



ITIL[®] Strategy

VERSION 5

Global Best Practice



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Syllabus


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1. Introduction

ITIL® Strategy (Version 5) is intended to empower candidates to act with clarity and confidence by ensuring every technology investment supports business strategy and outcomes, in alignment with the ITIL guidance. Furthermore, the qualification will provide the candidates with the confidence that products and services deliver measurable value and embed a culture of trust, agility, and continuous value co-creation in a rapidly evolving world.

The ITIL Strategy (Version 5) examination is intended to assess whether candidates can demonstrate sufficient understanding and application of the ITIL framework concepts, as described in the syllabus below, to be awarded the ITIL Strategy (Version 5) qualification. ITIL Foundation (Version 5) is a prerequisite for the ITIL (Version 5) higher level qualifications, which assess candidates' ability to apply their understanding of the relevant parts of the ITIL framework in context.

2. Exam Overview

Material allowed	ITIL Strategy (Version 5)	This is an ' open book ' exam. The <i>ITIL Strategy (Version 5)</i> Official Book should be used (and candidates can make notes inside the book), but no other material is allowed.
Exam duration	90 minutes	Candidates taking the exam in a language that is not their native or working language are awarded 25% extra time, that is 113 minutes in total.
Number of marks	40 marks	There are 40 questions, each worth 1 mark. There is no negative marking.
Pass mark	28 marks	You will need to get 28 questions correct (70%) to pass the exam.
Bloom's Level (BL)	BL 2 and 3	Bloom's level indicates the type of thinking needed to answer the question. For Bloom's level 2 questions, candidates need to understand concepts of the ITIL framework. For Bloom's level 3 questions, candidates need to apply these concepts in a real-life situation.
Exam format	Scenario, Strategy	Candidates should use the 'ITIL Car Rental Scenario' which gives background information that the questions apply to.
Question types	Multiple Choice Questions (MCQs)	The questions are all 'multiple choice'. 'Standard' questions have a stem and four answer options. 'Negative' questions are 'standard' questions in which the stem is negatively worded. For the 'Missing word(s)' questions, there is a sentence with a word or more words missing and candidates have to select the missing word(s) from four options. For the 'List' questions, there is a list of four statements, and candidates have to select two correct statements from the list.

3. Question Types

All multiple choice 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', 'Missing word(s)', 'List' (2 correct items), and, exceptionally, 'Negative' standard OTQs.

Example 'Standard' 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 'Missing word(s)' OTQ

Identify the missing word(s) in the following sentence.

A [?] defines requirements for services and takes responsibility for outcomes from service consumption.

- A. Role Q
- B. Role P
- C. Role R
- D. Role S

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.

Practice with the Sample Papers to understand the exam format, question types, and level of difficulty — and walk into your exam with confidence.

4. Syllabus

The table below specifies the learning outcomes of the ITIL Strategy (Version 5), and the assessment criteria used to assess candidates' achievement of these learning outcomes, subsequent to a course of study.

Note: Official Book references refer to the section, but not the subsections within it (unless stated). The verb for each assessment criterion indicates the Bloom's level (BL): 'Describe'/'Explain' indicates Level 2 understanding/comprehension; 'Apply'/'Differentiate' indicates Level 3 application.

Category	Topic	Assessment Criteria		BL
1. Key ITIL terms and definitions	1.1 Key concepts of ITIL	1.1.1	Explain the ITIL Guiding Principles (3.1.1)	2
		1.1.2	Describe the key concepts of products and services and product and service management (2.5, 2.5.1, 2.5.2)	2
		1.1.3	Understand the ITIL Product and Service Lifecycle (2.5.3)	2
		1.1.4	Describe the ITIL Four Dimensions of Product and Service Management (1.3, 2.4, 2.4.1.1, 2.4.2.1, 2.4.3.1, 2.4.4.1)	2
		1.1.5	Explain the components and purpose of the ITIL Value System (ITIL VS) (2.6)	2
	1.2 Key concepts of ITIL Strategy	1.2.1	Explain the key concepts of ITIL Strategy: strategy, digital strategy, vision, purpose, values, digital transformation (2.2, 2.2.1, 2.2.2, 2.3, 2.3.3)	2
		1.2.2	Understand digital transformation and the role of digital strategy (2.3.3)	2
		1.2.3	Explain the key characteristics of strategy (2.2.3)	2
		1.2.4	Describe strategy in a VUCA environment (2.2.1, 2.7)	2
		1.2.5	Describe business and operating models and how they relate to strategy (2.2.4 including subsections)	2
	1.3 Strategy across the ITIL Four Dimensions	1.3.1	Understand strategic considerations for the 'organizations and people' dimension (2.4.1.2)	2
		1.3.2	Understand strategic considerations for the 'partners and suppliers' dimension (2.4.3.2 including subsections)	2
		1.3.3	Understand strategic considerations for the 'information and technology' dimension (2.4.2.2)	2
		1.3.4	Understand strategic considerations for the 'value streams and processes' dimension (2.4.4.2)	2

