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Question: 1

An organization is transitioning to a new customer relationship management (CRM) system with the aim of expanding its customer base and increasing customer retention. The new cloud-based system will be used both internally and by an outsourced call centre. This high-cost, high-priority initiative has many critics who are concerned with lack of resources.

Which stakeholder's support for this initiative is MOST needed to obtain necessary resources and overcome concerns?

- A. Director of Sales
- B. Service Level Manager
- C. Information Security Manager
- D. Call Centre Manager

Answer: A

Explanation:

In ITIL 4 DPI, governance ensures that high-cost, high-priority initiatives align with strategic direction. For initiatives that affect customer base and retention, executive sponsorship is crucial to secure resources and overcome resistance. The Director of Sales is the key stakeholder since this system directly impacts sales growth and customer management. While service level, security, and call centre roles are important operationally, only executive-level oversight ensures the initiative is prioritized and funded.

(Reference: ITIL® 4 Strategist DPI, section on "Governance at multiple levels – Strategic oversight and sponsorship")

Question: 2

A service provider has developed a strategy to increase its revenue by launching a new cloud storage service.

This strategy is being cascaded down to the technical teams.

Which is a relevant objective that will support the strategy?

- A. Average number of storage access failures per month
- B. Increase profit by launching new wi-fi services into new geographic markets
- C. Achieve a 10% increase in service requests fulfilled in the target time
- D. Design and implement new infrastructure by the end of quarter 2

Answer: D

Explanation:

ITIL DPI emphasizes that objectives must cascade logically from strategy into actionable plans. Since the strategic goal is to launch a new cloud storage service, the technical objective must directly support that initiative. "Design and implement new infrastructure by the end of quarter 2" is aligned, measurable, and time-bound. The other options either do not directly relate to the cloud service (B, C) or are ongoing

operational metrics (A), not strategic enablers.

(Reference: ITIL® 4 Strategist DPI, section on "Cascading objectives and alignment with strategy")

Question: 3

When planning a new service, which three factors should be considered when defining the value that the service will create?

- A. Efficiency, effectiveness, and outcomes
- B. Measures, methods, and metrics
- C. Cost, risks, and outcomes
- D. Goals, success factors, and key performance indicators

Answer: C

Explanation:

The DPI guidance highlights that value is defined by outcomes achieved, costs optimized, and risks reduced.

When creating a new service, organizations must assess:

Costs (resources required to deliver the service),

Risks (potential threats to performance and adoption),

Outcomes (the results and benefits expected).

This reflects the ITIL service value system's definition of co-creating value between provider and consumer.

(Reference: ITIL® 4 Strategist DPI, section on "Value creation and value drivers")

Question: 4

Which type of plan would outline the organizational vision for a multi-year infrastructure expansion?

- A. Tactical
- B. Project
- C. Operational
- D. Strategic

Answer: D

Explanation:

According to ITIL DPI, planning occurs at strategic, tactical, and operational levels. A strategic plan defines long-term direction, including multi-year infrastructure expansion that aligns with business goals. Tactical plans break this down into departmental objectives, while operational plans manage day-to-day execution. Project plans are temporary and specific but not long-term vision documents. (Reference: ITIL® 4 Strategist DPI, section on "Planning levels – strategic, tactical, operational")

Question: 5

In an organization, IT teams are working on documented, structured, and systematic processes for all customer-facing work.

Which concept is this an example of?

- A. A control
- B. A balanced scorecard
- C. A method
- D. A risk

Answer: C

Explanation:

In DPI, a method is defined as a structured and systematic approach to performing work, ensuring consistency and repeatability. Documented processes for customer-facing work represent methods applied to service management. A control is something put in place to manage risk, a balanced scorecard is a performance measurement tool, and a risk is a potential event. Hence, "method" is the correct categorization. (Reference: ITIL® 4 Strategist DPI, section on "Policies, controls, and methods")

Question: 6

What is the difference between a policy and a control?

- A. A policy is a type of control that states what management expects
- B. A control is a type of policy that directs staff behaviour
- C. Policies focus on organizations and people, controls focus on information and technology
- D. Policies are defined by governance, controls are defined by management

Answer: D

Explanation:

In ITIL 4 DPI, policies are the high-level expectations, rules, or guidelines that are defined by the organization's governing body. They establish the framework for decision-making and behaviour. Controls, on the other hand, are management mechanisms used to enforce policies and ensure compliance. Thus, policies come from governance, while controls are implemented by management to enforce those policies. (Reference: ITIL® 4 Strategist DPI, section on "Policies, controls, and guidelines – governance vs. management responsibilities")

Question: 7

An organization recently established a continual improvement team to promote and enable continual improvement throughout the SVS. The members of the team are discussing the team's role in continual

improvement across the organization.

