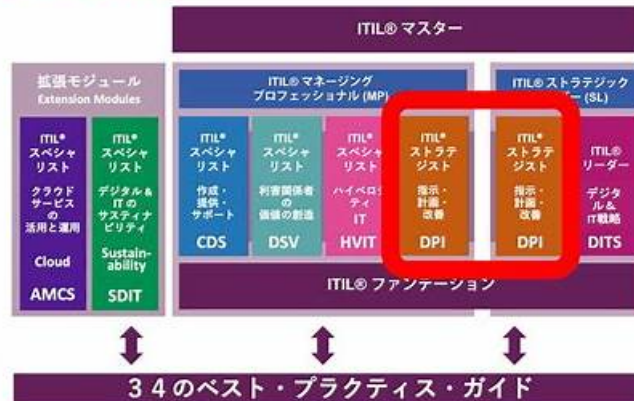


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問題 #37

An organization has determined that a significant percentage of incidents have delayed resolutions because they are escalated to the wrong team, and need to be reassigned before they can be resolved. They plan to improve the flow of work by improving the accuracy of incident escalation.

What is this an example of?

- A. Elimination of waste
- B. Collecting feedback
- C. Addressing the four dimensions
- D. Organizational change management

答案： A

解題說明：

ITIL DPI applies Lean principles such as the elimination of waste. Repeated reassignments and delays in incident handling represent a form of waste in workflow. Improving accuracy of escalation removes unnecessary handoffs and accelerates resolution, optimizing flow. This aligns with Lean-inspired waste elimination. OCM (D) is about managing people through change, not fixing workflow inefficiencies.

(Reference: ITIL 4 Strategist DPI, section on "Lean principles - eliminate waste and optimize flow")

問題 #38

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. Initiate a project to select and implement a collaboration tool to facilitate two-way communication with staff
- **B. Research how individual teams communicate internally and use the most popular collaboration tools to collect feedback**
- C. Establish office hours where staff are encouraged to visit without appointments and discuss their concerns
- D. Publish a printed weekly newsletter that clearly and consistently communicates change

答案: B

解題說明:

DPI emphasizes using existing, familiar, and effective communication channels to encourage staff feedback and engagement. By leveraging collaboration tools that teams already use (Option A), managers minimize resistance and maximize participation. Option B is localized and limited in scale. Option C delays feedback until a project is implemented. Option D is one-way communication, not interactive.

(Reference: ITIL 4 Strategist DPI, section on "OCM - communication and feedback channels")

問題 #39

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. Customer satisfaction with the application measured by using net promoter score increases by 5% each year
- **B. User satisfaction with the application measured in a monthly survey increases by 30% over the next six months**
- C. A significant number of user interface improvements implemented over the next six months
- D. Usability of the application evaluated by the application manager improves from "poor" to "good" over the next six months

答案: B

解題說明:

In DPI, KPIs must be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). Option B is the only one that fully meets SMART criteria:

- * Specific (user satisfaction with the application),
- * Measurable (30% increase),
- * Achievable (reasonable improvement target),
- * Relevant (directly tied to usability),
- * Time-bound (six months).

Options A and D lack measurable objectivity, while C is too broad and long-term.

(Reference: ITIL 4 Strategist DPI, section on "Measurement and reporting - setting SMART objectives and KPIs")

問題 #40

A service provider has a small technical support team, who are based in a remote location and provide support to a critical service. The support group have a reputation for providing excellent service. Head office, who control budget decisions, are implementing an improvement project for the service.

What should the service provider do FIRST to identify the support team's involvement in the project?

- A. Inform the support team that they will receive regular email updates
- B. Use the same method of communication as agreed with all project stakeholders
- C. Agree a method for involving the support team in financial decisions
- **D. Initiate a discussion with the support group to understand their preferred method of communication**

答案: D

解題說明:

DPI's OCM guidance emphasizes engaging stakeholders early and ensuring communication methods are tailored to their needs. By first discussing preferred communication methods with the remote support team (B), the organization ensures their active involvement

and reduces the risk of disengagement. Option A is one-way communication. Option C is irrelevant (they don't make financial decisions). Option D assumes one-size-fits-all, which contradicts DPI's principle of stakeholder-specific communication. (Reference: ITIL 4 Strategist DPI, section on "OCM - stakeholder engagement and communication planning")

問題 #41

A service provider is implementing a new self-service portal for users to request access to IT services. The portal will be made available to 5000 users across 50 sites.

Which is the BEST guidance for producing guidelines for users of the self-service portal?

- A. Circulate detailed guidelines to users for using the self-service portal to request access to IT services
- B. Provide guidelines for using the self-service portal for access requests to the service desk staff so that they can help users
- C. Provide guidelines outlining the difference from previous methods of requesting access to IT services
- **D. Produce simple guidelines for users of the self-service portal for access requests, making it clear who to contact for exceptions**

答案: D

解題說明:

DPI and the guiding principle "Keep it simple and practical" stress that guidance should be clear, concise, and user-friendly. With 5000 users, simple guidelines prevent confusion and reduce support overhead.

Explicit instructions on who to contact for exceptions ensures smooth adoption. Options A and D risk overwhelming users with detail, while B shifts responsibility to the service desk instead of empowering users.

(Reference: ITIL 4 Strategist DPI, section on "Organizational change management - communication and adoption support")

問題 #42

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