



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

***Sample Paper 2***

***Answers and Rationales***

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

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Q	A	Syllabus Ref	Rationale
1	B	7.1	<p>A. Incorrect. Practices include one or more processes - and may contribute to value stream activities, not the other way around. "As each value stream is implemented, relevant practices contribute to it. Some are involved in the value stream activities; others contribute by providing information to support decisions in the value stream." Ref 7.3.3.2</p> <p>B. Correct. "As each value stream is implemented, relevant practices contribute to it. Some are involved in the value stream activities; others contribute by providing information to support decisions in the value stream." Ref 7.3.3.2</p> <p>C. Incorrect. Practices contribute to multiple value streams. "As each value stream is implemented, relevant practices contribute to it. Some are involved in the value stream activities; others contribute by providing information to support decisions in the value stream." Ref 7.3.3.2</p> <p>D. Incorrect. Practices contribute to value stream activities, not the other way around. "As each value stream is implemented, relevant practices contribute to it. Some are involved in the value stream activities; others contribute by providing information to support decisions in the value stream." Ref 7.3.3.2</p>
2	B	2.1.c	<p>A. Incorrect. "If scope of control is too small, decisions will be forced upwards, slowing work and overloading decision-makers." Ref 2.2.2</p> <p>B. Correct: "As much authority as possible should be delegated, so long as the required outcomes are consistently produced." Ref 2.2.2</p> <p>C. Incorrect. "Governance decisions are made at the highest levels of an organization, but most [other] decisions should be made by other teams or areas within it." Ref 2.2.2</p> <p>D. Incorrect. "One way to assess the assignment of decision-making authority is to weigh <i>risk</i>. Decisions that present significant risk should be made via mechanisms that provide more structure and review. Decisions that present little risk should be performed, as far as possible, by those performing the related work." Ref 2.2.2</p>

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Q	A	Syllabus Ref	Rationale
3	D	4.4	<p>A. Incorrect. Although this improvement is low-cost and low-effort, it does not directly contribute to achieving the organization's vision. "When prioritizing... outcomes, consider what their impacts are likely to be on moving the organization closer to achieving its vision. Outcomes that have bigger positive impacts in this context should be prioritized over others." Ref 5.4.3.1</p> <p>B. Incorrect. This improvement does not directly contribute to achieving the organization's vision. "When prioritizing... outcomes, consider what their impacts are likely to be on moving the organization closer to achieving its vision. Outcomes that have bigger positive impacts in this context should be prioritized over others." Ref 5.4.3.1</p> <p>C. Incorrect. This improvement contributes to achieving the organization's vision but requires more effort than the improvement in answer option D. "Low-cost, low-effort initiatives can be prioritized in order to achieve a rapid increase in value for the organization." Ref Continual Improvement Practice Guide 2.4.2.2</p> <p>D. Correct. This improvement contributes to achieving the organization's vision without high costs or efforts. "When prioritizing... outcomes, consider what their impacts are likely to be on moving the organization closer to achieving its vision. Outcomes that have bigger positive impacts in this context should be prioritized over others" and "Low-cost, low-effort initiatives can be prioritized in order to achieve a rapid increase in value for the organization." Ref 5.4.3.1, Ref Continual Improvement Practice Guide 2.4.2.2</p>

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Q	A	Syllabus Ref	Rationale
4	B	1.3	<p>A. Incorrect. These are both costs introduced by the service. It is also necessary to consider costs removed by the service. "Service providers help consumers to achieve outcomes and, in doing so, adopt some of the associated risks and costs. However, service relationships can introduce new risks and costs". Ref 1.8</p> <p>B. Correct. "Service providers help consumers to achieve outcomes and, in doing so, adopt some of the associated risks and costs. However, service relationships can introduce new risks and costs". Ref 1.8</p> <p>C. Incorrect. These are both costs introduced by the service. It is also necessary to consider costs removed by the service. "Service providers help consumers to achieve outcomes and, in doing so, adopt some of the associated risks and costs. However, service relationships can introduce new risks and costs". Ref 1.8</p> <p>D. Incorrect. These are both costs introduced by the service. It is also necessary to consider costs removed by the service. "Service providers help consumers to achieve outcomes and, in doing so, adopt some of the associated risks and costs. However, service relationships can introduce new risks and costs". Ref 1.8</p>

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Q	A	Syllabus Ref	Rationale
5	A	3.3	<p>A. Correct. This answer creates a balance between implementing controls that are sufficient and it ensures that the regulation is complied with, without being excessive. "Identifying only the relevant measurements needed to ensure achievement of agreed objectives is in line with the guiding principle of focus on value". "However, when designing organizational measures, it is important to account for external factors, particularly legal factors, which are often enforced by regulatory authorities and should be considered mandatory. Regulatory controls cannot be marginalized: doing so would increase risks to the organization". Ref 2.5.2.2</p> <p>B. Incorrect. Given the regulatory nature of the organization this answer does not implement strong enough controls to ensure that the new regulation is complied with. Failing to update report means that there is no proof that the extra data is recorded. "However, when designing organizational measures, it is important to account for external factors, particularly legal factors, which are often enforced by regulatory authorities and should be considered mandatory. Regulatory controls cannot be marginalized: doing so would increase risks to the organization". Ref 2.5.2.2</p> <p>C. Incorrect. This answer recommends an excessive amount of control and an over-reaction. Recording everything about every incident is inappropriate in this case. It is impractical, however, to measure everything. "Identifying only the relevant measurements needed to ensure achievement of agreed objectives is in line with the guiding principle of focus on value". Ref 2.5.2.2</p> <p>D. Incorrect. Given the regulatory nature of the organization this answer does not implement strong enough controls to ensure that the new regulation is complied with. Leaving it to staff discretion is an insufficient control in this case. Producing reports only when asked is insufficient to proof compliance to the new regulation. "However, when designing organizational measures, it is important to account for external factors, particularly legal factors, which are often enforced by regulatory authorities and should be considered mandatory. Regulatory controls cannot be marginalized: doing so would increase risks to the organization". Ref 2.5.2.2</p>