Which is the BEST description of the team's role in this situation?

- A. The team should be the central point of responsibility for the identification, proposal, and implementation of all improvements
- B. The team should ensure that everyone in the organization is empowered and trained to identify and propose improvements
- C. The team should focus on the improvement of the 'continual improvement' practice
- D. The team should ensure that every improvement initiative strictly follows the steps in the ITIL continual improvement model

Answer: B

Explanation:

According to DPI, the continual improvement team's role is to promote a culture of improvement across the organization. Their purpose is not to own every improvement but to empower all staff to recognize and propose improvements. By enabling knowledge, training, and cultural reinforcement, they encourage everyone to participate. Options A and C are too narrow, and D is too rigid since the continual improvement model is guidance, not a strict sequence.

(Reference: ITIL® 4 Strategist DPI, section on "Continual improvement culture and responsibilities")

Question: 8

An organization has determined that a significant percentage of incidents have delayed resolutions because they are escalated to the wrong team, and need to be reassigned before they can be resolved. They plan to improve the flow of work by improving the accuracy of incident escalation. What is this an example of?

- A. Collecting feedback
- B. Elimination of waste
- C. Addressing the four dimensions
- D. Organizational change management

Answer: B

Explanation:

ITIL DPI applies Lean principles such as the elimination of waste. Repeated reassignments and delays in incident handling represent a form of waste in workflow. Improving accuracy of escalation removes unnecessary handoffs and accelerates resolution, optimizing flow. This aligns with Lean- inspired waste elimination. OCM (D) is about managing people through change, not fixing workflow inefficiencies.

(Reference: ITIL® 4 Strategist DPI, section on "Lean principles – eliminate waste and optimize flow")

Question: 9

A small service provider is experiencing growth and success. Currently, all important decisions are made by a small executive group. This creates delays because some members of the group are often unavailable.

Which is the BEST approach for establishing an authority structure for decision-making within the service provider organization?

- A. Refer decisions to line managers, who will escalate cases to the executive group when appropriate
- B. Ensure that technical decisions are made by the operational staff who can define the risks
- C. Keep high-risk decisions within the executive group, but define a policy for delegating other decisions
- D. Allow people to make decisions about their work, and use training and automation to mitigate the risks

Answer: C

Explanation:

DPI emphasizes governance by defining clear decision-making authority. High-risk or strategic decisions should remain with executives, but less critical decisions must be delegated through policies to appropriate levels of management. This prevents bottlenecks and ensures accountability while balancing governance oversight.

Options A and B may reduce delays but lack structured governance, while D risks insufficient control.

(Reference: ITIL® 4 Strategist DPI, section on "Delegation of decision-making and governance structures")

Question: 10

Which concept or activity involves reviewing data to identify what is working well and what needs to be done differently?

- A. Direction
- B. Planning
- C. Improvement
- D. Vision

Answer: C

Explanation:

The continual improvement model in ITIL DPI explicitly requires reviewing data and performance outcomes to determine what is successful and what requires adjustment. This is the essence of improvement—using measurement and feedback to guide future action. Direction (A) and vision (D) are long-term guiding elements, while planning (B) organizes work. Only improvement is about data-driven reflection and adaptation.

(Reference: ITIL® 4 Strategist DPI, section on "Continual improvement model – steps to evaluate and adapt")

Question: 11

A project team recently delivered a new service on time and to specification. However, the team encountered a number of issues during the project that resulted in an increase in the resources utilized. The project is about to close and the project team will immediately move on to the next project. Which is the BEST way to avoid similar issues in the future?

- A. Create a lessons learned report when closing the project
- B. Complete a SWOT analysis before starting the next project
- C. Conduct a customer satisfaction analysis at the end of the project
- D. Develop a stakeholder communication plan before starting the next project

Answer: A

Explanation:

In DPI, the continual improvement model stresses the importance of capturing lessons learned to ensure that successes and failures inform future work. By creating a lessons learned report during project closure, the organization systematically records challenges, inefficiencies, and solutions. This enables organizational learning and prevents repeating mistakes. SWOT (B) and communication planning (D) are useful tools, but they do not directly address past project issues. Customer satisfaction analysis (C) focuses on user experience, not internal resource challenges.

