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NEW QUESTION: 1
What is the BEST way for a software development organization to encourage ethical behaviours?
A. By defining policy that requires ethics to be considered by staff
B. By using machine learning algorithms to take decisions, instead of relying on people
C. By using agile methods to ensure people focus on the detail of each individual sprint
D. By running workshops where people discuss scenarios that have ethical significance
Answer: D (LEAVE A REPLY)
HVIT places strong emphasis on culture, behaviour, shared understanding, and learning. Ethical behaviour is not created reliably by policy alone. Policy can set expectations, but real ethical capability comes from discussion, reflection, and repeated practice in ambiguous real-world situations.
Workshops that explore ethically significant scenarios help people understand trade-offs, build judgement, and align decisions with organizational values. That is much more effective than simply publishing a policy.
Machine learning does not remove ethical responsibility; it can actually create more ethical risk if used without human judgement. Agile methods help speed and feedback, but they do not by themselves ensure ethical awareness.
So D is best because it develops ethical thinking as a lived organizational capability, which is much more aligned with HVIT culture.
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NEW QUESTION: 2
An organization ' s efforts to maintain high levels of availability have significantly impacted its ability to make fast and frequent changes.

Which action BEST represents how the ' availability management ' practice can support both of these aims?

A. Measuring the frequency of component failures

B. Automating the handling of detected events

C. Using chaos engineering techniques

D. Using site reliability engineering techniques

Answer: (SHOW ANSWER)

This question is about balancing two goals that often seem in tension in HVIT: high availability and high change velocity. Site reliability engineering (SRE) is specifically designed to balance innovation speed with reliability outcomes by using engineering practices, automation, error budgets, observability, and operational learning.

A is only a metric and not a full improvement approach. B is useful, but event automation alone does not provide the broader balancing mechanism between reliability and delivery speed. C can be valuable for resilience testing, but SRE is the more complete and operationally integrated answer for supporting both fast change and availability.

Therefore D is best because SRE directly addresses the need to sustain resilient services while enabling rapid and frequent change.

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NEW QUESTION: 3

Which high-velocity IT objective can be based on competences, such as improved decision-making, that result from the effective use of IT products and services?

A. Valuable investments

B. Fast development

C. Resilient operations

D. Assured conformance

Answer: A (LEAVE A REPLY)

Valuable investments is the HVIT objective most closely connected to benefits realized from effective use of products and services. The question points to competences such as improved decision-making, which are not just technical outputs but business-enabling outcomes. In HVIT, investments are considered valuable when they contribute to meaningful outcomes, capabilities, and performance improvements.

Fast development is about speed and flow of creation and delivery. Resilient operations is about stability and recovery. Assured conformance is about governance, control, and compliance. Only valuable investments directly matches the idea that effective use of digital services leads to better organizational capability and decision-making.

Therefore A is correct.

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NEW QUESTION: 4

In the context of Toyota Kata, what is the BEST way to answer the question ' How do we get there? ' ?

A. Experimentation

B. Careful planning

C. Iteratively

D. Collaboratively

Answer: A (LEAVE A REPLY)

Toyota Kata emphasizes learning through repeated experiments toward a target condition. Rather than assuming a perfect plan upfront, the approach encourages taking small steps, observing results, and adapting based on what is learned.

Although iterative working is related, the specific mechanism used in Toyota Kata is experimentation.

Collaboration may support the work, and planning still matters, but experimentation is the core answer to how progress is made toward the target condition.

Therefore A is the best answer.

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NEW QUESTION: 5

An organization sells products which have rapidly-changing features and functionality. The organization has always taken a traditional approach to development and deployment, aiming to deliver products with full functionality after extensive requirements analysis. The organization ' s sales and revenues have recently decreased.

Which technique would be MOST BENEFICIAL for the organization to adopt?

