplicate records?

A. Retain the evidence for one year using the shorter stated minimum.

B. Use a governed schedule that meets the three-year minimum.

C. Allow each team to choose its schedule independently.

D. Keep two unrelated copies under separate retention schedules.

Show answer Next card

Topic index Contents

Practice: card 950 of 1,000

Answer 950

Correct Answer: B. Use a governed schedule that meets the three-year minimum.

Why this answer

Three years satisfies both minimum periods stated in this scenario. Apply controlled retention and access without creating duplicate records solely to represent the two compatible obligations.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 951 of 1,000

Question 951

Choose the best answer.

Delivery teams think handoff to support begins when code is deployed, but support teams think it begins only when ownership, monitoring, and articles are ready. What is the BEST first improvement?

A. Agree what delivery must show and what support needs at handoff.

B. Ask the receiving team to fill any readiness gaps during early operation.

C. Keep both definitions and resolve readiness differences after deployment.

D. Let the deployment timestamp determine when support ownership begins.

Show answer Next card

Topic index Contents

Practice: card 951 of 1,000

Answer 951

Correct Answer: A. Agree what delivery must show and what support needs at handoff.

Why this answer

A handoff needs shared expectations for evidence, capability, and ownership. Deployment alone does not confirm that support can operate the service or accept remaining risks.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Topic index Contents

Practice: card 952 of 1,000

Question 952

Choose the best answer.

One method prioritizes revenue impact, another prioritizes regulatory deadlines, and a third prioritizes severity of service pain. What is the BEST way to decide between competing items?

A. Maintain separate priority lists and allocate equal capacity to each.

B. Select the list whose framework has the widest enterprise adoption.

C. Rank all items by the expected near-term revenue contribution.

D. Weigh value, impact, and risk while respecting mandatory deadlines.

Show answer Next card

Topic index Contents

Practice: card 952 of 1,000

Answer 952

Correct Answer: D. Weigh value, impact, and risk while respecting mandatory deadlines.

Why this answer

Prioritization needs a common decision basis and clear authority. Binding deadlines are constraints to address, not merely another preference to average against revenue.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Focus on Value

Main book, page 57

Episode 28: Focus on Value When Priorities Compete and Tradeoffs Get Real

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Topic index Contents

Practice: card 953 of 1,000

Question 953

Choose the best answer.

The same release generates a sprint retrospective, a post-implementation review, and a service review, each with separate actions that sometimes conflict. What is the BEST redesign?

A. Retain whichever review has the largest attendance and cancel the rest.

B. Assign every action to the team that conducted the earliest meeting.

C. Coordinate findings and actions, preserving each review's distinct purpose.

D. Keep all action lists independent and compare them at the annual review.

Show answer Next card

Topic index Contents

Practice: card 953 of 1,000

Answer 953

Correct Answer: C. Coordinate findings and actions, preserving each review’s distinct purpose.

Why this answer

Different reviews may examine different aspects of the release. Shared traceability and accountable action management can remove duplication without erasing their distinct learning or assurance roles.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 52: Review Continual Improvement as the Thread Running Through All ITIL Learning

Open the course directory and select this episode.

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Topic index Contents

Practice: card 954 of 1,000

Question 954

Choose the best answer.

A core definition changes from “major incident” to a revised service-impact model, but only one method’s templates are updated. What is the BEST response?

A. Rename the category everywhere without checking decision implications.

B. Keep existing templates until their next annual review date.

C. Trace dependencies and update affected rules, tools, training, and reports.

D. Update the main policy and leave teams to interpret affected fields.

Show answer Next card

Topic index Contents

Practice: card 954 of 1,000

Answer 954

Correct Answer: C. Trace dependencies and update affected rules, tools, training, and reports.

Why this answer

A definition change can alter classification, routing, and measurement. Update affected components consistently and verify the intended interpretation, rather than changing wording in one location.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 955 of 1,000

Question 955

Choose the best answer.

Which sign BEST shows that framework coexistence is becoming easier for the service?

A. Staff use shared meanings and clear handoffs, with fewer disputes.

B. Each framework has a dedicated steering group and reporting pack.

C. Staff recognize the titles and publication dates of the frameworks.

D. The organization publishes more detailed mapping documents each quarter.

Show answer Next card

Topic index Contents

Practice: card 955 of 1,000

Answer 955

Correct Answer: A. Staff use shared meanings and clear handoffs, with fewer disputes.

Why this answer

The useful signal is less friction in real work with responsibilities still understood. Knowledge and documentation support that outcome but do not establish it by their volume.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 956 of 1,000

Question 956

Choose the best answer.

Over time, so many “special cases” have been added to the integrated operating model that nobody can explain the normal path anymore. What is the BEST correction?

A. Add a separate procedure for each new exception raised by a team.

B. Clarify the normal path; check each exception’s purpose and authority.

C. Remove all exceptional handling so the workflow becomes uniform.

D. Let every department define its own normal path independently.

Show answer Next card

Topic index Contents

Practice: card 956 of 1,000

Answer 956

Correct Answer: B. Clarify the normal path; check each exception’s purpose and authority.

Why this answer

A workable model needs understandable defaults and justified exceptions. Review whether recurring exceptions indicate an outdated default rather than forcing legitimate variation into one unsuitable path.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate

Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over

Open the course directory and select this episode.

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Topic index Contents

Practice: card 957 of 1,000

Question 957

Choose the best answer.