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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
6	D	4.7	<p>A. Incorrect. A culture of continual improvement: “encourages stakeholders to express their needs, wants, and concerns and to take risks”. Ref Continual Improvement Practice Guide 2.4.1.3</p> <p>B. Incorrect. A culture of continual improvement: “celebrates successful improvements.” Ref Continual Improvement Practice Guide 2.4.1.3</p> <p>C. Incorrect. A culture of continual improvement: “encourages fast feedback loops”. Ref Continual Improvement Practice Guide 2.4.1.3</p> <p>D. Correct. A culture of continual improvement: “recognizes that perfectionism is typically self-defeating and blocks timely improvements”. Ref Continual Improvement Practice Guide 2.4.1.3</p>
7	A	4.5	<p>A. Correct. This answer focuses on the benefits in terms of value for stakeholders and the risks of those benefits not being achieved. The question mentions resistance to expenditure which emphasizes the need to provide clear benefits to justify the expenditure. "A business case should clearly identify the proposal and the benefits and risks involved, from demand to value." Ref 2.4.3.1</p> <p>B. Incorrect. This answer focuses on intangible benefits to the service desk, but the question describes that the issues are with service to customers and users. Risks are not mentioned. "A business case should clearly identify the proposal and the benefits and risks involved, from demand to value." Ref 2.4.3.1</p> <p>C. Incorrect. This answer focuses on the costs and does not balance it with the benefits and risks. The question mentions resistance to the expenditure, therefore increasing the resource is not recommended, unless there is clear benefit or improvement of outcomes. "A business case should clearly identify the proposal and the benefits and risks involved, from demand to value." Ref 2.4.3.1</p> <p>D. Incorrect. This answer focuses on the costs and the risks of exceeding them, but does not mention any benefits that will provide increased value. "A business case should clearly identify the proposal and the benefits and risks involved, from demand to value." Ref 2.4.3.1</p>

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Q	A	Syllabus Ref	Rationale
8	B	5.2.b	<p>A. Incorrect. "In any successful relationship, good timing is essential. Communication must be proportionate, relevant, and appropriate at the time." The issue in the scenario is the message being sent by the celebration of the change, not the frequency of communication. Ref 6.1.2.3</p> <p>B. Correct. "Good communicators have high emotional intelligence, which allows them to interpret, understand, and predict people's actions and reactions... When progressing large initiatives, it is useful to consider what messages will be conveyed by interactions and events." The project team have not considered the message being sent by the celebration of the change, this has resulted in increased unhappiness. Ref 6.1.2.2</p> <p>C. Incorrect. "Everyone has different preferences for sending and receiving communication. It is good practice to use several techniques to ensure that the intended audience is reached." The issue in the scenario is the message being sent by the celebration of the change, not the number of communication techniques being used. Ref 6.1.2.4</p> <p>D. Incorrect. "It is important to select a message's format, style, size, and medium carefully, so it is more likely to be read and understood rather than ignored or deleted." The issue in the scenario is that the project team have not considered the message being sent by the celebration of the change, not the method used to communicate that message. Ref 6.1.2.5</p>

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Q	A	Syllabus Ref	Rationale
9	B	7.2.d	<p>A. Incorrect. Throughput metrics are "a measure of the number of work items finished in a period of time". These metrics do not indicate where the delays occurred. Ref 4.3.4.3</p> <p>B. Correct. 'Work item age' will establish how long problems remain at each step and identify the steps that are possible bottlenecks. "Work item age: This is a measure of the amount of time active items have been in progress. It is a leading indicator for unfinished items, and highlights bottlenecks or blockers." Ref 4.3.4.3</p> <p>C. Incorrect. Cycle time metrics measure how long something takes. This does not reliably indicate the amount of resource that is used. "Cycle time: This is a measure of the time between a work item starting and finishing. It is a lagging indicator of flow, and helps to drive improvement work and manage expectations about how long certain work items will take." Ref 4.3.4.3</p> <p>D. Incorrect. This answer suggests redesigning the value stream, however the question states that the value stream was working successfully. The appropriate approach is to gather metrics to identify current issues before redesigning the entire value stream. "Measuring the efficiency of value streams and processes should highlight bottlenecks and blockers, and provide information that can lead improvement initiatives." Ref 4.3.4</p>
10	B	5.1	<p>A. Incorrect. "The continual improvement practice aligns an organization's practices and services with changing business needs". This may require organizational change management in order to help people understand the value and reduce their resistance. Ref 5.1</p> <p>B. Correct. "OCM aims to convince people of a change's value in order to reduce resistance". Ref 6.3</p> <p>C. Incorrect. "The purpose of the change enablement practice is to maximize the number of successful service and product changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing the change schedule." Ref Change Enablement Practice Guide 2.1</p> <p>D. Incorrect. "Measurements that cascade down from the organizational vision will provide a clear focus on the things that really matter to the business." Ref 4.2.2</p>



