



The ITIL® 4 Direct, Plan and Improve Examination

Sample Paper 1

Question Booklet

Multiple Choice

Examination Duration: 1 hour and 30 minutes

Instructions

1. You should attempt all 40 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 28 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 1 hour and 30 minutes to complete this exam.
6. This is a 'closed book' exam. No material other than the exam paper is allowed.

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- 1) A CIO has made value stream mapping a key part of an overall 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 of the value stream to document all process steps which they are responsible for, then assign team members to each process step to develop improvements
- C. Hire an 'organizational change management' consultant to identify attitudes, behaviours and cultural changes required to make value streams more effective
- D. Ask stakeholders of the value stream to work together to find ways to optimize and eliminate waste, and establish metrics for measuring improvement

- 2) A network security engineer is defining the controls needed to protect firewalls.

What is the FIRST thing they should do to determine the correct controls?

- A. Review existing firewall rules and controls to ensure that there has been no deterioration
- B. Review the risk register to ensure that all risks are being managed
- C. Contact the firewall vendor to identify commonly used controls for this technology
- D. Identify the organization's objectives that the controls need to support

- 3) A organization is pursuing a strategy of acquiring small companies which have products that complement their overall portfolio. Although early efforts to integrate company acquisitions have been successful, recent employee engagement results indicate a growing disengagement, especially among IT staff. IT staff feel that their managers do not listen or care about their concerns.

What can be done to improve the engagement of IT staff with the changes?

- A. Encourage the staff to suggest ways they can support the company strategy
- B. Enable the staff to provide feedback through formal channels and create a dialogue with management
- C. Arrange informal celebrations to acknowledge the work the staff have been doing
- D. Establish a formal mentorship programme to connect IT staff from the company with the staff from acquired companies

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- 4) The CIO of a large multinational organization has received complaints that work is slowing down as staff are often overwhelmed when trying to comply with controls. This is creating unintended and undesirable effects in other parts of the organization. In response, the CIO has asked their management team to ensure that existing controls are sufficient, but not excessive.

What should the management team NOT do when identifying excessive controls?

- A. Work across multiple stakeholder groups to identify what data is useful for the organization
 - B. Increase the amount of data measured and reported on because the data might be needed in the future
 - C. Determine if staff are using placeholder data to complete mandatory fields so they can continue to work if the required data is not available
 - D. Review external drivers, particularly legal obligations that impact the way the organization works
- 5) A new technology company has experienced rapid growth and success. The management wants to introduce a holistic approach to continual improvement that ensures all improvement efforts are coordinated and support the company mission.

Which two approaches would BEST support this objective?

- 1. Assign responsibility for the improvements to the executive team of the organization
 - 2. Adopt a common set of guiding principles for continual improvement in the organization
 - 3. Create and nurture an organization-wide culture embracing and promoting continual improvement
 - 4. Analyse external requirements for the continual improvement system
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

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- 6) An office supply company has launched a new portal for corporate customers with the goal of increasing repeat business by evaluating buying patterns and making proactive purchase recommendations.

Which performance indicator BEST measures if the goal is being met?

- A. The availability of the new portal is at or above service level target
- B. Total number of transactions that use the portal processed per month
- C. Increase average number of sales resulting from recommendations by 20% by the end of the fiscal year
- D. Reduce the number of customers opting out of proactive recommendations by 25%

- 7) What describes improvement?

- A. Formally documenting statements of management expectations
- B. Enhancing the ability of a service or product to deliver value
- C. Creating a method of achieving a service provider goal
- D. Providing guidance to the service provider organization

- 8) The management of an IT service provider believes that while their staff are well trained, enthusiastic, and cooperative, their work often puts them in conflict with each other. The management team believe this is because staff performance measurement is not aligned with the organization's strategy.

Which is the BEST approach to resolve this situation?

- A. Communicate the organization's strategic plan to stakeholders through multiple communication channels
- B. Involve all IT teams in developing an 'organizational change management' plan
- C. Develop a cascaded set of objectives for each tier of the IT department
- D. Develop and distribute a RACI chart for the various IT teams

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- 9) A new CIO has been part of the executive team's development of a new strategic plan for the company. The plan calls for significant transformation of the IT department to meet aggressive goals and objectives.

Before starting the major IT transformation, what should the CIO do?

- A. Initiate a SWOT analysis to understand the factors that impact the ability to achieve goals
- B. Conduct a change readiness assessment to understand the factors that impact the teams' ability to adapt to change
- C. Perform a benchmark comparison to understand how the IT department compares to other IT departments in similar organizations
- D. Assemble a team familiar to conduct a process maturity assessment to understand the state of all IT processes

- 10) As a result of a recent assessment, IT staff have created many 'improvement outcomes'. Recognizing that not all of them can be achieved, IT managers must prioritize some 'improvement outcomes' over others.