A change record, an experiment log, and a service improvement entry all describe the same action from different method perspectives. What is the BEST design?

A. Use linked governed records or views that preserve each required purpose.

B. Copy updates manually between the records at the end of each week.

C. Keep separate records with no links so each method has its own history.

D. Choose the shortest record and remove the others after completion.

Show answer Next card

Topic index Contents

Practice: card 957 of 1,000

Answer 957

Correct Answer: A. Use linked governed records or views that preserve each required purpose.

Why this answer

One action can need different evidence for authorization, experimentation, and improvement. Link or consolidate records where suitable while retaining distinct meanings and approvals.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 958 of 1,000

Question 958

Choose the best answer.

Several methods support a service whose customer commitment has changed. Local procedures still work, but some pursue the old commitment. What should govern their realignment?

A. The revised shared outcome, current commitments, and accountable decision boundaries.

B. The reporting cycle used when the methods were first integrated.

C. The original workflow sequence, to preserve historical comparability.

D. The method preferred by the highest-volume delivery team.

Show answer Next card

Topic index Contents

Practice: card 958 of 1,000

Answer 958

Correct Answer: A. The revised shared outcome, current commitments, and accountable decision boundaries.

Why this answer

Governance directs shared priorities as needs and circumstances change. Local methods should be realigned to the authorized commitment while retaining the authority and obligations that govern their work.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Topic index

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Practice: card 959 of 1,000

Question 959

Choose the best answer.

When is it most reasonable to retire an overlapping artifact or practice during harmonization?

A. When the owning team no longer finds the artifact convenient.

B. When the replacement method has a broader published scope than the earlier method.

C. When another record contains some of the same information.

D. When authorized review confirms no distinct obligation or useful function is lost.

Show answer

Next card

Topic index

Contents

Practice: card 959 of 1,000

Answer 959

Correct Answer: D. When authorized review confirms no distinct obligation or useful function is lost.

Why this answer

Retirement should remove redundancy without removing evidence, control, or service value. Confirm dependencies and retention requirements before withdrawing a record or capability.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 960 of 1,000

Question 960

Choose the best answer.

A mature service wants to add another framework because it may help one part of the work. What is the BEST adoption approach?

A. Apply the method broadly and discover its scope through experience.

B. Assign the method to a new team without changing shared interfaces.

C. Adopt its full template set before evaluating the service problem.

D. Define its contribution and test the fit with current practices.

Show answer Next card

Topic index Contents

Practice: card 960 of 1,000

Answer 960

Correct Answer: D. Define its contribution and test the fit with current practices.

Why this answer

A deliberate addition has a specific purpose and a known relationship to current work. A bounded trial reveals whether the added structure helps before it creates enterprise-wide burden.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Guiding Principles as Decision Anchors

Main book, page 45

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Topic index

Contents

Practice: card 961 of 1,000

Question 961

Choose the best answer.

A release is marked complete in the delivery tool, but operations says the service is not ready until runbooks, monitoring, ownership, and support routing are in place. What is the BEST shared mechanism?

A. One complete status triggered when code reaches production.

B. Linked milestones for build, deployment, readiness, and acceptance.

C. A rule that the delivery tool’s final state governs all teams.

D. Separate status reports with no shared completion criteria.

Show answer Next card

Topic index Contents

Practice: card 961 of 1,000

Answer 961

Correct Answer: B. Linked milestones for build, deployment, readiness, and acceptance.

Why this answer

Those milestones describe distinct accomplishments and decisions. Connecting them prevents a deployed component from being mistaken for an accepted and supportable service.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Topic index

Contents

Practice: card 962 of 1,000

Question 962

Choose the best answer.

A roadmap item, an audit finding, and a service-improvement idea are all trying to solve the same customer pain point. What is the BEST first move?

A. Keep the initiatives separate until they select their implementation teams.

B. Prioritize the item that entered the roadmap before the others.

C. Fund the audit item and assume the customer concern is thereby resolved.

D. Link the initiatives and compare their duties and intended outcomes.

Show answer Next card

Topic index Contents

Practice: card 962 of 1,000

Answer 962

Correct Answer: D. Link the initiatives and compare their duties and intended outcomes.

Why this answer

The shared concern may support coordinated work without making every record identical. Evaluate obligations, ownership, and expected outcomes before combining or sequencing the actions.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Practice: card 963 of 1,000

Question 963

Choose the best answer.

Architecture review, change approval, and ready-to-build signoff are all reviewing the same proposed service change, but no one is sure why each gate exists. What is the BEST redesign?

A. Keep all gates and reduce the time allocated to each meeting.

B. Remove the gate with the longest average waiting time.

C. Replace the three reviews with the most senior reviewer's approval.

D. Map each gate's purpose, authority, trigger, and required evidence.

Show answer Next card

Topic index Contents

Practice: card 963 of 1,000

Answer 963

Correct Answer: D. Map each gate’s purpose, authority, trigger, and required evidence.

Why this answer

Understanding what each gate decides is necessary before changing it. Some overlap is redundant, while other checks protect different risks or independence requirements.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Practice: card 964 of 1,000

Question 964

Choose the best answer.

An external phase-gate method requires evidence, but the service already has stories, test results, control evidence, and readiness notes in existing tools. What is the BEST first response?

