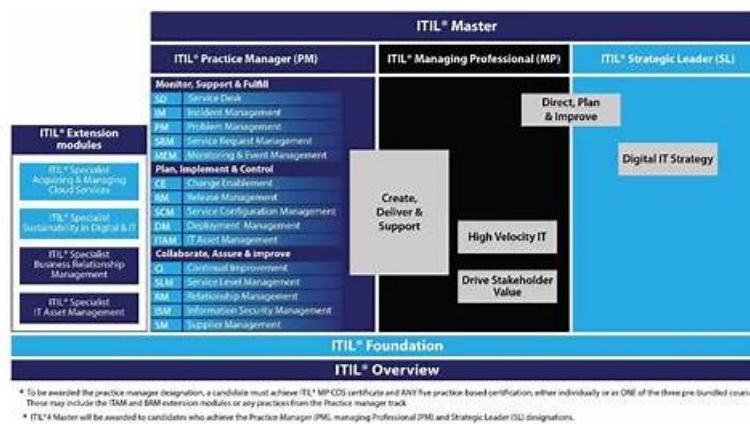


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ITIL 4 Strategist: Direct, Plan and Improve (DPI) Sample Questions (Q39-Q44):

NEW QUESTION # 39

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. Collect feedback from both organizational and IT leadership from each region
- C. Prioritize risk mitigation strategies in alignment with the organization's risk appetite
- D. Establish increasingly detailed objectives at each level of the organization that align directly with the objectives of the layer above

Answer: D

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 # 40

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. A description of how the guiding principles will be used to implement the toolset
- **B. An evaluation of organizational constraints on the use of the toolset**
- C. The techniques used to develop the service provider's strategy
- D. The risks to the toolset vendors of not selecting their product

Answer: B

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 # 41

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. Building value chains on effective practices
- B. Cascading goals through the organization
- C. Establishing clear objectives for assessments
- **D. Optimizing a workflow through the organization**

Answer: D

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 # 42

A service provider has experienced a number of problems with their cloud storage service that have caused service outages.

Problem management has successfully identified the cause of each incident, but further improvements to the service are considered necessary.

Which is the BEST example of using the 'continual improvement model' to guide improvements to the service?

- A. Use the model to assess and authorize changes to improve the cloud storage service
- B. Use the model to identify and compare improvements to the 'problem management' practice
- C. Use the model to restore and recover the cloud storage service each time the service fails
- **D. Use the model to identify and prioritize improvements to the cloud storage service**

Answer: D

Explanation:

The continual improvement model is applied to evaluate, prioritize, and implement improvements across services, practices, and processes. Here, the focus is the cloud storage service, not just the practice of problem management. Option B reflects the model's purpose - identify improvement opportunities, assess priorities, and act to prevent recurrence of failures. Options A, C, and D

misapply the model to either specific practices or operational recovery, not holistic improvement.
(Reference: ITIL 4 Strategist DPI, section on "Applying the continual improvement model to services and practices")

NEW QUESTION # 43

Which concept or activity involves reviewing data to identify what is working well and what needs to be done differently?

- A. Vision
- B. Planning
- **C. Improvement**
- D. Direction

Answer: C

Explanation:

The continual improvement model in ITIL DPI explicitly requires reviewing data and performance outcomes to determine what is successful and what requires adjustment. This is the essence of improvement—using measurement and feedback to guide future action. Direction (A) and vision (D) are long-term guiding elements, while planning (B) organizes work. Only improvement is about data-driven reflection and adaptation.

(Reference: ITIL 4 Strategist DPI, section on "Continual improvement model - steps to evaluate and adapt")

NEW QUESTION # 44

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