

ITIL

Exam Questions ITIL4-DPI

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



NEW QUESTION 1

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

NEW QUESTION 2

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

NEW QUESTION 3

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

NEW QUESTION 4

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

NEW QUESTION 5

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

NEW QUESTION 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:

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")

NEW QUESTION 7

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

NEW QUESTION 8

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")

NEW QUESTION 9

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

NEW QUESTION 10

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

NEW QUESTION 10

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")

NEW QUESTION 15

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")

NEW QUESTION 17

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

NEW QUESTION 18

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