A. Write a fresh narrative for the phase gate before inspecting current records.

B. Compare existing artifacts with gate requirements and fill verified gaps.

C. Export every available record and let the reviewers select relevant evidence.

D. Keep the phase-gate evidence separate from the operational record system.

Show answer Next card

Topic index Contents

Practice: card 964 of 1,000

Answer 964

Correct Answer: B. Compare existing artifacts with gate requirements and fill verified gaps.

Why this answer

Existing evidence can satisfy a new review when its content and integrity are adequate. A requirement mapping identifies needed additions without creating a parallel record set by default.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 965 of 1,000

Question 965

Choose the best answer.

Different groups use “done,” “released,” “live,” and “accepted” almost interchangeably, and handoffs are repeatedly missed. What is the BEST first fix?

A. Ask each team to include its framework name after the milestone.

B. Use complete as the shared label for every finishing activity.

C. Adopt the newest method’s labels while keeping current routing rules.

D. Agree what each milestone means, its evidence, and who receives the work.

Show answer Next card

Topic index Contents

Practice: card 965 of 1,000

Answer 965

Correct Answer: D. Agree what each milestone means, its evidence, and who receives the work.

Why this answer

Similar completion terms can describe different states. Shared definitions and criteria preserve those differences and establish what the next team may rely on.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 966 of 1,000

Question 966

Choose the best answer.

Product teams reprioritize backlog items continuously, but governance wants stability once a controlled commitment has been made to customers or regulators. What is the BEST operating model?

A. Separate tentative plans from commitments needing authorized change.

B. Use the most recent backlog order as the current customer commitment.

C. Let each team reinterpret commitments during its regular backlog refinement.

D. Freeze all exploratory work once any external commitment is made.

Show answer Next card

Topic index Contents

Practice: card 966 of 1,000

Answer 966

Correct Answer: A. Separate tentative plans from commitments needing authorized change.

Why this answer

Flexible planning does not automatically authorize changes to agreed obligations. Make the commitment boundary explicit and apply the relevant review when scope or promises change.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Discover and Design

Main book, page 72

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Topic index Contents

Practice: card 967 of 1,000

Question 967

Choose the best answer.

Linked actions from a retrospective and a post-implementation review recommend opposite changes to the same approval step. What should happen before either is implemented?

A. Implement the action that received approval first.

B. Let each review chair authorize its preferred change independently.

C. Merge the descriptions into one item without resolving the disagreement.

D. Compare evidence and obligations, then obtain an accountable resolution.

Show answer Next card

Topic index Contents

Practice: card 967 of 1,000

Answer 967

Correct Answer: D. Compare evidence and obligations, then obtain an accountable resolution.

Why this answer

Linking records does not resolve contradictory actions. Compare the intended effects, evidence, and required controls, then use clear authority to select a coherent response.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 52: Review Continual Improvement as the Thread Running Through All ITIL Learning

Open the course directory and select this episode.

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Topic index Contents

Practice: card 968 of 1,000

Question 968

Choose the best answer.

A service uses several methods at once, and teams cannot tell where overlap or gaps actually exist. What is the BEST starting point for harmonization?

A. Retire the method with the lowest reported staff preference.

B. Map real end-to-end work and the decisions each method influences.

C. Ask every framework owner to document its ideal local workflow.

D. Adopt a common glossary before investigating the actual service work.

Show answer Next card

Topic index Contents

Practice: card 968 of 1,000

Answer 968

Correct Answer: B. Map real end-to-end work and the decisions each method influences.

Why this answer

Actual flow exposes overlapping responsibilities and gaps between methods. Ideal local descriptions can miss the handoffs and exceptions where integration fails.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Value Stream Mapping

Main book, page 167

Episode 55: Bring Lifecycle Practices and Dimensions Together Through Value Stream Thinking

Open the course directory and select this episode.

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Topic index Contents

Practice: card 969 of 1,000

Question 969

Choose the best answer.

Weekly service improvements keep colliding with an annual portfolio method because nobody knows when a small improvement should become a formal initiative. What is the BEST first move?

A. Let improvements remain local until they exceed a fixed calendar duration.

B. Send every weekly improvement through the annual portfolio process.

C. Set portfolio triggers for risk, scale, dependencies, and funding.

D. Escalate whichever improvement has the most senior sponsor.

Show answer Next card

Topic index Contents

Practice: card 969 of 1,000

Answer 969

Correct Answer: C. Set portfolio triggers for risk, scale, dependencies, and funding.

Why this answer

A clear boundary distinguishes locally authorized changes from work needing broader commitment. Account for consequences and dependencies rather than relying on size or sponsor influence alone.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Practice: card 970 of 1,000

Question 970

Choose the best answer.

Delivery teams track throughput, service teams track uptime, and governance tracks control exceptions, but nobody can explain how the measures relate. What is the BEST next step?

A. Explain how local indicators relate to shared outcomes and risk.

B. Choose one framework's scorecard as the replacement for all others.

C. Keep the specialist measures separate and compare departmental targets.

D. Replace the measures with a single average service-health percentage.

Show answer Next card

Topic index Contents

Practice: card 970 of 1,000

Answer 970

Correct Answer: A. Explain how local indicators relate to shared outcomes and risk.

Why this answer

Throughput, availability, and control evidence answer different questions. A layered view retains their meaning while showing how they contribute to the same service purpose.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Practice: card 971 of 1,000

Question 971

Choose the best answer.

A new regulatory framework adds controls around access approval, and teams respond by creating a separate workflow that duplicates much of the existing service path. What is the BEST response?