(Reference: ITIL® 4 Strategist DPI, section on "Continual improvement feedback and learning loops")

Question: 12

An organization uses an external service provider to develop and support a critical application. They have asked the supplier to make improvements as users have been complaining that the application is difficult to use.

What would be a suitable SMART KPI for measuring this improvement?

- A. A significant number of user interface improvements implemented over the next six months
- B. User satisfaction with the application measured in a monthly survey increases by 30% over the next six months
- C. Customer satisfaction with the application measured by using net promoter score increases by 5% each year
- D. Usability of the application evaluated by the application manager improves from "poor" to "good" over the next six months

Answer: B

Explanation:

In DPI, KPIs must be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). Option B is the only one that fully meets SMART criteria:

Specific (user satisfaction with the application),

Measurable (30% increase),
Achievable (reasonable improvement target),
Relevant (directly tied to usability),
Time-bound (six months).

Options A and D lack measurable objectivity, while C is too broad and long-term.
(Reference: ITIL® 4 Strategist DPI, section on "Measurement and reporting – setting SMART objectives and KPIs")

Question: 13

A service provider has experienced a number of problems with their cloud storage service that have caused service outages. Problem management has successfully identified the cause of each incident, but further improvements to the service are considered necessary.

Which is the BEST example of using the 'continual improvement model' to guide improvements to the service?

- A. Use the model to identify and compare improvements to the 'problem management' practice
- B. Use the model to identify and prioritize improvements to the cloud storage service
- C. Use the model to restore and recover the cloud storage service each time the service fails
- D. Use the model to assess and authorize changes to improve the cloud storage service

Answer: B

Explanation:

The continual improvement model is applied to evaluate, prioritize, and implement improvements across services, practices, and processes. Here, the focus is the cloud storage service, not just the practice of problem management. Option B reflects the model's purpose—identify improvement opportunities, assess priorities, and act to prevent recurrence of failures. Options A, C, and D misapply the model to either specific practices or operational recovery, not holistic improvement.

(Reference: ITIL® 4 Strategist DPI, section on "Applying the continual improvement model to services and practices")

Question: 14

Which describes 'scope of control'?

- A. The content of a service improvement plan
- B. The set of risks that are owned and assessed by a department manager
- C. The extent to which a manager can direct the actions of team members
- D. The number of managers to whom an individual must provide regular reports

Answer: C

Explanation:

In DPI, scope of control refers to the authority and influence a manager has over people and activities. It defines how far their decision-making power extends—essential for ensuring clarity in governance and accountability. It is not about risks owned (B), reporting relationships (D), or specific improvement content (A).

(Reference: ITIL® 4 Strategist DPI, section on "Governance structures – scope of control vs. span of control")

Question: 15

A retailer is considering introducing a new virtual reality feature to its online presence. Recognizing this is a significant effort requiring new skills and technology, the CIO has asked the operations manager to assess the impact to the organization.

Which assessment method would work BEST in this situation?

- A. Customer satisfaction analysis
- B. Gap analysis
- C. SLA achievement analysis
- D. Process maturity assessment

Answer: B

Explanation:

In ITIL DPI, gap analysis is used to compare the current state against the desired future state. Since the retailer is adopting new technology and skills, gap analysis identifies capability shortfalls and resource needs to support the change. Customer satisfaction analysis (A) and SLA analysis (C) measure service performance, not organizational readiness. Process maturity assessment (D) examines process capability but not the holistic gap to achieve new capabilities.

(Reference: ITIL® 4 Strategist DPI, section on "Assessment methods – gap analysis for change

initiatives")

Question: 16

An organization has IT divisions distributed globally. As the organization has grown, it has become difficult to align the activities of the IT divisions with the organization's objectives.

How can the organization ensure that all IT activities are aligned with the organization's objectives?

- A. Put compliance controls in place to ensure that all centres of expertise are following the same practices
- B. Prioritize risk mitigation strategies in alignment with the organization's risk appetite
- C. Establish increasingly detailed objectives at each level of the organization that align directly with the objectives of the layer above
- D. Collect feedback from both organizational and IT leadership from each region

Answer: C

Explanation:

In DPI, alignment is achieved through cascading objectives: breaking down high-level organizational goals into increasingly detailed objectives at each layer of the organization. This ensures that every division, team, and activity is aligned to the overall strategic vision. Compliance controls (A) only enforce uniformity, not alignment. Risk prioritization (B) is important but narrower in scope.

