



***The ITIL® 4 Direct, Plan and Improve Examination***

***Sample Paper 2***

***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.

## The ITIL® 4 Direct, Plan and Improve Examination

- 1) Which statement about value streams and practices is CORRECT?
- A. Each practice may include several value streams
  - B. Each value stream may be supported by multiple practices
  - C. Each practice contributes to a single value stream
  - D. Every value stream contributes to multiple practices
- 2) An organization is looking for a way to optimize decision-making in order to increase performance and keep risks under control.

Which solution would support these objectives?

- A. Ensure that all decisions are made by a small group of high-ranking authorities
  - B. Delegate as much management decision-making as possible
  - C. Delegate governance decision-making to the operational teams
  - D. Ensure a higher level of structure for low-risk decision-making
- 3) An organization has a vision to become the manufacturer which sells the most number of cars globally. The organization is considering many improvements and wants to prioritize the improvement outcomes.

Which improvement initiative should be given the HIGHEST priority?

- A. A low-cost, low-effort investment to upgrade an internal HR system, which will result in improved efficiency in the HR department
- B. A high-cost, medium-effort investment to improve the data structure relating to sales patterns, which will result in a 5% reduction in the cost of sales
- C. A medium-cost, high-effort investment to improve the training available to front-line staff, which will result in a 5% improvement in the number of cars sold
- D. A medium-cost, low-effort investment to improve the user interface in the online sales service, which will result in a 5% improvement in the number of cars sold

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- 4) What are the two costs that every service relationship must consider?
- A. The cost of providing the service and the cost of improving the service
  - B. The cost introduced by the service and the cost removed by the service
  - C. The cost of creating the service and the cost charged for the service
  - D. The cost of applications and the cost of infrastructure
- 5) An organization works in a highly regulated industry. A new regulation has been introduced that requires additional information to be recorded about users each time the service desk logs an incident in the service logging tool. They want to put controls in place to ensure that the regulation is followed.

Which is the BEST approach?

- A. Update the logging tool to ensure that the minimum data required by the regulation is always recorded and report on any deviations
  - B. Ensure that the service desk staff are aware of the new regulation and continue to use existing reports of service desk activity
  - C. Update the logging tool to ensure that all fields must be completed for every incident record and produce daily reports of all service desk activity
  - D. Ensure that the service desk staff are aware of the new regulation and let them decide what data to record and produce reports when requested
- 6) An organization's leadership team is working hard to develop a culture of continual improvement. The leaders want to encourage behaviours that support and enable successful and timely improvement initiatives.

Which behaviour should NOT be encouraged by the leaders?

- A. Risk-taking
- B. Celebrating successes
- C. Fast feedback
- D. Perfectionism

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- 7) An organization has received many complaints from users and customers of poor service from the service desk. They are creating a business case for replacing the service desk tool. The new tool will address some of the issues, however there is resistance to the expense of replacing the existing tool.

What is MOST important for the business case should focus on?

- A. How the tool will improve customer and user outcomes and reasons why these might not be achieved
  - B. How the system will be easier to use for service desk staff and therefore improve their morale
  - C. How the new system will require additional staff to maintain and therefore reduce the return on investment
  - D. How the price of the tool might increase and exceed budget if a decision is not made quickly
- 8) An organizational change has resulted in many employees being unhappy with their changed roles. The project team had a party to celebrate the success of the change, and this caused the employees to be even more unhappy.

Which communication principle should have been followed to avoid this happening?

- A. Timing and frequency matter
- B. We are all communicating all the time
- C. There is no single method of communication that works for everyone
- D. The message is in the medium

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- 9) Six months ago a service provider developed and implemented a new value stream to resolve problems that were causing incidents. Initially metrics showed that problems were being resolved quickly. However, recently there have been complaints that problems have taken too long to resolve. The organization wants to evaluate and improve the value stream.

Which is the BEST approach to optimize the workflow through the value stream?

- A. Use throughput metrics to identify where bottlenecks cause delays in the value stream
- B. Use metrics to measure 'work item age' to identify the steps in the value stream that are causing delays
- C. Gather cycle time metrics to identify the steps in the value stream that use most resource
- D. Redesign the value stream by identifying the relevant steps, value chain activities and practices

- 10) What helps people to understand the value of an initiative, and reduces their resistance?

- A. Continual improvement
- B. Organizational change management
- C. Change enablement
- D. Measurement cascades

- 11) A support team handles user queries on a daily basis. One of the metrics agreed for this activity is 'average number of queries processed by a team member per day'.

Which type of measurement is this an example of?