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Q	A	Syllabus Ref	Rationale
11	D	6.1	<p>A. Incorrect. “Progress measurements demonstrate the degree of achievement relative to defined milestones and/or deliverables.” This type of measurement has limited applicability to ongoing routine tasks. Ref 4.2</p> <p>B. Incorrect. “Effectiveness measurements demonstrate the degree of fitness for purpose”. In the situation described an effectiveness metric would refer to how well the query was handled. Ref 4.2</p> <p>C. Incorrect “Compliance measurements demonstrate the degree of adherence to <i>governance</i> and/or regulatory requirements.” There is no reference to any of these requirements in the question. Ref 4.2</p> <p>D. Correct. “Productivity measurements demonstrate the throughput of a system over a period of time.” Ref 4.2</p>
12	A	5.2.b	<p>A. Correct: “Communication must be proportionate, relevant, and appropriate at the time. For example, raising a minor issue is senseless when everyone is preoccupied with a major incident.” Ref 6.1.2.3</p> <p>B. Incorrect. “It is important to select a message’s format, style, size, and medium carefully”, however there is no evidence that in this situation the medium was not appropriate. Sending scheduled promotion in a time of crisis is more likely to be an example of inappropriate timing. Ref 6.1.2.3, 6.1.2.5</p> <p>C. Incorrect. The principle ‘We are all communicating all the time’ is more focused on indirect methods of communication: “People constantly convey messages, purposely or not, through their body language and tone of voice and, sometimes, by deliberately withholding these signals”. There is no evidence that in this situation this principle has been ignored. Sending scheduled promotions in a time of crisis is more likely to ignore the principle of ‘timing and frequency matter’. Ref 6.1.2.2, 6.1.2.3</p> <p>D. Incorrect. Ensuring two-way communication is important, however there is no evidence that this is an issue in the described situation. Sending scheduled promotions in a time of crisis is more likely to ignore the principle of ‘timing and frequency matter’. Ref 6.1.2.3</p>

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Q	A	Syllabus Ref	Rationale
13	C	2.1.b	<p>A. Incorrect. "When a new policy is implemented, ensure that stakeholder groups are trained in how to follow it". However, the issue in the scenario is that some users cannot access the system, not that they do not have the knowledge to use it. "It is particularly important to provide flexibility in circumstances that are beyond the control of the people involved." Ref 2.5.2.1, tab 2.3</p> <p>B. Incorrect. If the organization does not already have a GRC function, they should consider creating one, but the issue in the scenario is not about alignment between the service desk function and the governing body. The policy described should build in flexibility to make it more effective. "It is particularly important to provide flexibility in circumstances that are beyond the control of the people involved." Ref 2.5.2.1, tab 2.3</p> <p>C. Correct. Policies should be developed to include flexibility. "It is particularly important to provide flexibility in circumstances that are beyond the control of the people involved." Ref 2.5.2.1, tab 2.3</p> <p>D. Incorrect. Assigning high priority to all incidents logged by business developers would not be appropriate as they may have many low priority issues, and this would disadvantage other users. "Incidents are prioritized based on an agreed classification to ensure that incidents with the highest business impact are resolved first." Ref ITIL 4 Foundation 5.2.5</p>
14	A	1.1.a	<p>A. Correct. Directing is defined as "Leading, conducting, or guiding someone, or ordering something. This includes setting and communicating the vision, purpose, objectives, and guiding principles for an organization or team. It may also include leading or guiding the organization or team towards its objectives." Ref 1.2</p> <p>B. Incorrect. "A method is a way, technique, or process for doing something." Ref 1.3.1.4</p> <p>C. Incorrect. Improvement is defined as "A deliberately introduced change that results in increased value for one or more stakeholders." Ref 1.4</p> <p>D. Incorrect. "Planning is arranging a method of achieving an end, or creating a detailed programme of action." Ref 1.3</p>

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Q	A	Syllabus Ref	Rationale
15	B	2.1.b	<p>B. Correct.</p> <p>(2) Recommendations of effective policies include ensuring they are clear and concise. "A policy must be understandable for it to be followed. Alongside the policy itself, document, as clearly and concisely as possible, its objective and scope and why it matters to the organization." Ref 2.5.2, tab 2.3</p> <p>(3) Recommendations of effective policies include ensuring that the consequences of non-compliance are clear. This is particularly relevant in this case. "The consequences of failing to follow a policy should be documented. These consequences must then be administered consistently and fairly to prevent the policy from being ignored." Ref 2.5.2, tab 2.3</p> <p>A, C, D. Incorrect.</p> <p>(1) The question states that adherence is very important and no deviations are allowed. Therefore, it is inappropriate to build flexibility into the policy. "Any exceptions to the policy should be stated in the document". Ref 2.5.2, tab 2.3</p> <p>(4) Automation does not minimize the controls, it simply automates them. "When a policy is defined, the means of measuring compliance must be defined and implemented. Those who follow a policy should be praised: those who do not should be supported and coached until they, too, comply." Ref 2.5.2, tab 2.3</p>