Collecting feedback (D) helps communication but does not ensure systematic alignment.

(Reference: ITIL® 4 Strategist DPI, section on "Cascading objectives and alignment of organizational layers")

Question: 17

A manager is planning which interfaces will be needed across the value stream when a new service is created. Which of these steps should be carried out FIRST?

- A. Identify tools that will be used to develop and deploy the service
- B. Identify practices that will be used to create and manage the service
- C. Identify utility and warranty requirements for the service
- D. Identify and involve stakeholders in the service

Answer: D

Explanation:

According to DPI, the first step in value stream planning is to involve stakeholders. Stakeholders help identify requirements, expectations, and dependencies, ensuring the value stream design supports utility (fit for purpose) and warranty (fit for use). Tools and practices (A and B) come later, once needs are clarified. Utility and warranty requirements (C) are critical, but they must be established with

stakeholder input, not in isolation.

(Reference: ITIL® 4 Strategist DPI, section on "Value stream mapping – stakeholder involvement in design")

Question: 18

In an organization, a service desk team employs experienced staff who have worked there for many years and have good relationships with support teams. The organization has a good improvement culture, and staff are encouraged to use their experience and identify improvements. They are developing a new policy for handling incidents.

Which is the BEST approach for this new policy?

- A. Ensure that any identified exceptions are excluded from the policy to improve clarity
- B. Ensure that all teams involved in incident resolution collaborate in the development of the policy
- C. Implement the policy for service desk staff before informing other affected support teams
- D. Engage with stakeholders to ensure that as much detail as possible is included in the policy

Answer: B

Explanation:

DPI emphasizes that policies must be co-created and supported across all stakeholders to be effective. By ensuring all teams involved in incident resolution collaborate in developing the policy, the organization promotes buy-in, shared ownership, and alignment. Excluding exceptions (A) may cause operational issues, C undermines collaboration, and D risks overcomplication. Collaborative design is a principle of both OCM and DPI governance.

(Reference: ITIL® 4 Strategist DPI, section on "Policy creation – stakeholder involvement and collaboration")

Question: 19

Which BEST describes a value stream?

- A. Steps that add value to a unit of work being processed in the service value chain
- B. The way an organization applies specific resources to tasks
- C. A flexible and simple guide that supports improvement initiatives
- D. A structured approach to organizational change, so that staff members feel valued

Answer: A

Explanation:

DPI defines a value stream as “a series of steps an organization undertakes to create and deliver products and services to consumers.” It describes how value is created and flows through the service value chain. Option A directly reflects this definition. Options B, C, and D refer to resources,

guidance, or change management, not the definition of value streams.

(Reference: ITIL® 4 Strategist DPI, section on "Value stream mapping – definition and purpose")

Question: 20

As a result of feedback from customers received at regular service reviews, an organization with a large number of users is migrating an important IT service to a cloud service provider. The service functionality and the user interface will not change, but the availability and performance should improve.

Which communication plan is MOST appropriate?

- A. Launch the project using a self-help portal to ensure maximum coverage; ensure the same message gets to customers and users
- B. Discuss the impact of the changes on the customers at the next service review; send users an email detailing change dates and the expected benefits
- C. Explain the benefits to customers in an email; hold discussions with users to explain the changes
- D. Launch the upgraded service then discuss its effects at a future service review; use the service desk to deal with any user issues

Answer: B

Explanation:

In DPI, effective communication is critical in organizational change management. For large user bases, the communication plan must:

Engage customers directly in reviews (two-way communication),
Provide clear, proactive messaging to users (email with dates and benefits).

This ensures visibility and minimizes confusion. Options A and D lack adequate two-way engagement, and C provides fragmented communication. Option B reflects DPI's emphasis on timely, consistent, and role-appropriate communication.

(Reference: ITIL® 4 Strategist DPI, section on "OCM – communication and stakeholder engagement in change")

Question: 21

An organization is drafting a plan to achieve its strategic goals and is ensuring that they consider the involvement of all appropriate stakeholders at all levels in the organization.

Which guiding principle are they applying?

