ITIL 4 Strategist: Direct, Plan and Improve (DPI)

ITIL ITIL4-DPI

Version Demo

Total Demo Questions: 6

Total Premium Questions: 60

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Topic Break Down

Topic	No. of Questions
Topic 1, Understand the key concepts of Direct, Plan & Improve	10
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QUESTION NO: 1

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:

Planning should always consider risks and how to mitigate them. In ITIL 4, planning is an iterative activity that coordinates and organizes work to achieve agreed objectives. A sound plan does not merely define desired outcomes, resources, timescales, and actions; it also considers uncertainty that could affect those outcomes. Risk is the possibility of loss or gain resulting from uncertainty, so identifying and assessing relevant risks is integral to creating realistic, resilient plans. Planning should incorporate appropriate responses, such as avoiding, reducing, transferring, or accepting risks, and should define how risks will be monitored and reviewed as circumstances change. This applies at strategic, tactical, and operational levels: plans should enable informed decisions and balance the expected benefits of an initiative with its potential exposure. ITIL's guiding principle "think and work holistically" also supports considering risk alongside dependencies, stakeholders, resources, and value throughout planning rather than treating it as a separate or specialist-only concern. Further information on ITIL's planning and continual-improvement concepts is available from AXELOS ITIL 4 Strategist: Direct, Plan and Improve and the ITIL official community.

QUESTION NO: 2

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:

Policies are defined by governance, controls are defined by management. In ITIL 4, governance is the means by which an organization is directed and controlled. The governing body evaluates the organization's context and stakeholder needs, sets direction through policies, and monitors performance and conformance. A policy therefore expresses high-level intent, expectations, principles, or rules that guide organizational decision-making and behaviour. It establishes what must be achieved or observed within the organization's governance framework.

Management then plans, builds, operates, and improves the organization in alignment with that direction. Controls are the mechanisms, procedures, practices, or activities that management defines and applies to ensure that policy requirements are implemented, monitored, and maintained. For example, a policy may require appropriate protection of organizational information; management controls can include access-review processes, approval workflows, logging, and periodic compliance checks. This distinction is important in DPI because effective direction and control require governance to set the policy framework while management translates that framework into practical, measurable controls. ITIL's governance model and the DPI qualification both emphasize the relationship between governing-body direction and management implementation. See PeopleCert's ITIL 4 Strategist: Direct, Plan and Improve overview and the ITIL UK professional community.

QUESTION NO: 3

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:

A method is correct because ITIL uses a method to describe a documented and structured approach for performing an activity or achieving an objective. The scenario emphasizes that teams are establishing work practices which are documented, structured, and systematic across customer-facing work. These characteristics show that the organization is defining a repeatable approach that people can understand, follow, apply consistently, and improve over time. A method can bring together relevant practices, procedures, techniques, roles, and tools into an organized way of working. It supports reliable execution while allowing the organization to tailor the approach to its particular context, services, customers, and objectives. In ITIL 4's direction, planning, and improvement context, methods help turn strategic intent and governance decisions into practical, coordinated operational work. They also enable measurement and continual improvement because the approach is explicit rather than dependent solely on individual knowledge or ad hoc decisions. The ITIL framework is maintained as guidance for organizations seeking to create value through structured service management and improvement practices; see AXELOS ITIL guidance and PeopleCert's ITIL certification information.

QUESTION NO: 4

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:

Keep high-risk decisions within the executive group, but define a policy for delegating other decisions is the best approach because it establishes clear, risk-based decision authority while removing an avoidable executive bottleneck. As an organization grows, governance needs to ensure that decision-making is appropriately controlled, accountable, and timely. Executives should retain authority for decisions with significant strategic, financial, regulatory, or enterprise risk implications. However, routine and lower-risk decisions should be delegated to people or roles with the relevant knowledge and responsibility, within clearly defined boundaries.

A delegation policy makes this scalable and repeatable. It can define decision categories, risk thresholds, authorized roles, required consultation, escalation triggers, and reporting expectations. This gives staff and managers the authority to act promptly without requiring executive availability for every matter, while preserving oversight where the potential impact warrants it. ITIL's guiding principle of optimizing and automating also supports reducing unnecessary delays and handoffs through practical, well-defined ways of working. The approach aligns authority with accountability and risk, enabling faster value delivery without weakening governance. See [PeopleCert's ITIL 4 Strategist: Direct, Plan and Improve overview] and [AXELOS guidance on the ITIL guiding principles].

QUESTION NO: 5

A value stream map shows that a request is entered into three separate tools by different teams. The organization is considering integrating the tools to transfer information automatically.

What should the organization do BEFORE automating the transfers?

A. Automate all existing transfers to preserve the current workflow

B. Confirm which information entries are necessary and remove unnecessary duplication

C. Select the integration supplier with the lowest implementation cost

D. Measure the productivity of each team that currently enters request information

ANSWER: B

Explanation:

Confirm which information entries are necessary and remove unnecessary duplication is correct because the guiding principle of optimizing and automating requires organizations to simplify and optimize work before automating it. The map has identified repeated activity, but the organization should first establish whether all three entries are needed and redesign the workflow to eliminate waste.

Automating every existing transfer may make an inefficient process run faster while preserving unnecessary data, handoffs, and controls. Selecting a supplier or measuring staff productivity does not address whether the underlying workflow is appropriate.

QUESTION NO: 6

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:

Services can negatively affect some outcomes while supporting others is correct because ITIL defines a service as a means of enabling value co-creation by facilitating outcomes that customers want to achieve, without requiring them to manage specific costs and risks. “Without requiring them to manage” does not mean that every cost and risk disappears, nor that every outcome is improved. A service changes the consumer’s situation: it can enable or improve a desired business outcome while creating trade-offs, dependencies, constraints, costs, or risks that affect another outcome. For example, a standardized managed service can improve operational reliability and speed of delivery, while limiting customization or introducing reliance on the provider. The service provider and consumer therefore need to understand the full set of intended and unintended effects when evaluating value. This supports DPI’s focus on direction, planning, measurement, continual improvement, and balanced decision-making. Value is contextual and is assessed by the service consumer according to how the service affects outcomes, costs, and risks together, rather than by assuming that a service has only beneficial effects. See the [AXELOS overview of ITIL] and the [ITIL 4 Strategist: Direct, Plan and Improve certification page].