4   ITIL 4 Direct, Plan & Improve Syllabus

The table below specifies the learning outcomes of the ITIL 4 Direct, Plan & Improve qualification, and the assessment criteria used to assess a candidate's achievement of these learning outcomes, subsequent to a course of study. Note: Principal book references are in parentheses. These refer to the section, but not the subsections within it. The verb for each assessment criterion indicates the Bloom's level (BL): 'Understand', indicates Level 2 understanding/comprehension, and 'Know how to' indicates Level 3 application.

Learning Outcome	Assessment Criteria	BL	No. marks

1. Understand the key concepts of Direct, Plan & Improve	1.1 Understand the following key terms:
	    a) Direction (1.2)
	    b) Planning (1.3)
	    c) Improvement (1.4, 1.5)
	    d) Operating model (1.6.2)
	    e) Methods (1.3.1.4)
	    f) Risks (1.2.1.3)
	    g) Scope of control (1.1.1)
		BL2	3

	1.2 Understand the differences between the following key concepts:
	    a) Vision and mission (1.2.1.1)
	    b) Strategy, tactics and operations (1.3.1, 1.3.1.1-3)
	    c) Governance, compliance and management (1.6.1.1)
	    d) Policies, controls and guidelines (1.2.1.2, 1.2.1.3)
		BL2	3

	1.3 Understand the concepts of value, outcomes, costs & risks and their relationships to direction, planning and improvement (1.8)	BL2	2

2. Understand the scope of what is to be directed and/or planned, and know how to use key principles and methods of direction and planning in that context	2.1 Identify the scope of control and within this:
	    a) Know how to cascade objectives and requirements (1.3.1, 1.3.1.1, 2.1.3, 2.1.4)
	    b) Know how to define effective policies, controls and guidelines (2.5.2, 2.5.2.1-3)
	    c) Know how to place decision-making authority at the correct level (2.2.2)
		BL3	6

Learning Outcome	Assessment Criteria	BL	No. marks
3. Understand the role of Governance, Risk and Compliance (GRC) and know how to integrate the principles and methods into the service value system	3.1 Understand the role of risk and risk management in DPI (1.2.1.3, 2.3, 2.3.1-2)	BL2	1
	3.2 Understand how governance impacts DPI (2.2, 2.2.1, 2.2.1.1, 2.2.2, 2.2.3)	BL2	1
	3.3 Know how to ensure that controls are sufficient, but not excessive (2.5.2.1, 2.5.2.2)	BL3	1
4. Understand and know how to use the key principles and methods of continual improvement for all types of improvements	4.1 Know how to use the ITIL continual improvement model to improve the service value system or any part of the SVS (Chapter 5 including subsections)	BL3	2
	4.2 Know how to identify assessment objectives, outputs, requirements and criteria (3.1.1.2, 3.1.3, 3.1.3.1, 3.1.4, tab 3.2)	BL3	1
	4.3 Know how to select an appropriate assessment method for a particular situation (3.1.3, 3.1.3.1-7)	BL3	1
	4.4 Know how to define and prioritize desired outcomes of an improvement (the continual improvement practice 2.4.2.2, Core Guidance 5.2, 5.4, 5.4.1-3, 5.4.3.1)	BL3	1
	4.5 Know how to build, justify and advocate for a business case (5.4.2, 2.4.3, 2.4.3.1-2)	BL3	1
	4.6 Know how to conduct: a) improvement reviews (5.4.6, 5.4.6.1) b) analysis of lessons learned (5.4.7 – 5.4.7.2, the continual improvement practice 2.4.1.4)	BL3	1
	4.7 Know how to embed continual improvement at all levels of the SVS (5, 5.1-3, the continual improvement practice 2.4.1.3)	BL3	1

Learning Outcome	Assessment Criteria	BL	No. marks
5. Understand and know how to use the key principles and methods of communication and organizational change management to direction, planning and improvement	5.1 Understand the nature, scope and potential benefits of organizational change management (6.3, 6.3.1, 6.3.2, 6.3.2.1-3, tab 6.4, the organizational change management practice 2 (including subsections))	BL2	1
	5.2 Know how to use the key principles and methods of Communication & OCM: a) Identify and manage different types of stakeholders (6.2, 6.2.1, 6.2.2) b) Effectively communicate with and influence others (6.1.2 - 6.1.2.5, 6.1.5, 6.3.2, 6.3.2.1-3, tab 6.2) c) Establish effective feedback channels (6.1.2.1, 6.1.5, 6.1.6)	BL3	4
	5.3 Know how to establish effective interfaces across the value chain (6.2, 6.3.3, 7.3.1.6, 7.3.2.5)	BL3	1
6. Understand and know how to use the key principles and methods of measurement and reporting in direction, planning and improvement	6.1 Know how to define indicators and metrics to support objectives (4, 4.1, 4.1.1-3, 4.2, 4.2.1-3 (including subsections), tab 4.2)	BL3	3
7. Understand and know how to direct, plan and improve value streams and practices	7.1 Understand the differences between value streams and practices and how those differences impact direction, planning and improvement (3.3, 3.3.1-2, 7.3.3, 7.3.3.1-3)	BL2	1
	7.2 Know how to select and use the appropriate methods and techniques to direct, plan and improve value streams and practices. a) Addressing the 4 dimensions (4.3.1-4, 4.3.4.1-3, 7.3.2) b) Applying the guiding principles (1.7, 8.2.1-7) c) Value stream mapping (3.3, 3.3.1-5, 3.3.4.1) d) Optimization of workflow (3.3.1, 3.3.2, 3.3.4, 3.3.4.1, 4.3.4, 4.3.4.1-3, 7.3.3.4-7) e) Elimination of waste (3.3.1-4, 7.3.3, 7.3.3.5, 7.3.3.7) f) Ensuring & utilizing feedback (1.7, 2.1.3-4, 6.1.2, 6.1.2.1-5, 6.1.6, 6.3.5.1-2)	BL3	5