- A. Focus on value
- B. Think and work holistically
- C. Collaborate and promote visibility
- D. Keep it simple and practical

Answer: C

Explanation:

The DPI guidance emphasizes collaboration and visibility as essential principles in planning. By ensuring all stakeholders at every level are engaged, the organization promotes shared ownership and transparency. "Focus on value" (A) targets alignment to business outcomes, "Think and work holistically" (B) refers to systems thinking, and "Keep it simple and practical" (D) ensures clarity. The scenario most directly reflects collaboration and visibility.

(Reference: ITIL® 4 Strategist DPI, section on "Guiding principles – Collaborate and promote visibility")

Question: 22

A service provider has established the success factor of: "improved availability of wi-fi service." Using the SMART model, which is the BEST key performance indicator to use to measure this?

- A. 10% increase in resolution of wi-fi incidents within target time by the end of quarter 3
- B. 5% reduction in number of complaints to the service desk by the end of the year
- C. 5% increase in user satisfaction scores for the wi-fi service
- D. Increase in wi-fi service reliability by the end of quarter 2

Answer: A

Explanation:

SMART KPIs must be Specific, Measurable, Achievable, Relevant, and Time-bound. Option A is specific to wi-fi

availability, measurable (10% increase), achievable, relevant, and time-bound (by end of Q3). Options B and C measure perceptions (complaints/satisfaction) but are indirect. Option D lacks a measurable percentage or defined metric. DPI stresses that success factors should be measured by clear, objective performance outcomes, not just subjective satisfaction.

(Reference: ITIL® 4 Strategist DPI, section on "Defining and measuring critical success factors and KPIs")

Question: 23

Which is a result of an organization following the local laws of a country where it operates?

- A. Improved governance
- B. Increased risk
- C. Improved compliance
- D. Increased value

Answer: C

Explanation:

DPI highlights that compliance refers to meeting legal, regulatory, and policy requirements. By following local laws, the organization ensures improved compliance. Governance (A) is the system of oversight but does not automatically result from law adherence. Risks (B) are reduced, not increased, by compliance. Value (D) is indirectly supported but not guaranteed. Thus, compliance is the direct **outcome**.

(Reference: ITIL® 4 Strategist DPI, section on "Governance, risk, and compliance (GRC)")

Question: 24

An organization is making a major improvement to how they create and deliver IT services. They need to collect feedback about what issues staff have with the improvement. Which is an appropriate method for this?

- A. Ask managers to provide information about staff attitudes to the change
- B. Send frequent email updates explaining the importance of the change
- C. Provide responses to frequently asked questions (FAQ) on a website
- D. Provide managers with the tools they need to manage people through the change

Answer: D

Explanation:

In DPI, effective OCM requires equipping managers with tools and methods to gather feedback and support their teams. This enables direct two-way communication and trust-building. Options A, B, and C are one-way communication or indirect channels, which limit genuine feedback. DPI emphasizes that line managers are closest to employees and play a key role in gauging attitudes, resistance, and suggestions.

(Reference: ITIL® 4 Strategist DPI, section on "Organizational change management – feedback and manager

involvement")

Question: 25

Which statement describes the influence of services on service consumers' outcomes, costs, and risks?

- A. Services can negatively affect some outcomes while supporting others
- B. Services remove risks from service consumers without introducing new ones
- C. The key benefit of services is to reduce costs and risks
- D. A service should introduce fewer costs than it removes

Answer: A

Explanation:

DPI explains that services influence consumer outcomes, costs, and risks in complex ways. They may enable desired outcomes while also introducing new costs and risks. Thus, services can support some outcomes and negatively affect others. They never remove all risks (contradicts B), cost reduction is not the sole benefit (contradicts C), and D oversimplifies the cost-value relationship.

(Reference: ITIL® 4 Strategist DPI, section on "Understanding value, outcomes, costs, and risks")

Question: 26

The IT organization of a large company has an existing improvement programme. Individual IT divisions have fully embraced continual improvement. The business has seen areas of improved performance, but the improvements do not last long.

Which action BEST maintains long-term improvement?

- A. Starting all improvement efforts with a clear understanding of the current and desired future state
- B. Developing a business case for continual improvement and asking for support from senior management
- C. Establishing a strong governance capability to help build a culture of continual improvement
- D. Developing a value stream map for the continual improvement effort to better understand how it is working

Answer: C

Explanation:

In DPI, sustainable continual improvement requires embedding it into the organization's governance structures. Governance ensures accountability, decision-making, and cultural reinforcement that prevents improvements from being short-lived. Option A is part of the continual improvement model but does not ensure sustainability. Option B helps with funding, not culture. Option D is useful for visualization but not long-term adoption. Only strong governance embeds continual improvement as an ongoing culture.

