

# ITIL® 4 Managing Professional

## Direct, Plan & Improve (DPI) Candidate Syllabus

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# 1 Introduction

The ITIL 4 Direct, Plan and Improve (DPI) qualification is intended to provide the candidate with the practical skills necessary to create a 'learning and improving' IT organization, with a strong and effective strategic direction. Furthermore, provide practitioners with a practical and strategic method for planning and delivering continual improvement with the necessary agility.

The ITIL 4 Direct, Plan and Improve examination is intended 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.

## 2 Exam Overview

Material allowed	None	This is a 'closed book' exam. The ITIL 4: Direct, Plan and Improve publication and the ITIL Practices Guidance documentation should be used for study, but is NOT permitted to be used in the exam.
Exam duration	90 minutes	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.
Number of marks	40 marks	There are 40 questions, each worth 1 mark. There is no negative marking.
Provisional Pass mark	28 marks	You will need to get 28 questions correct (70%) to pass the exam.
Level of thinking	Bloom's levels 2 & 3	"Bloom's level" describes the type of thinking needed to answer the question. For Bloom's 2 questions, you need to show understanding of the concepts, methods and principles of DPI. For Bloom's 3 questions, you need to demonstrate application of these concepts, methods and principles of DPI, as well as information from the related practices.
Question types	Standard classic, Negative, & List	The questions are all 'multiple choice'. For the 'standard classic' questions, you have a question and four answer options. 'Negative' questions are 'standard' question in which the stem is negatively worded. For the 'list' questions, there is a list of four statements and you have to select two correct statements from the list.

### 3 Question Types

Example 'standard classic' OTQ:

Which is a source of best practice?

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

Example 'negative' standard OTQ:

Which is NOT a defined area of value?

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

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.

Please see the sample paper for an example of the exam format and content.

## 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