A. Move regulatory evidence collection entirely to the assurance team.

B. Map the new obligations into existing controls and add only verified gaps.

C. Apply the existing workflow unchanged because it already handles access.

D. Keep a separate regulatory workflow even where the same controls are satisfied.

Show answer Next card

Topic index Contents

Practice: card 971 of 1,000

Answer 971

Correct Answer: B. Map the new obligations into existing controls and add only verified gaps.

Why this answer

A new obligation may need additional controls without requiring a duplicate path. Confirm that integrated execution preserves required authority, independence, evidence, and oversight.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 972 of 1,000

Question 972

Choose the best answer.

A change board, a sprint review, and a service review all discuss the same upcoming release. What is the BEST governance improvement?

A. Cancel the change board because the sprint review occurs first.

B. Keep every discussion independent even when its evidence is identical.

C. Map required decisions, then coordinate compatible reviews and evidence.

D. Let participants choose one meeting as their preferred approval forum.

Show answer Next card

Topic index Contents

Practice: card 972 of 1,000

Answer 972

Correct Answer: C. Map required decisions, then coordinate compatible reviews and evidence.

Why this answer

Discussing the same release does not mean every forum has the same purpose or authority. Coordinate overlap while retaining any distinct feedback, assurance, or authorization requirement.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 26: Connect Guiding Principles Practices and Continual Improvement Inside the Value System

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Topic index Contents

Practice: card 973 of 1,000

Question 973

Choose the best answer.

A roadmap epic, a service problem, and a change item all point to the same underlying improvement. What is the BEST structural design?

A. Keep the records independent because their method labels differ.

B. Retain the most detailed item and delete the related records.

C. Link records while preserving planning, diagnosis, and approval roles.

D. Convert every item into a roadmap epic with a single completion status.

Show answer Next card

Topic index Contents

Practice: card 973 of 1,000

Answer 973

Correct Answer: C. Link records while preserving planning, diagnosis, and approval roles.

Why this answer

An epic, problem, and change can contribute to one improvement without being the same object. Trace the relationships so evidence and priorities align while each role remains clear.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Practice: card 974 of 1,000

Question 974

Choose the best answer.

A team proposes that every enhancement, no matter how small, should be run through the same heavyweight project controls because “consistency matters.” What is the BEST response?

A. Use the full project procedure but shorten the written explanations.

B. Adopt the approval path preferred by the enhancement’s sponsor.

C. Scale the process to risk and impact while keeping required controls.

D. Let teams omit controls when an enhancement has a small estimated cost.

Show answer Next card

Topic index Contents

Practice: card 974 of 1,000

Answer 974

Correct Answer: C. Scale the process to risk and impact while keeping required controls.

Why this answer

Consistency means reliable decisions under understood rules, not identical paperwork. Small changes can still be consequential, so tailoring must consider risk and obligations as well as effort.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over
Open the course directory and select this episode.

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Topic index Contents

Practice: card 975 of 1,000

Question 975

Choose the best answer.

Support findings reach product planning, but recurring service failures are deferred without comparing their impact with new feature requests. What should change?

A. Use evidence of service harm and value to prioritize both kinds of work.

B. Meet more often without changing the prioritization criteria.

C. Keep operational concerns in a separately prioritized support backlog.

D. Reserve equal roadmap capacity for support requests and new features.

Show answer Next card

Topic index Contents

Practice: card 975 of 1,000

Answer 975

Correct Answer: A. Use evidence of service harm and value to prioritize both kinds of work.

Why this answer

Sending findings to planning is insufficient if the decision criteria ignore operational consequences. Compare evidence and tradeoffs through accountable prioritization, rather than assuming separate backlogs, equal capacity, or extra meetings will establish the right priorities.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Practice: card 976 of 1,000

Question 976

Choose the best answer.

A weekly delivery cadence, a monthly governance cadence, and a quarterly assurance cadence all affect one service. What is the BEST way to keep them coherent?

A. Define shared decision timing, delegated authority, and urgent escalation routes.

B. Move all decision types to the weekly delivery meeting.

C. Delay weekly decisions until they can be covered by the monthly meeting.

D. Keep separate calendars and reconcile decisions at each quarterly review.

Show answer Next card

Topic index Contents

Practice: card 976 of 1,000

Answer 976

Correct Answer: A. Define shared decision timing, delegated authority, and urgent escalation routes.

Why this answer

Different cadences can serve different purposes. A shared calendar helps, but time-critical or reserved decisions also need clear authority and a path outside routine meeting dates.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Practice: card 977 of 1,000

Question 977

Choose the best answer.

A security review and a service problem review generate separate action items for the same root issue. What is the BEST next step?

A. Keep both lists independent and compare completed work at year-end.

B. Choose whichever review’s action list was approved first.

C. Close the service actions once the security review creates its own record.

D. Coordinate actions in one plan, retaining required roles and obligations.

Show answer Next card

Topic index Contents

Practice: card 977 of 1,000

Answer 977

Correct Answer: D. Coordinate actions in one plan, retaining required roles and obligations.

Why this answer

One underlying issue may require several complementary actions. Link their evidence and follow-up without assuming that common cause makes every action or accountable owner identical.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 52: Review Continual Improvement as the Thread Running Through All ITIL Learning

Open the course directory and select this episode.

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Topic index Contents

Practice: card 978 of 1,000

Question 978

Choose the best answer.