- A. Progress
- B. Effectiveness
- C. Compliance
- D. Productivity

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12) An organization is going through a major crisis. The crisis has created significant challenges for the organization and to cope it has introduced major changes to its operations. Marketing and promotional communications that were scheduled before the crisis are still being sent to internal and external recipients. These communications are now irrelevant because of the crisis.

Which communications principle is MOST LIKELY being ignored by the organization?

- A. Timing and frequency matter
- B. The message is in the medium
- C. We are all communicating all the time
- D. Communication is a two-way process

13) An organization offers telephone support to users. It has recently introduced a self-service system for user support. At the same time, the organization introduced a policy which states that any incidents logged using the telephone will not be given a high priority. Some groups of users, such as business developers who travel, cannot access the self-service system, and have complained that they are not receiving good service.

What is the BEST way to resolve this situation?

- A. Ensure that that groups of users such as business developers are given extra training on how to use the new system
- B. Establish a governance, risk and compliance function to align the work of the service desk function with the organization's governing body
- C. Introduce policy exceptions for users who have roles which lead to difficulty in accessing systems
- D. Assign a high priority to all incidents logged by business developers, to ensure that they are not disadvantaged

14) Which concept includes ensuring everyone knows what should be done and why?

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

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15) An organization is creating a policy for logging and managing a wide variety of incidents. The organization operates in a highly regulated environment; it is essential that the policy is adhered to and that deviations are considered unacceptable.

Which TWO are the BEST guidance to follow when creating the policy?

1. Ensure that the policy is as flexible as possible to allow staff to make decisions freely.
2. Ensure that the policy is as clear and concise as possible stating why it is necessary.
3. Ensure that the consequences of non-compliance are clearly stated.
4. Ensure that the process is automated in order to minimize the controls included in the policy.

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

16) An organization's leadership team is enthusiastic about a series of recent improvements and the many additional improvement initiatives currently underway. The employees are less enthusiastic and the leaders have noticed signs of stress and increased absence. Even workers who are known to be high-performers are being less productive.

What is the MOST LIKELY reason for the changes in the employees' behaviour?

- A. The lack of a continual improvement culture
- B. Failure to thoroughly plan each improvement
- C. Too many initiatives one after the other
- D. Failing to check progress using metrics

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17) An organization is planning to introduce a major change to how incidents are reported and resolved. Users will be encouraged to log incidents on a self-service portal where possible and IT staff will be required to adopt new ways of logging and resolving incidents. Success of the initiative is critical to the organization, but resistance to change is anticipated.

Which is the BEST approach to ensure success?

- A. Train support staff in the new procedures and use the service desk to inform users of the change so that they can ask questions where necessary
- B. Use a mixture of email, social media, posters and meetings to communicate the changes to ensure as greatest coverage as possible
- C. Create a new social media page to communicate the change and encourage all staff to post comments about the new ways of working
- D. Select communication methods that are familiar to each stakeholder group and provide feedback channels that allow anonymity if preferred

18) An IT manager is planning improvements. They have identified four stakeholders and how they will be affected by the improvement.

Which TWO stakeholder groups have high impact and high involvement?

- 1. Customers: will see improved value from the services.
  - 2. IT director: will provide funding and will see significant efficiency improvements.
  - 3. Team members: will change how they work and contribute to design of updated processes.
  - 4. Other IT teams: may need to work with updated processes.
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- A. 1 and 2
  - B. 2 and 3
  - C. 3 and 4
  - D. 1 and 4

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19) A service provider has a good reputation for delivering services to a fast changing market in which consumers find it easy to switch providers in response to social trends. The service provider wants to perform an assessment to identify how to improve its services and maintain their competitive position in the market.

Which is the BEST assessment method for the service provider to use?

- A. Customer and user satisfaction analysis
- B. SWOT analysis
- C. Maturity assessment
- D. SLA achievement analysis

20) Which BEST describes the primary role of a governing body?

- A. To establish and regularly review the goals cascade throughout the organization
- B. To develop and regularly review IT measurements and metrics
- C. To annually review and approve IT projects to maximize business value
- D. To establish and regularly review the effectiveness of risk management and internal controls

21) An organization has made some changes to its website. The organization has asked users for their opinions of the new design.

What is this activity part of?

- A. A business case
- B. A gap analysis
- C. An improvement review
- D. A lessons-learned analysis

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22) An organization has a project to replace all of its desktop computers, using several support teams.

Which is an example of a progress measurement for this project?

- A. Number of desktop computers replaced without following an approved procedure
- B. Percentage of desktop computers replaced within the allocated task time
- C. Number of desktop computers replaced by each support team per month
- D. Percentage of desktop computers replaced and confirmed as being complete

23) A service provider must demonstrate compliance to an international standard before a new service consumer will sign a contract with them.

What method would be MOST helpful in this situation?

