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Question 1

Question Type: MultipleChoice

Which type of risk is MOST LIKELY to be identified by modeling and test reviews?

Options:

- A- Dis risk
- B- Engagement risk
- C- Cyber security risk
- D- innovation risk

Answer:

C

Explanation:

Cyber security risk is the most likely type of risk to be identified by modeling and test reviews. Modeling and test reviews are methods of assessing risks by simulating or testing different scenarios, outcomes, or impacts. Cyber security risk is the risk of unauthorized access, use, disclosure, modification, or destruction of data or systems. Modeling and test reviews can help identify cyber security risks by

exposing vulnerabilities, weaknesses, or flaws in the data or systems. Reference: ITIL 4 Leader: Digital and IT Strategy, page 60-61

Question 2

Question Type: MultipleChoice

Why might an organization choose to Implement an Innovation even though it does not meet its minimum requirement for 'return on Investment' (ROI)?

Options:

- A- The innovation is low cost
- B- The innovation is essential for the a organization to survive
- C- The innovation will deliver significant benefit for the organization
- D- The innovation is low risk

Answer:

C

Explanation:

The innovation will deliver significant benefit for the organization is a reason why an organization might choose to implement an innovation even though it does not meet its minimum requirement for "return on investment" (ROI). This means that the organization values the long-term or intangible benefits of the innovation more than the short-term or financial returns. For example, the innovation might enhance customer satisfaction, brand reputation, market share, or social impact. Reference: ITIL 4 Leader: Digital and IT Strategy, page 27-28

Question 3

Question Type: MultipleChoice

A software development organization has a very traditional way of working that no longer meets their market needs. They currently manage all budgets via their development and operations business units. They want to change so that they can develop and deploy solutions rapidly In response to constantly changing market needs.

How should they change their funding model to support this?

Options:

- A- Switch 10 funding teams and value streams
- B- Switch to funding programmes and protects
- C- Provide additional funding lo development and operations
- D- Provide additional funding via the research and development budget

Answer:

A

Explanation:

Switching to funding teams and value streams is the best way to change their funding model to support their objective of developing and deploying solutions rapidly in response to constantly changing market needs. Funding teams and value streams means allocating budgets based on the value delivered by cross-functional teams working on end-to-end processes that create value for customers. This can help increase agility, flexibility, collaboration, and innovation. Reference: ITIL 4 Leader: Digital and IT Strategy, page 50-51

Question 4

Question Type: MultipleChoice

Which is the BEST description of the relationship between organization's products, services, and resources?

Options:

- A- An organization's services are based on the organization's products
- B- An organization's products are required for the execution of an activity
- C- An organization's resources are combinations of the organization's products
- D- An organization's resources are combinations of the organization's services

Answer:

B

Explanation:

An organization's products are required for the execution of an activity is the best description of the relationship between organization's products, services, and resources. A product is a configuration of an organization's resources designed to offer value for a consumer. A service is a means of enabling value co-creation by facilitating outcomes that customers want to achieve without specific costs and risks. A resource is anything that might help deliver an organizational objective. Reference: ITIL 4 Leader: Digital and IT Strategy, page 11-12

Question 5

Question Type: MultipleChoice

An organization strategy requires them to continually maintain market relevance.

Which approach is the MOST relevant to achieve this objective?

Options:

- A- Customer 360
- B- Digital transformation
- C- Employee 360
- D- PESTLE analysis

Answer:

B

Explanation:

Digital transformation is the most relevant approach to achieve the objective of continually maintaining market relevance. It is about using digital technology to create new or modify existing business processes, culture, and customer experiences to meet changing market needs and expectations. It also helps to create value, enhance competitiveness, and foster innovation. Reference: ITIL 4 Leader: Digital and IT Strategy, page 5

Question 6

Question Type: MultipleChoice

An organization provides services to businesses and private customers, it is now reviewing its strategy and needs to ensure that the strategy sufficiently addresses the external perspective.

Which question BEST supports this objective?

Options:

- A- How can we reduce costs?
- B- How can we improve operational efficiencies?
- C- How do we get to where we want to be?
- D- What markets do we serve?

Answer:

D

Explanation:

What markets do we serve? is the best question to support the objective of ensuring that the strategy sufficiently addresses the external perspective. It helps to understand the current and potential customers, segments, needs, expectations, and preferences of the markets that the organization operates in or wants to enter. It also helps to identify the opportunities, threats, and trends in the external environment that can affect the organization's strategy. Reference: ITIL 4 Leader: Digital and IT Strategy, page 7-8

Question 7

Question Type: MultipleChoice

Which statement about metrics is CORRECT?

Options:

- A-** Leading metrics are difficult to measure, but easy to influence
- B-** Lagging metrics are easy to measure and to influence
- C-** Lagging metrics report what has been achieved
- D-** Lagging metrics predict what is likely to happen in the future

Answer:

C

Explanation:

Lagging metrics report what has been achieved by measuring the outcomes or results of past actions or activities. They are easy to measure but difficult to influence. They are useful for evaluating performance and validating hypotheses. Leading metrics predict what is likely to happen in the future by measuring the inputs or drivers of future outcomes or results. They are difficult to measure but easy to influence. They are useful for forecasting and influencing performance. Reference: ITIL 4 Leader: Digital and IT Strategy, page 83-84

Question 8

Question Type: MultipleChoice

Which parallel model is based on using the Income generated by an existing business model to fund a new digital business model until can fund itself?

Options:

A- Cannibalism

B- Erosion

C- Concurrence

D- synergism

Answer:

D

Explanation:

Synergism is a parallel model that is based on using the income generated by an existing business model to fund a new digital business model until it can fund itself. It is a way of balancing the risks and rewards of innovation and disruption by creating a synergy between the old and the new business models. Reference: ITIL 4 Leader: Digital and IT Strategy, page 39

Question 9

Question Type: MultipleChoice

An organization has identified three initiatives to support a digital transformation strategy:

1. Upgrading technology
- 2 Adopting new software development approaches
3. Changing the structure of teams and departments

The project, management office has been tasked with Identifying and developing the business case(s) needed to review these initiatives

Which is the BEST approach to take when creating the business case(s)?

Options:

- A-** Create one single business case that provides justification for all three initiatives
- B-** Create one business case for the technology upgrade, and another for the remaining Initiatives
- C-** Create three different business cases providing justification for each Initiative
- D-** Create one business case for the organizational change, and another for the remaining Initiatives

Answer:

C

Explanation:

Creating three different business cases providing justification for each initiative is the best approach to take when creating the business case(s). This can help evaluate the costs, benefits, risks, and impacts of each initiative separately and compare them with each other. It can also help prioritize and sequence the initiatives based on their feasibility and desirability. Reference: ITIL 4 Leader: Digital and IT Strategy, page 49-50

Question 10

Question Type: MultipleChoice

Which is NOT an essential consideration when developing a digital strategy?

Options:

- A- Understanding which systems will form die digital technology programme
- B- Understanding emerging technologies Hal could affect the organization
- C- Understanding how to identify potential opportunities
- D- Understanding the risks involved with digital opportunities

Answer:

A

Explanation:

Understanding which systems will form the digital technology programme is not an essential consideration when developing a digital strategy. It is a more detailed and technical aspect that can be defined later in the implementation phase. The essential considerations when developing a digital strategy are more focused on understanding the organization's vision, goals, values, customers, markets, competitors, opportunities, risks, and capabilities. Reference: ITIL 4 Leader: Digital and IT Strategy, page 5-6

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