(Reference: ITIL® 4 Strategist DPI, section on "Governance and continual improvement culture")

Question: 27

At the start of an organizational change initiative, the managers of an organization ensure that stakeholders know what the change is supposed to achieve and encourage them to discuss it.

Which organizational change management requirement does this MOST contribute to?

- A. Clear and relevant objectives
- B. Strong and committed leadership
- C. Willing and prepared participants
- D. Sustained improvement

Answer: C

Explanation:

DPI emphasizes that OCM must create willing and prepared participants by providing clarity on the change's purpose and encouraging open discussion. This builds trust, reduces resistance, and increases engagement. Objectives (A) and leadership (B) are important but are managerial aspects, not participant readiness.

Sustained improvement (D) occurs later. The direct outcome of early communication and dialogue is prepared participants.

(Reference: ITIL® 4 Strategist DPI, section on "Organizational change management – preparing participants")

Question: 28

A service provider is implementing a new self-service portal for users to request access to IT services. The portal will be made available to 5000 users across 50 sites.

Which is the BEST guidance for producing guidelines for users of the self-service portal?

- A. Circulate detailed guidelines to users for using the self-service portal to request access to IT services
- B. Provide guidelines for using the self-service portal for access requests to the service desk staff so that they can help users
- C. Produce simple guidelines for users of the self-service portal for access requests, making it clear who to contact for exceptions
- D. Provide guidelines outlining the difference from previous methods of requesting access to IT services

Answer: C

Explanation:

DPI and the guiding principle "Keep it simple and practical" stress that guidance should be clear, concise, and user-friendly. With 5000 users, simple guidelines prevent confusion and reduce support overhead. Explicit instructions on who to contact for exceptions ensures smooth adoption. Options A and D risk overwhelming users with detail, while B shifts responsibility to the service desk instead of empowering users.

(Reference: ITIL® 4 Strategist DPI, section on "Organizational change management – communication and adoption support")

Question: 29

A CIO has made value stream mapping a key part of an IT improvement effort. A value stream map for existing services is being developed.

Which approach would produce the BEST results?

- A. Hire process consultants to develop process maps, and minimize the involvement of staff in the design of the future state of the value stream
- B. Ask stakeholders to document all value stream activities for which they are responsible, then assign team members to each activity to develop improvements
- C. Hire an organizational change management consultant to identify the attitudes, behaviours, and cultural changes that are required to make value streams more effective
- D. Ask stakeholders to collaborate to optimize and eliminate waste, and establish metrics for measuring improvement

Answer: D

Explanation:

According to DPI, value stream mapping is collaborative. Stakeholders must work together to identify inefficiencies, optimize flow, and agree on metrics to measure improvement. Option A removes staff engagement, leading to resistance. Option B limits collaboration to documentation, not co-design. Option C addresses change attitudes, not mapping effectiveness. Collaboration + waste elimination + measurement (Option D) reflects Lean/Agile influence in DPI.

(Reference: ITIL® 4 Strategist DPI, section on "Value stream mapping – collaborative optimization")

Question: 30

A company is starting a digital transformation effort that will require significant changes in how IT operates.

The CIO hired consultants to assess the IT department, and they identified a number of improvements that would increase customer value.

Which approach would BEST prioritize improvement outcomes?

- A. Prioritize outcomes that can be achieved with the least effort, which will help create momentum for future improvements
- B. Prioritize outcomes that impact staff the least, which will help staff develop confidence in making improvements
- C. Prioritize outcomes that move the organization closer to its vision, which will maximize value for all stakeholders
- D. Prioritize outcomes that reduce waste the most, which will ensure efficient use of the organization's resources

Answer: C

Explanation:

DPI emphasizes that improvements should be prioritized based on strategic alignment with the organizational vision. This ensures that the most valuable outcomes are delivered first, maximizing stakeholder benefit. While “quick wins” (A), minimizing staff disruption (B), and waste reduction (D) are important considerations, they are secondary to moving closer to the strategic vision.

(Reference: ITIL® 4 Strategist DPI, section on "Prioritizing improvements – alignment with vision and strategy")

Question: 31

A service provider is improving its 'service desk' practice and has established the success factor:

“improved user satisfaction with the service desk.”

Which is the BEST key performance indicator for measuring this?