What should their PRIMARY consideration be when prioritizing the 'improvement outcomes'?

- A. The greatest number of staff impacted
- B. The greatest impact on helping achieve the organization's vision
- C. The least effort required to achieve the outcome
- D. The longest known problems that staff have experienced

- 11) An organization recently completed a major system implementation that is part of a wider modernization effort. Although the implementation was completed, there were many challenges and issues.

Which approach can BEST help future implementation projects to be more successful?

- A. Use new team members for each project to ensure failures are not repeated
- B. Increase funding for future initiatives so the team has more money to deal with unexpected issues
- C. Document and communicate lessons learned to avoid the same mistakes in the future
- D. Automate future implementations as much as possible to avoid human errors

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12) Which concept BEST ensures that activities are carried out following agreed standards or guidelines?

- A. Governance
- B. Management
- C. Improvement
- D. Compliance

13) An improvement project failed to create the expected value because the team did not spend enough time thinking about how successful the solution would be.

What would have helped to prevent this failure?

- A. Kanban
- B. Risk management
- C. Measurement and reporting
- D. Cascading objectives

14) A small, highly reactive IT department has struggled to balance the need to respond to incidents and challenging operational demands while managing project work. As a result, customer commitments are regularly missed. Customers frequently call to check on the status of work requests.

Which is the BEST approach to optimizing workflow in the IT department?

- A. Developing a business case for establishing a project management office
- B. Establishing clear organizational priorities to guide the actions of IT staff
- C. Implementing a basic Kanban board to make work visible
- D. Empowering IT staff with more decision-making authority

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15) Which statement about value, outcome, cost and risk is CORRECT when directing, planning or improving a service?

- A. Removing risk from the consumer is the primary objective of a service
- B. Costs introduced by the service should be equal to the cost removed from the consumer
- C. Value cannot be achieved by accepting additional risks
- D. Value can be created by accepting additional costs

16) Recently released IT services have been impacted by downtime and availability issues. The IT operations and support teams admit that products and services are being selected, designed and delivered without their involvement.

Which is the BEST approach to engage operations and support teams throughout the value chain?

- A. Review how documentation is generated during the development phase
- B. Take a holistic view of 'release management' activities across the organization
- C. Review the end-to-end approach of how services are planned, designed, delivered
- D. Take a holistic view of 'change enablement' activities across the organization

17) An organization that has led its market for software has seen a sharp decline in local installations of its software. Customers are increasingly preferring its subscription-based cloud solution. As the organization rapidly adapts its product offering to favour subscription-based cloud solutions, some people within the company do not agree with the new focus.

Which describes an effective method of ensuring the change in focus is supported across the company?

- A. Developing detailed service descriptions and design documentation
- B. Surveying key customers who recently moved to the cloud solution
- C. Identifying key internal stakeholders and develop a communication plan to address their concerns
- D. Ensuring the company vision and mission are visible to everyone across the organization

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18) When implementing a change that impacts people, at which point should 'organizational change management' begin?

- A. When project plans have been finalized
- B. When planning changes to service components
- C. When initiating a change programme
- D. When planning the launch of a new product or service component

19) Which BEST describes a mission statement?

- A. A short statement of organizational challenges and ideas to overcome these challenges
- B. A short statement of how the organization will adopt new practices in the future
- C. A short statement of the overall purpose and intentions of an organization
- D. A set of key performance indicators that must be achieved for the organization to be successful

20) Which BEST describes the difference between a policy and a guideline?

- A. Larger, more mature organizations often use policies, but modern organizations often rely more on guidelines
- B. Guidelines are simplified policies that are easier to follow because they do not recommend specific procedures
- C. Policies are used where there are external regulatory requirements, but guidelines are used for internal requirements
- D. Policies are formal statements of management expectation, but guidelines are recommended ways of work

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21) A small company is investing heavily in a new product line that it believes is critical to business success. To support the effort, every department has been asked to allocate staff to this project. The CIO is looking for ways to support the effort without reducing service levels.

Which would BEST support this objective?