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Q	A	Syllabus Ref	Rationale
16	C	4.1	<p>A. Incorrect. This is a good answer but it is not the MOST likely answer. The fact that improvement initiatives are being created rapidly, the lack of enthusiasm and impact on high performing workers suggest that there are too many change initiatives occurring at once. “Successful continual improvement cultures are balanced. Momentum must be maintained, but it is important not to follow a successful initiative with many more at the same time.” Ref 5.1</p> <p>B. Incorrect. It is not usually necessary to plan each improvement in detail, it is usually better to proceed iteratively with feedback. "The plan should be designed to be efficient and lightweight". Ref 5.4.4.1</p> <p>C. Correct. “Momentum must be maintained, but it is important not to follow a successful initiative with many more at the same time. Working steadily, without overloading the organization with multiple large-scale improvements, will preserve interest and excitement without creating unnecessary stress or backlash.” Ref 5.1</p> <p>D. Incorrect. This approach relates to the actual improvements not the employees’ behaviour. “Questions about progress and value can only be factually answered by using metrics to validate success or to confirm that something is lacking.” Ref 5.4.6.1</p>

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Q	A	Syllabus Ref	Rationale
17	D	7.2.f	<p>A. Incorrect. This approach does not provide a clear or formal method of feedback. It does not provide anonymity for those unprepared to share their concerns in training sessions or with the service desk. "Because communication is a two-way process, as well as actively eliciting feedback, it is important to ensure that static feedback channels are available and known to stakeholders." "Anonymity might be required to provide the feeling of security". Ref 6.1.6</p> <p>B. Incorrect. This approach does not clearly describe any form of feedback that can be used to address resistance to change. "Because communication is a two-way process, as well as actively eliciting feedback, it is important to ensure that static feedback channels are available and known to stakeholders." "Anonymity might be required to provide the feeling of security". Ref 6.1.6</p> <p>C. Incorrect. As the change will affect both users and IT staff, it is unlikely that a single method of feedback will be adequate. The feedback method should be familiar to stakeholders, so setting up a new social media page is unlikely to appeal to all. Finally, the social media page is unlikely to provide anonymity where necessary. "Because communication is a two-way process, as well as actively eliciting feedback, it is important to ensure that static feedback channels are available and known to stakeholders." "Anonymity might be required to provide the feeling of security". Ref 6.1.6</p> <p>D. Correct. The communication must include a way of soliciting feedback that staff will find easy to use. "Because communication is a two-way process, as well as actively eliciting feedback, it is important to ensure that static feedback channels are available and known to stakeholders." "Anonymity might be required to provide the feeling of security; however, in order to address the feedback, it is useful to know the source. Anonymous feedback can be actionable, but it raises some challenges; for example, it is often difficult to collect additional information about the feedback, engage in further dialogue, or reassure stakeholders that their feedback has been addressed. It is often easiest to leave the choice between anonymous and personalized feedback to the stakeholders." Ref 6.1.6</p>

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Q	A	Syllabus Ref	Rationale
18	B	5.2.a	<p>B. Correct.</p> <p>(2) The IT director will provide funding, which means they will have a high impact on the improvements. They also need to see efficiency improvements, so they have high involvement. "Stakeholders with high impact and high involvement should be fully engaged with the initiative and satisfied with the improvement". Ref 6.2.1</p> <p>(3) Team members need to contribute to design of updated processes, so they will have a high impact on the improvements. They also need to change how they work, which means they have a high involvement. "Stakeholders with high impact and high involvement should be fully engaged with the initiative and satisfied with the improvement". Ref 6.2.1</p> <p>A, C, D. Incorrect.</p> <p>(1) Customers may have a high (or medium) involvement, as they will see improved value. They will not have a high impact as they do not make any significant contribution to the improvement. "Stakeholders with high impact and high involvement should be fully engaged with the initiative and satisfied with the improvement". Ref 6.2.1</p> <p>(4) Other IT teams will have a medium impact as they may need to work with the updated processes. They are unlikely to have a high involvement as their way of working will not be significantly impacted. "Stakeholders with high impact and high involvement should be fully engaged with the initiative and satisfied with the improvement". Ref 6.2.1</p>