A. A/B testing

B. Cost of delay

C. Minimum viable products

D. Return on Investment (ROI)

Answer: C (LEAVE A REPLY)

The organization is using a traditional, big-design-up-front approach in a market where features and customer expectations change quickly. That creates a high risk of slow delivery, outdated requirements, and missed market opportunities. Minimum viable products are especially beneficial here because they allow the organization to release sooner, gather feedback faster, and evolve the product based on actual user response.

A/B testing is useful, but generally after something is already in use. Cost of delay is a prioritization concept rather than the main delivery technique needed here. ROI is a financial evaluation method, not the primary operational change required.

C is best because MVPs help the organization shift from long, fully-specified delivery cycles to faster learning and earlier value realization, which is a core HVIT theme.

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NEW QUESTION: 6

A software development team works in a heavily-regulated organization that is undergoing a digital transformation. The team carried out a pilot to demonstrate that CI/CD could significantly reduce the lead time for making quality changes. Although impressed with the results, the organization ' s leadership team has concerns and is unwilling to support the use of CI/CD until their concerns are addressed.
Which are the TWO MOST LIKELY reasons for the leadership team's concerns?
* The pilot did not adequately address governance, risk, and compliance issues
* The organization is focused on innovation and lead time is not a priority
* Leaders desire smaller, more frequent, and more reliable deployments
* The company's policies require that Dev, testing and Ops are separated duties
A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4
Answer: D (LEAVE A REPLY)
In a heavily regulated organization, leadership concerns about CI/CD usually center on control, compliance, segregation of duties, auditability, and policy alignment. That makes statement 1 highly likely: the pilot may have proven speed and quality improvements without fully addressing governance, risk, and compliance expectations. Statement 4 is also highly likely because many regulated environments maintain formal separation between development, testing, and operations responsibilities.
Statement 2 is unlikely, because the scenario specifically says the pilot reduced lead time for quality changes, which leadership found impressive. Statement 3 describes a likely desired outcome of CI/CD, not a reason for resistance.

NEW QUESTION: 7
A new digital service is being designed. The team needs to make sure the service will meet agreed response times, availability targets, and support hours expected by customers.
Which practice should take the LEAD in defining and agreeing these targets?
A. Service level management
B. Incident management
C. Deployment management
D. Problem management
Answer: A (LEAVE A REPLY)
Service level management is the practice responsible for setting clear business-based targets for service levels and ensuring that delivery is assessed and managed against them. Response times, availability targets, and support hours are classic service level concerns.

Incident management restores service after disruption. Deployment management moves components into live use. Problem management addresses causes of incidents. None of those takes the lead in defining and agreeing customer-facing service targets.
Therefore A is the correct answer.
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NEW QUESTION: 8
An organization has introduced software engineering practices such as continuous integration and continuous delivery in order to accelerate the delivery of its innovative new products and services. The organization needs to balance these new ways of working and continued compliance with internal and external policies.
Which practice would MOST help the organization to achieve this?
A. Service validation and testing
B. Monitoring and event management
C. Problem management
D. Risk management
Answer: D (LEAVE A REPLY)
HVIT is not only about speed. It also includes assured conformance, meaning the organization must move quickly while remaining compliant, secure, and governed. Risk management is the practice most directly concerned with understanding, assessing, and controlling uncertainties that could affect objectives, including regulatory and policy-related risks.
Service validation and testing is important for quality, but it is not the broadest practice for balancing delivery speed with compliance requirements. Monitoring and event management helps detect operational conditions.
Problem management deals with causes of incidents. Risk management is the best overall fit for making CI
/CD acceptable in a controlled and policy-aligned way.
So D is the best answer.
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NEW QUESTION: 9
A development team has too much work in progress. Features are started quickly, but many remain unfinished for long periods, causing delays and confusion.
Which technique would BEST help the team improve flow?
A. Kanban
B. Chaos engineering
C. Shift-left testing
D. Service level management
Answer: (SHOW ANSWER)