- A. SWOT analysis
- B. SLA achievement analysis
- C. Gap analysis
- D. Maturity assessment

24) An organization wants to improve their 'change enablement' practice.

Which improvement activity BEST demonstrates the use of the guiding principle 'optimize and automate'?

- A. Ensure that every change is reviewed by a customer representative
- B. Increase the frequency of meetings where changes are assessed
- C. Measure the percentage of changes that deliver the expected value
- D. Increase the number of standard changes that are available for use

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25) Project managers are constantly having to compete for and reallocate specialist staff. As a result, the specialists' priorities are constantly changing and they are frequently required to delay work on one task in order to complete a task that has been given a higher priority.

How do these constantly changing priorities affect the organization's performance measures?

- A. Increased throughput
- B. Reduced work item age
- C. Increased work in progress
- D. Reduced wait time

26) An organization has a suggested dress code for its employees.

What is this an example of?

- A. A policy
- B. A control
- C. A guideline
- D. A tactic

27) An organization uses several teams to develop and deploy new services. The new services are always received well by the consumers, but the organization thinks that the overall flow of activities could be improved.

Which approach is the BEST to assess this situation?

- A. Documenting the associated risks or controls
- B. Replace the current management team
- C. Value stream mapping
- D. Building a business case

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28) An organization has decided to use the ITIL continual improvement model to help them work more effectively. After six months, the IT director asked managers to show how much improvement they had made. The managers produced reports showing how well things were working, but did not have any data to show that this was better than the original situation.

Which step of the continual improvement model was NOT followed effectively?

- A. What is the vision?
- B. Where are we now?
- C. Where do we want to be?
- D. Did we get there?

29) Which activity is part of governance?

- A. Ensuring that organizational policies are established and implemented
- B. Consistently following documented management expectations and intentions
- C. Ensuring effective operational activity to achieve an organization's objectives
- D. Producing evidence to ensure that relevant regulations are followed

30) A growing IT department requires all decisions to be made by IT executives. The CIO is aware that it takes too much time to make decisions at that level, and it would be more effective to delegate it to staff closest to the work.

Which is the BEST approach for delegating more decisions to staff?

- A. Establish financial authorization limits for all staff, so staff are authorized to make decisions within their financial limits
- B. Delegate decisions to the most available person at the time a decision is needed, to avoid delays
- C. Develop a value stream map for making decisions, and use 'continual improvement' to eliminate waste in the process
- D. Delegate low-risk decisions to lower levels in the organization, keep governance and high-risk changes with the IT executive team

31) Which statement BEST describes the role of IT staff in risk management?

- A. IT risk management is a specialized skill and should be performed only by specially trained staff
- B. When IT services fail because of unidentified risk, responsible staff must be held accountable
- C. IT staff objectively identify potential risks in their own work
- D. IT staff are responsible for contributing to the effective management of risks

32) 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

33) What is the relationship between the costs, risks, outcomes, and value of a service?

- A. Risks depend on value, outcomes, and costs
- B. Outcomes depend on value, costs, and risks
- C. Costs depend on outcomes, risks, and value
- D. Value depends on outcomes, costs, and risks

34) An organization wants to ensure that its releases do not compromise the security of the live environment.

What is this an example of?

- A. A success factor
- B. A key performance indicator
- C. A metric
- D. A measurement

35) An organization wants to improve the value stream they use to modify critical services. A common complaint about this value stream is the amount of rework that occurs when requirements are not clear.

What improvement will help to reduce the rework and improve the flow of work across this value stream?

- A. Encourage collaboration to ensure people get the information that they need
- B. Ensure that control points are necessary and automate controls where possible
- C. Establish effective communication channels when onboarding new partners
- D. Empower people with the authority to quickly approve tasks at control points

36) Which is the BEST description of 'methods'?

- A. Techniques used to achieve a strategy
- B. Activities over which a person has authority
- C. Systematic ways to do work
- D. Visual representations of how an organization co-creates value

37) An organization uses routine procedures for its daily activities.

What is this an example of?

- A. Vision
- B. Strategy
- C. Tactics
- D. Operation

38) Which concept includes the coordination of work to avoid waste and reduce risk?

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

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39) An organization has encouraged users to offer feedback about their experience of a service via email, or the user portal. This worked well for a while, but the feedback has slowed down.

How could the organization help to encourage more use of these feedback channels?

- A. Produce regular management reports showing number of feedback reports received and trends over time
- B. Ensure that all feedback is anonymous so that users feel more confident in sending their comments
- C. Encourage users to send feedback via social media and instant messaging
- D. Provide a response to all feedback and share improvement initiatives with the users

40) 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

**END OF EXAMINATION**