A vendor onboarding checklist and an internal service acceptance checklist cover many of the same readiness questions. What is the BEST redesign?

A. Coordinate readiness evidence while keeping distinct acceptance decisions.

B. Use the vendor checklist as the definition of internal service acceptance.

C. Retain both checklists and manually duplicate every evidence entry.

D. Remove overlapping questions before examining their authority or purpose.

Show answer Next card

Topic index Contents

Practice: card 978 of 1,000

Answer 978

Correct Answer: A. Coordinate readiness evidence while keeping distinct acceptance decisions.

Why this answer

Readiness evidence can often be reused across supplier and internal reviews. The organization must still make its own acceptance decision and preserve requirements the vendor checklist does not address.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Acquire and Build

Main book, page 74

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Practice: card 979 of 1,000

Question 979

Choose the best answer.

A service incident triggers two frameworks that recommend different next actions, and teams repeatedly escalate the clash without resolution. What is the BEST governance fix?

A. Use agreed authority and conflict rules, preserving urgent response duties.

B. Use the preferred method of the most senior person currently present.

C. Suspend response until both framework owners agree informally.

D. Choose the recommendation from the framework adopted most recently.

Show answer Next card

Topic index Contents

Practice: card 979 of 1,000

Answer 979

Correct Answer: A. Use agreed authority and conflict rules, preserving urgent response duties.

Why this answer

An incident needs a usable resolution path before competing guidance causes repeated delay. Appropriate authority should weigh service consequences and obligations, with immediate protective action handled through existing response rules.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Topic index Contents

Practice: card 980 of 1,000

Question 980

Choose the best answer.

Delivery, assurance, and operations each report success, yet users still experience repeated handoff failures. What would best improve the combined operating model?

A. Expand the shared template set before evaluating operational results.

B. Choose the method preferred by the team responsible for each local target.

C. Maintain a separate success definition and reporting path for every framework.

D. Link decisions, evidence, and feedback to shared outcomes and obligations.

Show answer Next card

Topic index Contents

Practice: card 980 of 1,000

Answer 980

Correct Answer: D. Link decisions, evidence, and feedback to shared outcomes and obligations.

Why this answer

Coexistence works when methods contribute coherently to the service and its learning. Shared outcome accountability should preserve distinct obligations rather than reduce integration to common paperwork.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

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Topic index Contents

Practice: card 981 of 1,000

Question 981

Choose the best answer.

A release is considered “ready for handoff” in one method once test evidence is complete, but another method says it is not ready until service ownership and support commitments are confirmed. What is the BEST way to prevent recurring confusion?

A. Agree common handoff criteria, evidence, and authorized acceptance.

B. Treat completed testing as sufficient authorization for every receiving team.

C. Keep separate meanings and let the release manager resolve each disagreement.

D. Use the delivery tool’s readiness status as the shared final decision.

Show answer Next card

Topic index Contents

Practice: card 981 of 1,000

Answer 981

Correct Answer: A. Agree common handoff criteria, evidence, and authorized acceptance.

Why this answer

Test completion and operational readiness are related but distinct. A shared agreement defines what the receiver needs and who can accept any remaining conditions.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Topic index

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Practice: card 982 of 1,000

Question 982

Choose the best answer.

A service uses one framework for portfolio intake and another for operational improvement, and teams keep submitting the same idea into both pipelines. What is the BEST first fix?

A. Fund the first submitted version and close all later related records.

B. Coordinate intake to link duplicate ideas and route each decision.

C. Require submitters to choose a framework before describing the service need.

D. Keep both intake pipelines independent so each method captures every idea.

Show answer Next card

Topic index Contents

Practice: card 982 of 1,000

Answer 982

Correct Answer: B. Coordinate intake to link duplicate ideas and route each decision.

Why this answer

An idea may require local improvement, portfolio commitment, or connected work in both. Coordinated triage preserves one coherent decision without hiding distinct responsibilities.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 49: Apply the Refined Continual Improvement Model to Real Organizational Change

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Contents

Practice: card 983 of 1,000

Question 983

Choose the best answer.

One method defines "risk accepted" as a governance decision, while another records it as a delivery-stage status. What is the BEST operational response?

A. Remove the accepted state from the delivery tool until all methods merge.

B. Let each team keep its definition and resolve meaning during audits.

C. Use the delivery status as proof that the risk has been accepted.

D. Keep authorized risk acceptance distinct from its recorded work status.

Show answer Next card

Topic index Contents

Practice: card 983 of 1,000

Answer 983

Correct Answer: D. Keep authorized risk acceptance distinct from its recorded work status.

Why this answer

A status label is not itself evidence that an authorized person accepted a risk. Link the status to the actual decision, scope, conditions, and responsible authority.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 984 of 1,000

Question 984

Choose the best answer.

Delivery teams treat an issue as “resolved” once a patch is released, but service teams treat it as unresolved until monitoring shows the symptom has stopped in live use. Which approach is BEST?

A. Keep both statuses independent without defining their closure implications.

B. Close the issue when the release tool confirms deployment completion.

C. Show patch release separately from verified resolution in live use.

D. Use the team with the earliest completion date to set the shared status.

Show answer Next card

Topic index Contents

Practice: card 984 of 1,000

Answer 984

Correct Answer: C. Show patch release separately from verified resolution in live use.