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Q	A	Syllabus Ref	Rationale
19	B	4.3	<p>A. Incorrect. A customer/user satisfaction analysis will identify the current views of the consumers but will not identify social and other influences. The output of a customer/user satisfaction analysis is "Analysis of how customers and/or users feel about the services they use, based on their feedback." Ref 3.1.3, tab 3.8</p> <p>B. Correct. A SWOT analysis will assess external factors influencing the service provider and identify them as opportunities and threats. The strengths and weaknesses will allow the organization to understand whether it has the resources and capabilities to make the necessary changes to maintain its market position. "Strengths and weaknesses are internal factors that impact the organization's ability to progress towards its objectives. Threats and opportunities are external factors that are outside its control, but which must be considered when planning changes and improvements." Ref 3.1.3.2</p> <p>C. Incorrect. A maturity assessment assesses an organization against a maturity framework, it will not help the service provider identify market, social trends or other external factors. "Maturity assessments evaluate the capability of something, usually a process or an organization, compared with a maturity framework, model, or scale." Ref 3.1.3.7</p> <p>D. Incorrect. An SLA achievement analysis will indicate how the current services are performing, it will not help the service provider identify market, social trends or other external factors. "Analysis of the quality of a service or services based on a comparison of service performance against service level agreement (SLA) targets." Ref 3.1.3, tab 3.8</p>

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Q	A	Syllabus Ref	Rationale
20	D	3.2	<p>A. Incorrect. Governing bodies "maintain risk management systems and internal control systems and review their effectiveness annually, at least". Ref 2.2.1</p> <p>B. Incorrect. The review of IT measures and metrics is a management responsibility to ensure the governing body's expectations are met operationally. The governing body should "maintain risk management systems and internal control systems and review their effectiveness annually, at least". Ref 2.2.1</p> <p>C. Incorrect. Reviewing and approving IT projects is a management responsibility. The role of the governing body is to "maintain risk management systems and internal control systems and review their effectiveness annually, at least". Ref 2.2.1</p> <p>D. Correct. The governing body should "maintain risk management systems and internal control systems and review their effectiveness annually, at least". Ref 2.2.1</p>
21	C	4.6.a	<p>A. Incorrect. If a business case has been used, this would have taken place before the improvement has been made. "At the conclusion of Step 3 [of the continual improvement model], change agents should have: ...a business case for the improvement initiative". This takes place before the improvement has been made. Ref 5.4.3</p> <p>B. Incorrect. This is another method which takes place before the improvement has been made. "A gap analysis is used to compare a current state with a desired future state." Ref 3.1.3.1</p> <p>C. Correct. An improvement review is "An evaluation using metrics and other evidence to determine whether an improvement has achieved its desired outcomes and, if not, what needs to be done to complete the work." Ref 5.4.6.1</p> <p>D. Incorrect. Although lessons might be learned when asking users for their opinions, a lessons-learned analysis follows the evaluation of an improvement. A lessons-learned analysis is "The evaluation of an improvement initiative or iteration for the purpose of understanding what did or did not go well and what should be done differently in the future in similar circumstances." And "It is not unusual for lessons to be uncovered during an improvement review that lead to more effective future improvement efforts. These are an incidental by-product of the improvement review, not its primary output". Ref 5.4.7.2, 5.4.6.1</p>



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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
22	D	6.1	<p>A. Incorrect. This is a measure of compliance to procedures. "Compliance measurements demonstrate the degree of adherence to governance and/or regulatory requirements." Ref 4.2, tab 4.2</p> <p>B. Incorrect. This is a measure of efficiency. "Efficiency measurements demonstrate the degree of fitness for use of any part of the SVS, a product, or a service." Ref 4.2, tab 4.2</p> <p>C. Incorrect. This is a measure of the support teams' productivity. "Productivity measurements demonstrate the throughput of a system (a value stream, a process, a service, a component) over a period of time." Ref 4.2, tab 4.2</p> <p>D. Correct. "Progress measurements demonstrate the degree of achievement to defined milestones and/or deliverables. They may be seen as indicators of something's degree of completeness." Ref 4.2, tab 4.2</p>
23	C	4.2	<p>A. Incorrect. The output of a SWOT analysis is "Identification of strengths, weaknesses, opportunities, and threats." This will not help to demonstrate compliance to an international standard. Ref 3.1.3, tab 3.8</p> <p>B. Incorrect. The output of an SLA achievement analysis is "Analysis of the quality of a service or services based on a comparison of service performance against service level agreement (SLA) targets." This will not help to demonstrate compliance to an international standard. Ref 3.1.3, tab 3.8</p> <p>C. Correct. The output of a gap analysis is "Identification of the differences between actual practice and the chosen assessment criteria", which could be used to demonstrate compliance to an international standard. Ref 3.1.3, tab 3.8</p> <p>D. Incorrect. The output of a maturity assessment is "An estimation of the maturity of a process or an organization based on a defined framework, such as the ITIL process maturity model." This will not help to demonstrate compliance to an international standard. Ref 3.1.3, tab 3.8</p>

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24	D	7.2.b	<p>A. Incorrect. The guiding principle 'optimize and automate' states that “Organizations must maximize the value of the work performed by their human and technical resources.” Many changes may have no impact on customers and no requirement for review for customers representative. This 'improvement' would result customers having to more work for potentially a limited increase in value. Ref 8.2.7</p> <p>B. Incorrect. The guiding principle 'optimize and automate' states that “Organizations must maximize the value of the work performed by their human and technical resources.” More frequent meetings will potentially require more resources and effort for manual processes. It would be better to optimize and automate the work to reduce the need for meetings. Ref 8.2.7</p> <p>C. Incorrect. The guiding principle 'optimize and automate' states that “Organizations must maximize the value of the work performed by their human and technical resources.” This improvement might support the guiding principle 'focus on value', but does not directly support 'optimize and automate'. Ref 8.2.7</p> <p>D. Correct. The guiding principle 'optimize and automate' states that “Organizations must maximize the value of the work performed by their human and technical resources.” Standard changes are fully documented and the risks are understood, therefore less effort is expended every time one is used. "Standard changes - These are low-risk, pre-authorized changes that are well understood and fully documented, and can be implemented without needing additional authorization." Ref 8.2.7, ITIL 4 Foundation 5.2.4</p>