- A. In collaboration with key business stakeholders, identify IT services of low business value, and suspend them until the new product launch is successful
- B. Send a message from the CIO to raise the visibility of the value of IT services to establish this as a key success factor for the launch of new product
- C. Initiate an 'organizational change management' effort to help IT staff understand what changes are needed and important to the company
- D. Take a holistic view of the value chain activities and determine areas where optimization and automation can reduce staff involvement

22) A commercial service provider is creating a new strategic plan. It has developed the following tactics and operational plans:

Tactic 1 - acquire new resilient infrastructure

Tactic 2 - launch services by region

Operational plan 1 - operate infrastructure to meet service levels

Operational plan 2 - train staff on new infrastructure skills

Which strategy do these tactics and operational plans support?

- A. Ensuring the improved handling of service requests by training staff
- B. Identifying customer needs for new services by researching the market
- C. Increasing revenue by introducing a new range of services
- D. Ensuring successful deployment by preparing an implementation plan for new services

23) What is an example of an organizational or procedural control to reduce risk?

- A. Automated workflow
- B. Electronic badge entry system
- C. Documented policies and processes
- D. Required fields in forms

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24) A management consultant has been hired to help a multinational organization improve corporate governance, risk management, and compliance.

Who would the consultant PRIMARILY work with to understand the current state of governance?

- A. The board of directors
- B. The largest shareholders
- C. The internal audit committee
- D. The service management office

25) What is required in an operating model?

1. A clear picture of how value is co-created
2. Clear policies and procedures for daily operations
3. Measures and reports to demonstrate performance
4. Description of how the organization runs itself

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

26) A company in a highly competitive market is looking closely at internal operations to ensure all activities are producing the highest business value possible. The CIO has been asked to demonstrate how IT services are aligned with company objectives.

Which approach will ensure IT services are aligned with company objectives and producing the expected business value?

- A. Develop a metrics cascade from organizational goals and objectives to IT service metrics
- B. Develop IT service metrics that demonstrate what outcomes users are able to achieve with the IT services provided to them
- C. Create a business case for core IT systems to justify a positive return on investment
- D. Develop a value stream map for each IT service highlighting the areas where IT is providing value directly to customers

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27) A CIO is trying to gain funding and executive level support for an enterprise data warehouse.

Which is the BEST approach for gaining support for the new IT service?

- A. Develop a value stream map detailing how existing IT staff and systems can be leveraged for the new service
- B. Build a proof of concept service and move some customer data into it to demonstrate the value the new service can deliver
- C. Develop an overall IT transformation programme that includes new IT investments required and how they work together to create business value
- D. Develop a business case that clearly describes the service, its benefits, why it is needed and the expected return on investment

28) A service provider is planning a major change to its services and the way it delivers them. The project will include many changes to the working practices of staff. The service provider expects resistance to these changes and would like to manage communication in a sensitive way.

Which is the MOST appropriate approach?

- A. Use instant messaging for both communicating and receiving feedback to ensure a quick response for all affected staff
- B. Use a mix of communication methods and ensure that a feedback mechanism is included that allows anonymity to be maintained
- C. Send an email to the affected staff and ensure that as much detail as possible is included
- D. Use a mix of communication methods and ensure that any feedback received is shared openly on a public forum

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29) An organization is adopting agile methodologies. The IT department is centralized at the corporate office. The infrastructure operations manager has become very frustrated with the development teams using agile because they are not following any of the established standards.

What is the BEST method of communication to improve the situation between the operations manager and the agile development teams?

- A. Use email communication to ensure that there is a clear record of all exchanges
- B. Arrange a phone call between the operations manager and the teams using agile
- C. Organize a face-to-face meeting between the operations manager and the teams using agile
- D. Use the organization's social media page to explain why agile is the best approach

30) A small university is expanding its market reach by introducing a distance-learning offering. Previously, solutions were only developed internally, therefore the IT department is struggling with establishing working relationships with the cloud providers needed for the new offering.

Which of the four dimensions would BEST help to resolve this challenge?

- A. Organizations and people
- B. Information and technology
- C. Partners and suppliers
- D. Value streams and processes

31) An IT department is defining success factors to support the goal "Help to reduce business risks for customers".

What is a suitable success for the IT department that would support this goal?

- A. IT risks are prioritized based on how they contribute to business risks
- B. Risks to IT services are minimized by implementing effective controls
- C. Business risks are prioritized by customers based on their likelihood and potential customer impact
- D. IT risks are prioritized based on their likelihood and the potential impact on the IT department

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32) A government agency is struggling to modernize its business processes to meet emerging demand for digital services. The culture is strongly driven by policies, and internal users complain that it can take days or weeks for even simple IT requests.

Which is the BEST approach to reduce strict conformance to policy and procedure, and allow IT staff some flexibility in achieving better business outcomes?