Why this answer

A released patch may not yet have produced the intended service result. Distinct linked states support verification and avoid presenting a technical output as a confirmed outcome.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Topic index

Contents

Practice: card 985 of 1,000

Question 985

Choose the best answer.

An external control framework requires exception tracking, but the service already maintains one operational exception backlog for risk, support, and fulfillment issues. What is the BEST first move?

A. Create a new register before checking the existing exception records.

B. Retain the current backlog and wait for assurance staff to identify gaps.

C. Move all operational exceptions into the compliance team’s reporting format.

D. Assess the current backlog against requirements and extend it where suitable.

Show answer Next card

Topic index Contents

Practice: card 985 of 1,000

Answer 985

Correct Answer: D. Assess the current backlog against requirements and extend it where suitable.

Why this answer

Existing capability may satisfy the new requirement with limited changes. Check scope, evidence, authority, access, and retention rather than assuming either automatic adequacy or the need for another register.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 986 of 1,000

Question 986

Choose the best answer.

An urgent release exceeds delegated risk authority, and the required board will not meet for three weeks. An authorized urgent board-review route exists. What should the service do?

A. Use the authorized urgent-review route for the reserved decision.

B. Wait for the scheduled meeting without considering the urgent review route.

C. Proceed under normal team delegation and report at the quarterly review.

D. Treat urgency as permission to waive the board’s reserved authority.

Show answer Next card

Topic index Contents

Practice: card 986 of 1,000

Answer 986

Correct Answer: A. Use the authorized urgent-review route for the reserved decision.

Why this answer

Urgency does not expand delegated authority or waive a reserved approval. Use the permitted urgent route so the required decision can occur in time with appropriate evidence and accountability.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Contents

Practice: card 987 of 1,000

Question 987

Choose the best answer.

A team wants to adopt another framework because it seems to cover "the missing pieces," but no one can name what service problem it will actually solve. What is the BEST test?

A. Does it have strong industry recognition and a large training ecosystem?

B. Does it address a defined gap and fit applicable service obligations?

C. Can it be introduced without changing the current organizational chart?

D. Does it provide more comprehensive template coverage than current methods?

Show answer Next card

Topic index Contents

Practice: card 987 of 1,000

Answer 987

Correct Answer: B. Does it address a defined gap and fit applicable service obligations?

Why this answer

A proposed addition needs an evidenced contribution. Recognition and template breadth may inform selection, but they do not establish which service problem the method will solve.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Building a Practical Foundation

Main book, page 15

Episode 02: Understand Why ITIL Version 5 Emerged and What Changed from ITIL 4

Open the course directory and select this episode.

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Topic index Contents

Practice: card 988 of 1,000

Question 988

Choose the best answer.

A service uses one planning method that emphasizes short cycles and one control method that emphasizes formal checkpoints. What is the BEST way to keep teams from treating them as enemies?

A. Alternate which method controls the release at each monthly review.

B. Put the methods in different tools so their decisions remain independent.

C. Map each method’s role and set checkpoints that match service risk.

D. Require all work to follow whichever method has the shorter cycle.

Show answer Next card

Topic index Contents

Practice: card 988 of 1,000

Answer 988

Correct Answer: C. Map each method’s role and set checkpoints that match service risk.

Why this answer

Rapid learning and formal control can serve the same outcome. Identify their interfaces and required decisions so neither local speed nor extra ceremony overrides the service’s needs.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Contents

Practice: card 989 of 1,000

Question 989

Choose the best answer.

One method defines “approved” as permission to start work, while another uses the same word for permission to release to production. What is the BEST first response?

A. Adopt release approval as the meaning of every earlier approval.

B. Define separate approval states for starting work and authorizing release.

C. Keep each tool’s meaning and rely on staff familiarity at handoff.

D. Use one approved label whenever any review has succeeded.

Show answer Next card

Topic index Contents

Practice: card 989 of 1,000

Answer 989

Correct Answer: B. Define separate approval states for starting work and authorizing release.

Why this answer

Permission to begin work does not necessarily authorize production release. Explicit states and evidence prevent one decision from being mistaken for another.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 990 of 1,000

Question 990

Choose the best answer.

Teams have created many local exceptions to harmonization rules because "their framework works differently." What is the BEST sign that harmonization is drifting?

A. Dashboards show different details for managers and specialist practitioners.

B. Unchecked exceptions grow and staff lose sight of the authorized path.

C. A steering group reviews the methods' contribution to service outcomes.

D. Staff can explain the source methods using their official terminology.

Show answer Next card

Topic index Contents

Practice: card 990 of 1,000

Answer 990

Correct Answer: B. Unchecked exceptions grow and staff lose sight of the authorized path.

Why this answer

Numerous exceptions may indicate changed needs, weak governance, or an obsolete default. Investigate their justification and operational effect; a high exception count alone does not prove failure.

Read and listen

Chapter 5: Applying the Guiding Principles

Section: Keep It Simple and Practical; Optimize and Automate
Main book, page 64

Episode 33: Keep It Simple and Practical When Complexity Starts Taking Over
Open the course directory and select this episode.

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Topic index Contents

Practice: card 991 of 1,000

Question 991

Choose the best answer.

An external assurance framework asks for periodic evidence of review quality, and the service already captures reviewer comments, exceptions, and approvals in one workflow. What is the BEST use of that workflow?