Kanban is specifically designed to improve flow by visualizing work, limiting work in progress, and helping teams identify bottlenecks. In this scenario, the problem is not lack of effort but poor flow discipline. Too much simultaneous work causes delay, context switching, and reduced throughput.
Chaos engineering is for resilience testing. Shift-left testing improves early quality control. Service level management focuses on agreed service targets. None of those addresses the core issue as directly as Kanban.
Therefore A is the best answer.
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NEW QUESTION: 10
An organization has a large and complex infrastructure which often leads to incidents that impact users.
Which is the BEST technique to use to improve this situation?
A. DevOps Audit Defense Toolkit
B. Chaos engineering
C. Continuous testing
D. Definition of done
Answer: (SHOW ANSWER)
Large and complex environments often fail in unexpected ways. Chaos engineering is a technique used to improve resilience by deliberately testing how systems behave under failure conditions. This helps organizations expose weaknesses, improve recovery mechanisms, and reduce user-impacting incidents over time.
A is not the best fit for reducing operational fragility. C improves quality in delivery pipelines, but it does not directly test operational resilience in complex live-like environments. D is a useful team agreement on completion criteria, but it is too limited for this scenario.
B is best because chaos engineering directly targets the uncertainty and fragility that often come with complex infrastructures, which is very consistent with HVIT's resilience focus.

NEW QUESTION: 11
How can a service provider BEST improve its use of the ' capacity and performance management ' practice to achieve more ' resilient operations ' ?
A. By providing a common approach for investigating the causes of incident
B. By managing knowledge about live products and services
C. By assessing improvement opportunities to reduce technical debt
D. By providing warranty requirements to the software development team
Answer: (SHOW ANSWER)
Resilient operations in HVIT depend not only on reacting to incidents but also on improving the underlying health of products and services. Technical debt directly affects system

performance, scalability, maintainability, and stability. Assessing opportunities to reduce technical debt strengthens capacity and performance over time.
A is more closely linked to problem management. B aligns more with knowledge management. D may help by clarifying expectations, but it is less direct than actively identifying and removing structural weaknesses that harm performance and resilience.
HVIT encourages continual improvement and proactive investment in system health, not only short-term fixes. That makes C the most appropriate answer.
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NEW QUESTION: 12
A sales team is thinking of implementing a new customer relationship management (CRM) service to increase revenue and improve the customer experience. The sales manager has asked the provider of the CRM service to describe how the service will support the team's goals.
Which are the TWO BEST examples the service provider can present as evidence that value had been realized?
The sales team will be able to:
* Use data analytics to sell more products to its customers
* Send customers quick and personalized responses to enquiries
* Receive training on the basic features of the service
* Provide more frequent reports to the sales manager
A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4
Answer: (SHOW ANSWER)
In HVIT, value is realized through outcomes that help the consumer achieve its goals, not merely through outputs or activities. Here, the goals are to increase revenue and improve customer experience. Statements 1 and 2 are the strongest evidence of those outcomes. Using data analytics to sell more products shows a business outcome tied to revenue generation. Sending quick and personalized responses improves customer experience directly. By contrast, training on basic features is an enabling activity, not proof of realized value. More frequent reports may help management, but they do not directly demonstrate improved sales performance or customer experience.
This aligns with service value thinking in ITIL 4, where value is co-created through use and achieved outcomes rather than through the existence of the service alone .
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NEW QUESTION: 13
A newly-formed site reliability engineering (SRE) team is focused on increasing the resilience of IT systems.