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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
25	C	7.2.a	<p>A. Incorrect. Throughput “is a measure of the number of work items finished in a period of time.” Delaying tasks would reduce (instead of increase) throughput. Ref 4.3.4.3</p> <p>B. Incorrect. Work item age “is a measure of the amount of time active items have been in progress.” Delaying tasks would increase (vs. reduce) work item age. Ref 4.3.4.3</p> <p>C. Correct. Work in progress (WIP) “is a measure of unfinished work items.” Delaying tasks and starting other tasks increases the WIP queue. Ref 4.3.4.3</p> <p>D. Incorrect. Wait time is the “amount of time a discrete unit of work waits in a queue before work begins.” Excessive WIP would increase (vs. reduce) wait time. Ref 7.3.3.5</p>
26	C	1.2.d	<p>A. Incorrect. Policies are “Formally documented management expectations and intentions, used to direct decisions and activities.” Ref 1.2.1.2</p> <p>B. Incorrect. A control is “The means of managing a risk, ensuring that a business objective is achieved, or that a process is followed.” Ref 1.2.1.3</p> <p>C. Correct. As the dress code is suggested (vs. mandated); this is an example of a guideline. A guideline is a “recommended practice that allows some discretion in its interpretation, implementation, or use.” Ref 1.2.1.2</p> <p>D. Incorrect. “Tactics are the specific methods by which a strategy is enacted.” Ref 1.3.1.2</p>

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

Q	A	Syllabus Ref	Rationale
27	C	7.2.c	<p>A. Incorrect. There is no indication in the situation described that the risks and controls are an issue. It is important to understand risks and controls, however documenting alone is no guarantee that they are effective. "Controls require evidence of their effectiveness. Without evidence, the organization cannot evaluate whether the control is reducing risk or assuring success." Ref 1.2.1.3</p> <p>B. Incorrect. The focus of the question is on the flow of activities, not on organizational change management, which "is concerned with the human side of change." Ref 6.3</p> <p>C. Correct. "Value stream mapping is a method of visualizing the flow from demand or opportunity to value, and then planning how that flow can be improved." Ref 3.3</p> <p>D. Incorrect. The focus of the question is on the flow of activities, not on building a business case, which is "a justification for the expenditure of organizational resources, providing information about costs, benefits, options, risks, and issues". Ref 2.4.3</p>
28	B	4.1	<p>A. Incorrect. This issue was caused by failing to take a baseline. Step 1 of the continual improvement model is 'What is the vision?'. "In this step, individual improvement initiatives are aligned with the organization's objectives, which are derived from its vision and mission, and a vision for the improvement initiative itself is defined." Ref 5.4.1</p> <p>B. Correct. This issue was caused by failing to take a baseline. Step 2 of the continual improvement model is 'Where are we now?'. This step includes "baseline measurements and metrics of the current state to be used for later comparison." Ref 5.4.2</p> <p>C. Incorrect. This issue was caused by failing to take a baseline. Step 3 of the continual improvement model is 'Where do we want to be?'. "This step is about defining the next state, the next logical stage in a continual improvement journey." Ref 5.4.3</p> <p>D. Incorrect. This issue was caused by failing to take a baseline. Step 6 of the continual improvement model is 'Did we get there?'. "To confirm whether the desired future state has been reached, going beyond anecdotal evidence and utilizing data analysis to confirm the new status and the value delivered by the changes." This requires the baseline data from step 2 as a comparison. Ref 5.4.6</p>

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Q	A	Syllabus Ref	Rationale
29	A	1.2.c	<p>A. Correct. "Every organization is directed by a governing body: a person or group of people who are accountable at the highest level for its performance and compliance. Governance includes the establishment of policies and the continual monitoring of their proper implementation by the governing body." Ref 1.6.1.1</p> <p>B. Incorrect. This describes following policy, which is something that everybody must do. "Policies direct decisions and behaviour. In most organizations, failing to follow company policies results in disciplinary action, which can include termination of employment". Ref 1.2.1.2</p> <p>C. Incorrect. This describes management. "Good management should result in effective and efficient operational activity, confident and competent employees, and the achievement of defined objectives throughout the organization." Ref 1.6.1.1</p> <p>D. Incorrect. This describes compliance. Compliance is defined as "Both the act and result of ensuring that a standard or set of guidelines is followed, or that proper, consistent accounting or other practices are being employed." Ref 1.6.1.1</p>