A. Create a separate reporting tool to establish assurance independence.

B. Check workflow records against the quality requirement and fill gaps.

C. Ask reviewers to recreate their reasoning in email at each reporting period.

D. Treat recorded approvals as sufficient proof of review quality in every case.

Show answer Next card

Topic index Contents

Practice: card 991 of 1,000

Answer 991

Correct Answer: B. Check workflow records against the quality requirement and fill gaps.

Why this answer

Comments and approvals may support assurance when they demonstrate the required quality and traceability. Validate their adequacy rather than assuming that a populated workflow proves effective review.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index Contents

Practice: card 992 of 1,000

Question 992

Choose the best answer.

Product teams plan work in epics, operations track recurring service pain, and finance tracks benefit realization separately. What is the BEST structural connection?

A. Merge the lists according to the date each item was first raised.

B. Link the need, planned work, delivered change, and evidence of realized benefit.

C. Ask finance to determine completion for delivery and operational work.

D. Use one common label for all items in the three tracking systems.

Show answer Next card

Topic index Contents

Practice: card 992 of 1,000

Answer 992

Correct Answer: B. Link the need, planned work, delivered change, and evidence of realized benefit.

Why this answer

Traceability should connect the reason for work to what was delivered and what changed for stakeholders. Expected benefits and realized benefits remain distinct and need evidence at the appropriate stage.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 60: Integrate Products and Services into One End-to-End Value Model

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Topic index Contents

Practice: card 993 of 1,000

Question 993

Choose the best answer.

A team wants to harmonize framework use by training everyone on thousands of pages of source material. What is the BEST critique?

A. Each team can specialize in one method without understanding service handoffs.

B. Framework training can be replaced by tool instructions for routine staff.

C. More source reading will resolve integration once staff share enough terminology.

D. Source reading needs task guides and decision maps for consistent work.

Show answer Next card

Topic index Contents

Practice: card 993 of 1,000

Answer 993

Correct Answer: D. Source reading needs task guides and decision maps for consistent work.

Why this answer

Source material remains useful, especially for specialists and mandatory requirements. Operational integration also needs clear local responsibilities and interfaces, which memorization alone does not provide.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: A Shared Language for Modern Work

Main book, page 9

Episode 03: Adopt the Shared Language and Value-Focused Mindset Behind Modern ITIL

Open the course directory and select this episode.

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Topic index Contents

Practice: card 994 of 1,000

Question 994

Choose the best answer.

One framework measures project completion, another measures service stability, and a third measures control adherence. What is the BEST way to compare changes across them?

A. Convert each framework’s results into a percentage and compare the totals.

B. Select the measures that are easiest to explain in the management meeting.

C. Choose the framework with the most measurable indicators as the master score.

D. Relate each measure to shared outcomes, obligations, and operating risks.

Show answer Next card

Topic index Contents

Practice: card 994 of 1,000

Answer 994

Correct Answer: D. Relate each measure to shared outcomes, obligations, and operating risks.

Why this answer

Project completion, stability, and control adherence describe different aspects of a change. Interpret them together without pretending their units or scores are interchangeable.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 51: Measure Progress Learn from Feedback and Sustain Better Outcomes

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Practice: card 995 of 1,000

Question 995

Choose the best answer.

A service team uses one framework for incident review and another for change review, but both require corrective actions. What is the BEST action design?

A. Retain separate lists and coordinate them only after completion.

B. Ask each review chair to decide independently which duplicates to remove.

C. Link actions to source reviews, name owners, and track follow-up.

D. Merge actions whenever their titles and planned dates appear similar.

Show answer Next card

Topic index Contents

Practice: card 995 of 1,000

Answer 995

Correct Answer: C. Link actions to source reviews, name owners, and track follow-up.

Why this answer

One coordinated mechanism can preserve the originating review and each distinct requirement. Link related actions and eliminate genuine duplicates after checking scope and ownership.

Read and listen

Chapter 14: Continual Improvement and Value Streams

Section: Measures, Feedback, and Improvement Backlogs

Main book, page 165

Episode 52: Review Continual Improvement as the Thread Running Through All ITIL Learning

Open the course directory and select this episode.

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Topic index Contents

Practice: card 996 of 1,000

Question 996

Choose the best answer.

A framework requires a special board for exceptional risk decisions, but teams keep sending ordinary work to it "just in case." What is the BEST fix?

A. Have the special board approve all work to establish consistent practice.

B. Use project cost as the sole threshold for board review.

C. Let each delivery team choose its own definition of exceptional risk.

D. Define board triggers, delegated paths, and escalation for uncertain cases.

Show answer Next card

Topic index Contents

Practice: card 996 of 1,000

Answer 996

Correct Answer: D. Define board triggers, delegated paths, and escalation for uncertain cases.

Why this answer

Clear thresholds protect the board’s required role without filling it with ordinary work. Staff still need a route to resolve uncertain classifications instead of guessing below the threshold.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 24: Place Governance Where It Belongs in Modern Digital Product and Service Decisions

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Practice: card 997 of 1,000

Question 997

Choose the best answer.

Product teams say “we shipped it,” support teams say “we are still stabilizing it,” and finance says “we have not realized benefit yet.” What is the BEST interpretation?

A. Delivery completion establishes service success; later support belongs in separate local reports.

B. Support stability should provide the common completion measure for delivery and finance.

C. The approved business case establishes benefit; finance mainly needs to record completion.

D. They may describe distinct milestones in the same service’s progress toward value.

Show answer Next card

Topic index Contents

Practice: card 997 of 1,000

Answer 997

Correct Answer: D. They may describe distinct milestones in the same service’s progress toward value.