- A. Reduce time to resolve the underlying cause of incidents
- B. 10% increase in calls resolved without escalation by end of the year
- C. Accelerate service request fulfilment by the end of quarter 2
- D. Increase average time to answer phones by 5%

Answer: B

Explanation:

DPI stresses that KPIs should directly measure progress toward the defined success factor. Here, the success factor is improved user satisfaction with the service desk. Increasing the number of calls resolved without escalation (Option B) directly contributes to satisfaction: faster resolutions, fewer transfers, and better customer experience. Options A and C measure efficiency but not directly user satisfaction. Option D worsens satisfaction by increasing wait times.

(Reference: ITIL® 4 Strategist DPI, section on "Defining and measuring critical success factors and KPIs")

Question: 32

A company has a new, global line of business that has changed how the IT department supports the systems. Recognizing the need for two-way communication for the required changes, IT managers need better ways of obtaining feedback.

Which describes the BEST approach for establishing effective feedback channels?

- A. Research how individual teams communicate internally and use the most popular collaboration tools to collect feedback
- B. Establish office hours where staff are encouraged to visit without appointments and discuss their concerns
- C. Initiate a project to select and implement a collaboration tool to facilitate two-way communication with staff

D. Publish a printed weekly newsletter that clearly and consistently communicates change

Answer: A

Explanation:

DPI emphasizes using existing, familiar, and effective communication channels to encourage staff feedback and engagement. By leveraging collaboration tools that teams already use (Option A), managers minimize resistance and maximize participation. Option B is localized and limited in scale. Option C delays feedback until a project is implemented. Option D is one-way communication, not interactive.

(Reference: ITIL® 4 Strategist DPI, section on "OCM – communication and feedback channels")

Question: 33

Which BEST describes the relationship between planning and risk?

- A. Planning is a high-level function, risk management is a tactical activity
- B. Planning should always consider risks and how to mitigate them
- C. Planning focuses on what needs to be accomplished, risk management is part of how work is to be performed
- D. Risk management is the exclusive domain of dedicated risk managers

Answer: B

Explanation:

In DPI, planning and risk management are inseparable. Every plan should consider uncertainties and include mitigation strategies. Option B captures this integration directly. Option A is misleading: both planning and risk management happen at all levels. Option C partially reflects the relationship but is incomplete. Option D contradicts DPI guidance: risk management is an organizational responsibility, not just for specialists.

(Reference: ITIL® 4 Strategist DPI, section on "Integration of planning and risk management")

Question: 34

The manager of a team of highly skilled professionals often handles challenging problems personally in an effort to demonstrate expertise.

Which TWO are the MOST LIKELY consequences of this behaviour?

- Decisions take longer
- Employee morale improves
- Decisions are made quickly
- Employee morale suffers

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

Answer: D

Explanation:

DPI governance principles highlight that when managers centralize decisions and problem-solving, it creates bottlenecks (delays in decision-making) and reduces team empowerment, leading to lower morale. Thus, options 1 (decisions take longer) and 4 (employee morale suffers) are the consequences. The behaviour undermines delegation of authority and staff empowerment, which DPI stresses as essential for effective governance and oversight.

(Reference: ITIL® 4 Strategist DPI, section on "Delegation of authority and empowerment of teams")

Question: 35

An internal service provider is creating a business case to justify the purchase of a new service management toolset. The business case includes several options from multiple vendors. Which is MOST important to include in the business case?

- A. The techniques used to develop the service provider's strategy
- B. The risks to the toolset vendors of not selecting their product
- C. An evaluation of organizational constraints on the use of the toolset
- D. A description of how the guiding principles will be used to implement the toolset

Answer: C

Explanation:

DPI explains that a business case must include an evaluation of constraints (financial, technical, cultural, and organizational) that might affect adoption of the solution. This ensures feasibility and realistic planning. Option A (strategy techniques) is irrelevant here. Option B is vendor-focused, not organizational. Option D (guiding principles) supports implementation but is not central to justifying the case.

(Reference: ITIL® 4 Strategist DPI, section on "Business cases – evaluating options and constraints")

Question: 36

An internet service provider has recently acquired a smaller competitor and has performed an analysis of internal and external factors affecting both companies. The competitor was acquired because of their popularity in the market due to excellent service levels. The management are about to integrate the staff and practices of the two organizations and would like to ensure that this is successful.

Which assessment method is BEST for them to adopt?