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Q	A	Syllabus Ref	Rationale
30	D	2.1.c	<p>A. Incorrect. Financial considerations may be part of the delegating decisions, but, alone it does not address the more general concern in the question - how best to delegate more decisions to staff. "Governance decisions are made at the highest levels of an organization, but most decisions should be made by other teams or areas within it." "Decisions that present little risk should be performed, as far as possible, by those performing the related work." Ref 2.2.2</p> <p>B. Incorrect. Delegation of decisions must be based primarily on risk and decisions-making authority (not simply availability). "Governance decisions are made at the highest levels of an organization, but most decisions should be made by other teams or areas within it." "Decisions that present little risk should be performed, as far as possible, by those performing the related work." Ref 2.2.2</p> <p>C. Incorrect. This answer does not address the key issue in the question - how to delegate more decisions to staff. "Decisions that present significant risk should be made via mechanisms that provide more structure and review. Decisions that present little risk should be performed, as far as possible, by those performing the related work. This strategy avoids unnecessary delay and assures employees that they are trusted. A large proportion of decisions can be placed at the operational level when risk is moderated with training, automation, policies, and guidelines." Ref 2.2.2</p> <p>D. Correct. "Decisions that present little risk should be performed, as far as possible, by those performing the related work. This strategy avoids unnecessary delay and assures employees that they are trusted. A large proportion of decisions can be placed at the operational level when risk is moderated with training, automation, policies, and guidelines." Ref 2.2.2</p>

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Q	A	Syllabus Ref	Rationale
31	D	3.1	<p>A. Incorrect. Although there is a role for dedicated risk managers, all IT staff share responsibility for risk management. "Everyone is responsible for participating in and contributing to risk management because there are potential risks in everyone's actions. Actively managing risks should be habitual." Ref 2.3.1</p> <p>B. Incorrect. This answer does not address the concern, it also contributes to a blame culture. All IT staff share responsibility for risk management. "Everyone is responsible for participating in and contributing to risk management because there are potential risks in everyone's actions. Actively managing risks should be habitual." Ref 2.3.1</p> <p>C. Incorrect. This answer does not address the issue, but it also dismisses the knowledge of all IT staff of potential risks in the work they perform. All IT staff share responsibility for risk management. "Everyone is responsible for participating in and contributing to risk management because there are potential risks in everyone's actions. Actively managing risks should be habitual." Ref 2.3.1</p> <p>D. Correct. All IT staff share responsibility for risk management. "Everyone is responsible for participating in and contributing to risk management because there are potential risks in everyone's actions. Actively managing risks should be habitual." Ref 2.3.1</p>

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Q	A	Syllabus Ref	Rationale
32	D	2.1.a	<p>A. Incorrect. The question asks for an objective that supports the cloud storage service strategy. This answer provides a metric not an objective. "Strategies may be defined at multiple levels but, in organizations, they must cascade logically from the overall organizational strategy. They must also be tied to the achievement of objectives." Ref 1.3.1.1</p> <p>B. Incorrect. The question asks for an objective that supports the cloud storage service strategy. This answer provides a second strategy that is unrelated to the one in the question. It is not an objective. "Strategies may be defined at multiple levels but, in organizations, they must cascade logically from the overall organizational strategy. They must also be tied to the achievement of objectives." Ref 1.3.1.1</p> <p>C. Incorrect. The question asks for an objective however this answer is a KPI. It is also not related to the strategy. "Strategies may be defined at multiple levels but, in organizations, they must cascade logically from the overall organizational strategy. They must also be tied to the achievement of objectives." Ref 1.3.1.1</p> <p>D. Correct. This is a clearly stated objective to ensure that technical teams implement the necessary infrastructure aligned with the strategy. Objectives must be aligned to strategies and relevant to strategies. "Strategies may be defined at multiple levels but, in organizations, they must cascade logically from the overall organizational strategy. They must also be tied to the achievement of objectives." Ref 1.3.1.1</p>



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

<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
33	D	1.3	<p>A. Incorrect. "ITIL4 discusses achieving value by considering outcomes, costs, and risks". A risk is "A possible event that could cause harm or loss, or make it more difficult to achieve objectives." Ref 1.8, 1.2.1.3</p> <p>B. Incorrect. "ITIL4 discusses achieving value by considering outcomes, costs, and risks", and "An organization may, however, choose to accept additional risk, increased costs, or diminished outcomes if this will create the possibility of increased value". Ref 1.8</p> <p>C. Incorrect. "ITIL4 discusses achieving value by considering outcomes, costs, and risks", and "Service providers help consumers to achieve outcomes and, in doing so, adopt some of the associated risks and costs." Ref 1.8</p> <p>D. Correct. "ITIL4 discusses achieving value by considering outcomes, costs, and risks", and "An organization may, however, choose to accept additional risk, increased costs, or diminished outcomes if this will create the possibility of increased value". Ref 1.8</p>
34	A	6.1	<p>A. Correct. "A success factor describes a condition or characteristic that must be achieved for something to be considered successful." Ref 4.2.3.1</p> <p>B. Incorrect. Key performance indicators are "Metrics that are used to indicate the fulfilment of success factors". The statement in the question is not a metric. Ref 4.2.3.2</p> <p>C. Incorrect. A metric is "A measurement or calculation that is monitored or reported for management and improvement." Ref 4.1.1</p> <p>D. Incorrect. A measurement is "A means of decreasing uncertainty based on one or more observations that are expressed in quantifiable units". Ref 4.1.1</p>

