

ITIL® 4 Managing Professional

Direct, Plan & Improve (DPI) Syllabus (DRAFT)

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1 Introduction

The purpose of this document is to outline:

- the learning outcomes of the ITIL 4 Direct Plan and Improve (DPI) qualification and the assessment criteria that a candidate is expected to meet for each learning outcome (with reference to the *ITIL 4 Direct, Plan and Improve* publication and the *ITIL Practice Guide* library)
- the examination design, in terms of question types to be used, exam duration and administrative considerations
- the weightings (number of questions) across learning outcomes, assessment criteria and ‘Bloom’s level’ (level of cognitive processing required to answer the question/task, according to Bloom’s (revised) taxonomy).

The target audience for this document is:

- The AXELOS Examination Institute partner, PeopleCert
- Accredited Organization partners.

The purpose of the ITIL 4 Direct Plan and Improve Qualification is:

- to provide the candidate with the practical skills necessary to create a ‘learning and improving’ IT organization, with a strong and effective strategic direction.
- to provide practitioners with a practical and strategic method for planning and delivering continual improvement with the necessary agility.

The purpose of the ITIL 4 Direct Plan and Improve Examination is:

- to assess whether the candidate can demonstrate sufficient understanding and application of the concepts covered in the ITIL 4 Direct, Plan and Improve publication to establish a learning and improving IT organization. The ITIL 4 Direct, Plan and Improve qualification is one of the pre-requisites for the designation of ITIL 4 Managing Professional which assesses the candidate’s practical and technical knowledge about how to run successful IT-enabled services, teams and workflows. It is also a pre-requisite for the designation of ITIL 4 Strategic Leader, which assesses the candidate’s ability to build and implement an effective IT and digital strategy that can tackle digital disruption and drive success.

The target audience for this qualification is:

- individuals continuing of their journey in service management
- ITSM managers and aspiring ITSM managers
- managers of all levels involved in shaping direction and strategy or developing a continually improving team
- existing ITIL qualification holders wishing to develop their knowledge.

2 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):

'Describe'/'Explain', 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: <ul style="list-style-type: none"> a) Direction (1.2) b) Planning (1.3) c) Improvement (1.4) 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: <ul style="list-style-type: none"> 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 & 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: <ul style="list-style-type: none"> a) Know how to cascade goals and requirements (1.3.1.1, 2.1.3, 2.1.4) b) Know how to define effective policies, controls and guidelines (2.5.2, 2.5.2.1-4) c) Know how to place decision-making authority at the correct level (2.2.2) 	BL3	6
3. Understand the role of 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 (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

Learning Outcome	Assessment Criteria	BL	No. marks
	3.3 Know how to ensure that controls are sufficient, but not excessive (2.5.2.1)	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 all sections and sub-sections)	BL3	2
	4.2 Know how to identify assessment objectives, outputs, requirements and criteria (3.1.1.2)	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 3.2.1.25.2.1, 5.4, 5.4.1-2)	BL3	1
	4.5 Know how to build, justify and advocate for a business case (2.4.3, 5.4.2)	BL3	1
	4.6 Know how to conduct: a) improvement reviews (5.7.1, the 'continual improvement' practice 3.2.1.6) b) analysis of lessons learned (8.8.4)	BL3	1
	4.7 Know how to embed continual improvement at all levels of the SVS (5, 5.1, 5.1.1-2, the 'continual improvement' practice)	BL3	1
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, the 'organizational change management' practice)	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, 6.3.2, 6.3.2.1-3) c) Establish effective feedback channels (6.1.2.1, 6.1.5, 6.1.6)	BL3	4

Learning Outcome	Assessment Criteria	BL	No. marks
	5.3 Know how to establish effective interfaces across the value chain (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, 4.1.1-4.1.3, 4.2, 4.2.1-3 (including subsections))	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
	<p>7.2 Know how to select and use the appropriate methods and techniques to direct, plan and improve value streams and practices.</p> <p>a) Addressing the 4 dimensions (4.3.1-4, 4.3.4.1-3)</p> <p>b) Applying the guiding principles (1.7,)</p> <p>c) Value stream mapping (3.3, 3.3.1-5, 3.3.4.1)</p> <p>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)</p> <p>e) Elimination of waste (3.3.1, 3.3.2, 3.3.4,7.3.3.5,7.3.3.7)</p> <p>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)</p>	BL3	5

3 ITIL 4 Direct, Plan & Improve Examination Design

3.1 EXAMINATION ADMINISTRATION

Duration: 90 minutes

NOTE: Candidates taking the exam in a language that is not their native or working language may be awarded 25% extra time, i.e. 113 minutes in total.

Materials permitted: This is a 'closed book' examination. No materials other than the examination materials are permitted.

Prerequisites: The candidate must have passed the ITIL 4 Foundation examination. In addition, the candidate must have attended an accredited training course for this module (the recommended duration for this training is 18 hours including the examination).

3.2 QUESTION TYPES

All 40 questions are Objective Test Questions (OTQs), which present four options from which one option is selected. Distractors (wrong answers) are options that candidates with incomplete knowledge or skill would be likely to choose. These are generally plausible responses relating to the syllabus area being examined. Question styles used within this type are: 'standard', 'list' (2 correct items), and, exceptionally, 'negative' standard OTQ.

Example 'standard' OTQ:

Which is a source of best practice?

- a) Q
- b) P
- c) R
- d) S

Example 'negative' standard OTQ:

Which is NOT a defined area of value?

- a) Q
- b) P
- c) R
- d) S

Example 'list' OTQ:

Which statement about service asset and configuration management is CORRECT?

1. It does Q
 2. It does P
 3. It does R
 4. It does S
-
- a) 1 and 2
 - b) 2 and 3
 - c) 3 and 4
 - d) 1 and 4

NOTE: Negative questions are only used as an exception, where part of the learning outcome is to know that something is not done or should not occur.

NOTE: Two of the list items are correct. List style questions are never negative.

3.3 SCORING

Number of questions: 40

Marks: Each question is worth 1 mark. There are 40 marks available.

There is no negative marking.

Provisional pass mark: 70% or higher - a raw score of 28 marks or above

3.4 WEIGHTINGS BY BLOOM'S LEVEL

There are 12 questions at Bloom's Level 2 = approx. 30%

There are 28 questions at Bloom's Level 3 = approx. 70%

3.5 WEIGHTINGS BY LEARNING OUTCOME

Learning Outcome	No.OTQs	Approx. weighting
1. Understand the Key Concepts of Direct, Plan & Improve	8	20%
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	6	15%
3. Understand the role of GRC and know how to integrate the principles and methods into the service value system	3	7.5%
4. Understand and know how to use the key principles and methods of continual improvement for all types of improvements	8	20%
5. Understand and know how to use the key principles and methods of Communication and Organizational Change Management to direction, planning and improvement	6	15%
6. Understand and know how to use the key principles and methods of measurement and reporting in direction, planning and improvement	3	7.5%
7. Understand and know how to direct, plan and improve value streams and practices	6	15%



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