The team is investigating tooling options that can be used to diagnose issues and automate operational responses.
Which practice would BEST help this team?
A. Monitoring and event management
B. Software development and management
C. Service continuity management
D. Infrastructure and platform management
Answer: (SHOW ANSWER)
The scenario points directly to observability, event detection, diagnosis, and automated operational response.
These are core capabilities of monitoring and event management. This practice helps collect, analyze, correlate, and act upon information about services and infrastructure conditions.
Software development and management is broader and focused on development lifecycle activities. Service continuity management deals with major disruption preparedness and recovery. Infrastructure and platform management supports the technical environment, but it is not the best fit for detecting issues and triggering responses.
A is therefore the best answer because it most directly supports SRE-style resilience through telemetry and operational automation.
The ITIL 4 practice-guide manual also emphasizes automation and tooling as important enablers of practice effectiveness .
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NEW QUESTION: 14
An organization has begun using its knowledge management system to store virtual server configuration files.
It has also adapted its ' change enablement ' and ' deployment management ' practices to use infrastructure as code.
Which high-velocity IT objective is BEST supported by this?
A. Co-created value
B. Assured conformance
C. Valuable investments
D. Fast development
Answer: B (LEAVE A REPLY)
Storing configuration files in a controlled knowledge system and using infrastructure as code improves consistency, traceability, repeatability, and auditability. Those qualities are central to assured conformance in HVIT, because the organization can demonstrate that changes are controlled, documented, and applied in a standardized way.
Fast development is also helped by infrastructure as code, but the strongest connection here is to control and compliance. The scenario highlights formalized configuration

handling across knowledge, change, and deployment practices. That makes assured conformance the best answer.
This also aligns with ITIL 4 practice guidance on information exchange, automation, tooling, and controlled workflows within practices .
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NEW QUESTION: 15
In the context of high-velocity IT, which statement about the ' four dimensions of service management ' is CORRECT?
A. Differentiating digital technologies are best managed by a centralized IT organization
B. Using automated tools supports the need to deliver digital products quickly and reliably
C. Controlling suppliers' investments and policies reduces the risks of cloud-based services
D. Making quick decisions without getting slowed down by data analysis enables agility
Answer: B (LEAVE A REPLY)
HVIT relies heavily on the four dimensions of service management being balanced in ways that support speed, reliability, and value co-creation. Among the choices, B is the strongest and most clearly aligned statement because automation is a core enabler of fast and reliable digital delivery.
The uploaded ITIL 4 practice-guide manual explicitly notes the importance of automation and tooling within practices and also highlights the guiding principle to optimize and automate . In HVIT, automated tools support testing, deployment, monitoring, workflow control, observability, and repeatability. This improves both velocity and consistency.
A is too rigid and conflicts with the more distributed, product-oriented, and collaborative models common in digital organizations. C is too narrow and focuses on supplier control in a simplistic way. D is incorrect because HVIT is not about ignoring data; it is about fast decisions with effective feedback, telemetry, and evidence.
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NEW QUESTION: 16
An organization has many development teams that design products and services in different ways. There is a wide variation in the levels of customer satisfaction with these products and services. The organization would like to introduce a more effective approach to ' service design ' .
Which is the BEST improvement activity?
A. Define and agree a single ' service design ' approach and model, based on the ' service design ' activities of the most successful development teams
B. Assess the organization ' s strategic objectives and customer requirements, then decide on the number and types of ' service design ' approaches and models
C. Identify the products and services for which there is low customer satisfaction, and increase the human and technical resources for service design during future upgrades

D. Review the ' service design ' approaches and models to remove duplication, and improve the efficiency of the development teams

Answer: B (LEAVE A REPLY)

In HVIT, organizations should avoid one-size-fits-all decisions unless that decision is clearly justified by context. Different products, services, value streams, and customer segments may need different design approaches. The best improvement activity is first to assess organizational goals and customer requirements, then determine which design models are needed.

A may create standardization, but it assumes the most successful current team model will work everywhere.

That is not necessarily true. C focuses on resources instead of design effectiveness. D focuses mainly on efficiency and duplication rather than customer outcomes and strategic alignment.

B best reflects ITIL thinking: start from objectives and stakeholder needs, then design an appropriate operating approach.

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