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Q	A	Syllabus Ref	Rationale
35	A	5.3	<p>A. Correct. A common cause of rework is that people do not have the information that they need at the time they need it. “In the context of organizations and people, the principles, methods, and techniques relating to communication and OCM help in beginning to establish interfaces. The value chain and respective value streams should be examined, considering how well the interfaces enable people to work together. It is important to ensure that everyone has access to the relevant knowledge, information, and people at the right times.” Ensuring people have the information that they need, at the time they need it, also helps to improve the flow of work. Ref 7.3.1.6</p> <p>B. Incorrect. While this might improve the flow of work across the value stream, it does not address the issue of rework. “Organizations sometimes define too many interfaces and control points. For every control point, it is important to check whether the interface or control is effective and practical.” Ref 7.3.1.6</p> <p>C. Incorrect. While open communication channels with partners provide opportunities for the regular discussion and remediation of issues, this option does not address the issue of rework. Also, the question does not indicate that partners are a part of this value stream. “In environments where communication channels are not established early, irreparable damage to the relationship can occur before anyone realizes what is happening. Communicating well and never assigning blame in difficult situations is the best way to solve problems.” Ref 7.3.2.5</p> <p>D. Incorrect. While this might improve the flow of work across the value stream, it does not address the issue of rework. “Organizations sometimes define too many interfaces and control points. For every control point, it is important to check whether the interface or control is effective and practical.” Ref 7.3.1.6</p>

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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
36	C	1.1.e	<p>A. Incorrect. This describes tactics. "Tactics are the specific methods by which a strategy is enacted." Ref 1.3.1.2</p> <p>B. Incorrect. This describes scope of control which is defined as "The area(s) or activities over which a person has the authority to direct the actions of others or define the required outcomes." Ref 1.1.1</p> <p>C. Correct. "A method is a way, technique, or process for doing something. Methods are structured and systematic." Ref 1.3.1.4</p> <p>D. Incorrect. An operating model is "A conceptual and/or visual representation of how an organization co-creates value with its customers and other stakeholders, as well as how the organization runs itself". Ref 1.6.2</p>
37	D	1.2.b	<p>A. Incorrect. Vision is "A defined aspiration of what an organization would like to become in the future." Ref 1.2.1.1</p> <p>B. Incorrect. Strategy is "A broad approach or course of action defined by an organization for achieving its objectives." Ref 1.3.1.1</p> <p>C. Incorrect. "Tactics are the specific methods by which a strategy is enacted." Ref 1.3.1.2</p> <p>D. Correct. Operation is "The routine running and management of an activity, product, service, or other configuration item." Ref 1.3.1.3</p>
38	A	1.1.b	<p>A. Correct. "Plans are always important, but particularly so in large organizations because plans improve coordination. In every organization, plans help to avoid waste and reduce risk." Ref 1.3</p> <p>B. Incorrect. "Clear direction clarifies expected outcomes and defines the appropriate guiding principles." Ref 1.2</p> <p>C. Incorrect. Improvement is defined as "A deliberately introduced change that results in increased value for one or more stakeholders." Ref 1.4</p> <p>D. Incorrect. Governance is "The means by which an organization is directed and controlled." Ref 1.6.1.1</p>

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Q	A	Syllabus Ref	Rationale
39	D	5.2.c	<p>A. Incorrect. Reports will simply demonstrate that the problem exists, but this is already known. "To share feedback, stakeholders must feel secure and confident that it will receive attention." Ref 6.1.6</p> <p>B. Incorrect. It is important to allow anonymous feedback, but making all feedback anonymous will have negative effects. "Anonymous feedback can be actionable, but it raises some challenges; for example, it is often difficult to collect additional information about the feedback, engage in further dialogue, or reassure stakeholders that their feedback has been addressed. It is often easiest to leave the choice between anonymous and personalized feedback to the stakeholders." Ref 6.1.6</p> <p>C. Incorrect. This would introduce two new feedback channels, but would not encourage more use of the existing feedback channels as required in the question. "To share feedback, stakeholders must feel secure and confident that it will receive attention." Ref 6.1.6</p> <p>D. Correct. "To share feedback, stakeholders must feel secure and confident that it will receive attention" and "Ensure that all feedback gets a response; otherwise, the next time they are asked, stakeholders may be reluctant to provide it." Ref 6.1.6</p>
40	C	2.1.a	<p>A. Incorrect. The question is focused on aligning goals and objectives at every level to ensure alignment with the organization's objectives. "When the organization's mission and strategy are understood, objectives can cascade from them, translating the strategy from one organizational level to the next." This answer describes an approach to business case development. Ref 2.1.3</p> <p>B. Incorrect. This answer addresses risk and risk mitigation and does not address aligning objectives throughout the organization. Ref 2.3, 2.3.1</p> <p>C. Correct. This answer describes the basic steps associated with cascading objectives in the organization so that the goals at every level are aligned with organization's objectives. "When the organization's mission and strategy are understood, objectives can cascade from them, translating the strategy from one organizational level to the next." Ref 2.1.3</p> <p>D. Incorrect. Although stakeholder feedback is critical to strategic planning, this answer does not address aligning goals and objectives at each level in the organization with the organization's objectives. Ref 2.1.3</p>