Why this answer

Shipping, stable operation, and realized benefit are different accomplishments with different evidence. Neither delivery completion, support stability alone, nor an approved benefit forecast establishes all three.

Read and listen

Chapter 6: The Product and Service Lifecycle Model

Section: Connecting Product and Service Management

Main book, page 69

Episode 41: See How the Lifecycle Unites Product and Service Communities Around Value

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Practice: card 998 of 1,000

Question 998

Choose the best answer.

Different frameworks require different evidence formats, but all of them depend on the same underlying service actions and records. What is the BEST architecture principle?

A. Convert all evidence into one report format and remove source records.

B. Ask each team to reconstruct its contribution when a report is requested.

C. Keep controlled source evidence and traceable views for each reporting need.

D. Give each framework an isolated copy of the same operational evidence.

Show answer Next card

Topic index Contents

Practice: card 998 of 1,000

Answer 998

Correct Answer: C. Keep controlled source evidence and traceable views for each reporting need.

Why this answer

Common evidence can support several views without repeated manual reconstruction. Preserve integrity, access restrictions, retention, and any distinct attestations required by the consuming frameworks.

Read and listen

Chapter 11: Management Practices in Daily Work

Section: Using Practice Guidance Without Overcomplicating It

Main book, page 137

Episode 47: Connect Practices to Governance the Value Chain and Daily Delivery Decisions

Open the course directory and select this episode.

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Topic index

Contents

Practice: card 999 of 1,000

Question 999

Choose the best answer.

A method is being proposed mainly because a regulator recognizes it, but teams have not shown how it will improve this service's real work. What is the BEST response?

A. Determine the actual obligation and assess how the method fits service needs.

B. Reject the method if it does not promise an immediate efficiency gain.

C. Ask the team with the greatest familiarity to choose the adoption scope.

D. Adopt the entire method to demonstrate external credibility.

Show answer Next card

Topic index Contents

Practice: card 999 of 1,000

Answer 999

Correct Answer: A. Determine the actual obligation and assess how the method fits service needs.

Why this answer

Regulatory recognition and a binding requirement are not the same thing. Establish what is mandatory, then choose the permitted implementation scope using service value, risk, and operational fit.

Read and listen

Chapter 1: Digital Product and Service Management Fundamentals

Section: Building a Practical Foundation

Main book, page 15

Episode 02: Understand Why ITIL Version 5 Emerged and What Changed from ITIL 4

Open the course directory and select this episode.

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Topic index Contents

Practice: card 1000 of 1,000

Question 1000

Choose the best answer.

Which scenario BEST shows mature coexistence of the service-management model with other frameworks?

A. Teams choose their preferred method whenever a local priority changes.

B. The organization standardizes all work on the method with the broadest scope.

C. Each method maintains separate decisions and evidence for the same service work.

D. Methods serve shared outcomes with clear authority, evidence links, and feedback.

Show answer

Continue to closing pages

Topic index

Contents

Practice: card 1000 of 1,000

Answer 1000

Correct Answer: D. Methods serve shared outcomes with clear authority, evidence links, and feedback.

Why this answer

Coherent coexistence connects useful contributions while preserving distinct obligations. Assess the arrangement through the service it enables and the evidence it uses to improve.

Read and listen

Chapter 4: Connecting Governance and Service Delivery

Section: Governance, Value Chain, and Management Practices

Main book, page 47

Episode 27: Rehearse the ITIL Value System Until the Moving Parts Click Together

Open the course directory and select this episode.

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Continue to closing pages

Topic index

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Choose your next learning track

Continue the read, listen, recall, and apply routine with a subject that fits your interests and responsibilities. These are options, not a required certification sequence.

AAISM: Lead AI Security Decisions

If Chapter 16 raised questions about who should approve AI use, how data and models should be protected, or how governance becomes working controls, continue with the AAISM track. The study guide connects AI security to decision rights, policies, asset and data lifecycle management, and program outcomes. Use the audio to revisit the relationships, then use the flashcards to check your recall.

Study guide **Free audio course** **Flashcards**

Security+: Build a Broader Security Foundation

If you want to connect dependable service delivery with security decisions, the Security+ track is a useful next step. Its study guide develops security concepts, controls, threats, vulnerabilities, identity, and protection of systems and information. Bring the service examples from Chapters 9, 10, and 12 into your study so that security controls remain connected to the people and activities they protect.

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CISSP: Connect Security Decisions Across the Organization

Choose the CISSP track when your next step involves connecting security leadership, governance, risk, assets, continuity, and technical decisions. Its study guide asks you to relate security work to organizational responsibilities and consequences. Revisit Chapters 4, 9, and 13 of this book as you consider who has authority, what evidence supports a decision, and how changes affect the wider organization.

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Continue your learning

CRISC: Connect Risk, Controls, and Evidence

Choose the CRISC track when you want to examine how objectives connect to risk, control choices, ownership, monitoring, and reporting. Its study guide develops the reasoning and records that make risk decisions understandable and defensible. Use examples from Chapters 2, 4, and 14 to connect the value a service should create with its exposure, safeguards, and evidence of performance.

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Listen to a relevant lesson, use the study guide for depth, then test your recall. Return to the explanation when you find a gap, and apply what you learn to a concrete decision.

For Mom and Dad