- A. Strengths, weaknesses, opportunities, threats (SWOT)
- B. Customer/user satisfaction
- C. Change readiness
- D. SLA achievement

Answer: A

Explanation:

DPI highlights SWOT analysis as a key assessment tool for mergers, acquisitions, or major integrations. SWOT helps organizations understand internal capabilities (strengths/weaknesses) and external market factors (opportunities/threats). This is critical when combining practices and cultures to ensure strengths are leveraged and weaknesses are mitigated. Customer satisfaction (B) and SLA

analysis (D) are narrow operational measures. Change readiness (C) is useful but does not fully assess strategic alignment.

(Reference: ITIL® 4 Strategist DPI, section on "Assessment methods – SWOT analysis in organizational change")

Question: 37

A legacy financial system requires the user to manually enter the time and date of transactions to meet regulatory requirements. A recent internal audit has shown that these fields are often blank. Which are TWO effective controls that could improve compliance?

Modify the application to automatically add the current date and time when a transaction is entered
Establish a communication plan to remind users of the importance of including the date and time on transactions

Develop a goals cascade so that all staff know their role in achieving company goals

Create a report showing non-compliant records and take appropriate action to correct them

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

Answer: D

Explanation:

In DPI, controls are mechanisms to ensure compliance and mitigate risks. Modifying the system to auto-capture date/time (1) is a preventive control, while reporting and correcting non-compliant records (4) is a detective control. Together, these are effective and practical. Communication plans (2) and goals cascades (3) improve awareness but do not guarantee compliance. DPI stresses that technical and reporting controls are stronger than relying on human reminders.

(Reference: ITIL® 4 Strategist DPI, section on "Controls – preventive and detective mechanisms in governance")

Question: 38

A service provider has a small technical support team, who are based in a remote location and provide support to a critical service. The support group have a reputation for providing excellent service. Head office, who

control budget decisions, are implementing an improvement project for the service.

What should the service provider do FIRST to identify the support team's involvement in the project?

- A. Inform the support team that they will receive regular email updates
- B. Initiate a discussion with the support group to understand their preferred method of communication
- C. Agree a method for involving the support team in financial decisions
- D. Use the same method of communication as agreed with all project stakeholders

Answer: B

Explanation:

DPI's OCM guidance emphasizes engaging stakeholders early and ensuring communication methods are tailored to their needs. By first discussing preferred communication methods with the remote support team (B), the organization ensures their active involvement and reduces the risk of disengagement. Option A is one-way communication. Option C is irrelevant (they don't make financial decisions). Option D assumes one-size-fits-all, which contradicts DPI's principle of stakeholder-specific communication.

(Reference: ITIL® 4 Strategist DPI, section on "OCM – stakeholder engagement and communication planning")

Question: 39

An IT department is functioning as a service provider for the company it is a part of.

Which statement about this provider's governance is CORRECT?

- A. An internal service provider's governance is limited to external factors such as regulations and legislation
- B. An internal service provider is not subject to governance because they are part of the same company
- C. An internal service provider cannot govern itself unless it has specifically delegated the authority by the company's governing body
- D. An internal service provider must use the service value system instead of governance

Answer: C

Explanation:

DPI clarifies that governance always comes from the organization's governing body. Internal service providers do not operate independently; they must follow the governance structures of the parent organization. They may only self-govern if explicitly delegated authority. Option A is incorrect (governance covers internal and external). Option B is false—governance always applies. Option D is misleading; the SVS supports governance, not replaces it.

(Reference: ITIL® 4 Strategist DPI, section on "Governance in internal and external service provider contexts")

Question: 40

An organization is mapping a value stream for an IT service. In the current map, the same activity is repeated multiple times. When identifying opportunities to remove waste from the value streams, it has been determined that several days could be removed from the delivery time by eliminating

repeated work.

What is this an example of?

- A. Cascading goals through the organization
- B. Building value chains on effective practices
- C. Optimizing a workflow through the organization
- D. Establishing clear objectives for assessments

Answer: C

Explanation:

In DPI, value stream mapping identifies bottlenecks, redundancies, and delays. Eliminating repeated activities to save time is an example of workflow optimization (Option C). This reflects Lean principles embedded in DPI — improving flow, reducing waste, and enhancing efficiency. Cascading goals (A), effective practices (B), and objectives for assessments (D) are unrelated to workflow waste elimination.

(Reference: ITIL® 4 Strategist DPI, section on "Value stream mapping – optimizing workflow and eliminating waste")