- A. Develop a training program to help staff understand the current policies, and emphasize the consequences of not complying with the policies
- B. Develop a set of guidelines that provide recommended practices, and communicate that achieving the results while not openly violating policy is the primary goal
- C. Informally communicate to IT staff that they do not need to conform to the policies that would cause delays
- D. Adopt a more flexible culture, eliminate policies, and empower staff to make independent decisions quickly

33) Which two statements about practices are CORRECT?

- 1. Some practices provide governance to evaluate, direct, and monitor a value stream
 - 2. Some practices are involved in the activities of a value stream
 - 3. Some practices provide information to support decisions in the value stream
 - 4. Some practices are focused on the steps needed to convert input into output
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- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

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34) An IT organization has engaged a consultant to help them plan improvements. The consultant has reviewed documents and interviewed staff to understand the organization's vision, and its current state.

What should the consultant and the organization do NEXT?

- A. Agree a high-level direction for the improvement initiative
- B. Agree specific objectives for the improvement initiatives
- C. Start implementing new tools and processes required by the improvement initiative
- D. Communicate the benefits of the improvement initiative

35) A service desk team is consistently receiving poor customer feedback that highlights a slow and ineffective service.

Which is the BEST way to carry out an assessment that focuses on an appropriate scope and discovers what is contributing to the poor service?

- A. The assessment should focus on incidents handled by the service desk team
- B. The assessment should focus on the overall service desk team
- C. The assessment should focus on the service management practices of the whole IT department
- D. The assessment should focus on the wider enterprise

36) An organization's board of directors has become aware that major IT initiatives were recently completed that did not address significant organizational risks. This raised concerns about organizational decision-making. The CIO has been asked to review who makes key IT decisions, and how these decisions are being made.

Which is the BEST approach to address these concerns about decision-making authority?

- A. Establish a decision-making framework that assigns all non-operational decisions to the executive level, ensuring full transparency for decision-making
- B. Conduct an assessment of staff's decision-making skills, then use the results to identify key skills gaps and begin a training programme to improve organizational decision-making
- C. Establish a risk-based approach to define the key roles and stakeholder groups involved in various types of initiatives, which would help to delegate decision-making to the right levels
- D. Establish open lines of communication between IT decision-makers and executives about decisions being made, which would help each level understand who is making what decisions

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37) An organization in a highly-regulated industry is considering adopting agile practices. The management team is concerned with maintaining compliance to regulatory requirements while empowering teams at every level to make key decisions.

Which approach would MOST LIKELY help the company overcome this challenge?

- A. Establish an operating model for teams and individuals to understand their scope of control, and the types of decisions they can make
- B. Map strategic objectives to operational metrics, so that all teams understand how their work impacts the organization's compliance to regulatory requirements
- C. Review and update operational policy documents to make reference to agile practices, and initiate a training programme to highlight the benefits of these practices
- D. Assess how competitors approach decision-making, and create a business case that highlights the return on investment from agile practices

38) A consultant analysing an IT organization's maturity has identified that many of the activities were carried out ad-hoc, and there was significant variance in how work was being performed. The consultant also identified that a lot of the work was unnecessary for the successful delivery of the organization's products and services.

Which approach would be MOST LIKELY to identify and eliminate wasteful or unnecessary work?

- A. Initiate a training and communications programme to highlight the impact of wasteful work on the organization's objectives
- B. Identify the team responsible for the wasteful work, and update their processes and tools so that their work is optimized
- C. Document value streams to understand where resources are focused on unnecessary work, and use the 'continual improvement' practice to manage opportunities to improve the overall flow
- D. Retire IT services that the organization considers to be low value, and then reassign staff to work on more important tasks

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39) An organization is undergoing a digital transformation. One of their objectives is to increase customer engagement through the new digital services. Senior management believes the IT department is not evolving fast enough to deliver on the new organizational vision.

Which IT management action is MOST LIKELY to produce long-term improvement in IT service delivery and customer value?

- A. Implement a training programme to clarify the organization's digital transformation objectives and how this impacts staff jobs and roles
- B. Complete a staff skills assessment to identify where the organization is lacking the digital skills required for successful delivery
- C. Work to establish a culture of continual improvement that includes strong governance
- D. Complete a process inventory and identify those that are most likely to be contributing to poor performance for improvement efforts

40) When would it be MOST appropriate for an organization to accept additional risks, increased costs, or diminished outcomes?

- A. When it creates the possibility of increased value
- B. When implementing a new artificial intelligence solution
- C. When directed to by the GRC function
- D. When collecting data as a part of a maturity assessment

END OF EXAMINATION