Category	Topic	Assessment Criteria	BL	
2. The ITIL Strategy Management Model	2.1 Introduction to the ITIL Strategy Management Model	2.1.1	Understand the purpose of the ITIL Strategy Management Model (2.7)	2
		2.1.2	Describe the structure of the ITIL Strategy Management Model, including its two lifecycles: strategy development lifecycle and strategy implementation lifecycle (2.7)	2
	2.2 Strategy development	2.2.1	Describe the purpose and key outputs of each activity within the strategy development lifecycle ('observe', 'orient', 'decide', 'plan') (3.2, 3.2.1, 3.2.5, 3.3, 3.3.1, 3.3.4, 3.4, 3.4.3, 3.5, 3.5.2)	2
		2.2.2	Explain how the ITIL Guiding Principles support strategy development (3.1.1)	2
		2.2.3	Understand how PESTLE factors influence strategy (3.2.2)	2
		2.2.4	Describe how internal capabilities and resources affect strategy (3.2.3)	2
		2.2.5	Apply the 'observe' step of the strategy development lifecycle (3.2 including subsections)	3
		2.2.6	Apply the 'orient' step of the strategy development lifecycle (3.3 including subsections)	3
		2.2.7	Apply the 'decide' step of the strategy development lifecycle (3.4 including subsections)	3
		2.2.8	Apply the 'plan' step of the strategy development lifecycle (3.5 including subsections)	3
	2.3 Strategy implementation	2.3.1	Describe the purpose and key outputs of each activity within the strategy implementation lifecycle ('plan', 'execute', 'synthesize', 'reflect') (4.1, 4.2, 4.2.7, 4.3, 4.3.5, 4.4, 4.4.5, 4.5, 4.5.5)	2
		2.3.2	Explain how strategic objectives are translated into implementation initiatives during the 'plan' activity of the strategy implementation lifecycle (4.2.3)	2
		2.3.3	Explain how execution approach for implementation initiatives is selected during the 'plan' activity of the strategy implementation lifecycle (4.2.4)	2

Category	Topic	Assessment Criteria	BL
		2.3.4 Explain how strategy implementation is balanced with effective operations during the 'execute' activity of the strategy implementation lifecycle (4.1, 4.3.1)	2
		2.3.5 Explain the key functions of the 'synthesize' activity of the strategy implementation lifecycle (operational embedding, knowledge codification and capture, benefits realization) (4.4, 4.4.1, 4.4.2, 4.4.3)	2
		2.3.6 Explain how the 'reflect' activity of the strategy implementation lifecycle is performed (4.5 including subsections)	2
		2.3.7 Explain the fundamental considerations of strategy implementation (4.6)	2
		2.3.8 Apply the strategy implementation lifecycle to a given scenario (4.1-4.5 including subsections for each)	3
	2.4 Sustainable strategy management	2.4.1 Describe how sustainable strategy implementation is ensured (5.1 including subsections)	2
		2.4.2 Describe how ongoing relevance and success of strategy are ensured (5.2 including subsections)	2
3. Strategic capabilities	3.1 Leadership	3.1.1 Describe the role of leadership in strategy development and implementation (6.1)	2
		3.1.2 Explain how leadership supports strategy development and implementation (6.1 including subsections)	2
	3.2 Communication	3.2.1 Describe the role of communication in strategy development and implementation (6.2)	2
		3.2.2 Explain how effective communication supports strategy development and implementation (6.2 including subsections)	2
	3.3 Innovation	3.3.1 Describe the role of innovation in strategy development and implementation (6.3)	2
		3.3.2 Explain how innovation supports strategy development and implementation (6.3 including subsections)	2
	3.4 AI governance	3.4.1 Understand the AI capability model (1.4)	2

Category	Topic	Assessment Criteria	BL	
		3.4.2	Describe the role of AI governance in strategy development and implementation (6.4)	2
		3.4.3	Explain how AI governance supports strategy development and implementation (6.4 including subsections)	2
	3.5 Organizational Change Management (OCM)	3.5.1	Describe the role of OCM in strategy development and implementation (6.5)	2
		3.5.2	Explain how OCM supports strategy development and implementation (6.5 including subsections)	2
	3.6 Digital ethics	3.6.1	Describe the concept of digital ethics and its role in responsible strategy development and implementation (6.6)	2
		3.6.2	Explain how digital ethics supports strategy development and implementation (6.6 including subsections)	2
	3.7 Complexity thinking	3.7.1	Describe the role of complexity thinking in strategy development and implementation (6.7)	2
		3.7.2	Explain how complexity thinking supports strategy development and implementation (6.7 including subsections)	2
	3.8 Portfolio management	3.8.1	Describe the role of portfolio management in strategy development and implementation (6.8)	2
		3.8.2	Explain how portfolio management supports strategy development and implementation (6.8 including subsections)	2
	3.9 Risk management	3.9.1	Describe the role of risk management in strategy development and implementation (6.9)	2
		3.9.2	Explain how risk management supports strategy development and implementation (6.9 including subsections)	2
	3.10 Sustainability	3.10.1	Describe the role of sustainability in strategy development and implementation (6.10)	2
		3.10.2	Explain how sustainability supports strategy development and implementation (6.10 including subsections)	2

Category	Topic	Assessment Criteria		BL
4. ITIL and other frameworks	4.1 ITIL and DevOps	4.1.1	Understand how ITIL and DevOps can be used together (7.5, 7.5.1)	2
		4.1.2	Understand how ITIL and DevOps are complementary in the management of the product and service lifecycle (7.5, 7.5.1)	2
	4.2 ITIL and PRINCE2	4.2.1	Understand why project management is important in ITIL (7.5, 7.5.2)	2
		4.2.2	Understand how ITIL and PRINCE2 are complementary in the management of the product and service lifecycle (7.5, 7.5.2)	2

5. Exam specification

The examination has the following structure:

Learning Outcome	Weighting %
1. Key ITIL terms and definitions	20.0%
2. The ITIL Strategy Management Model	62.5%
3. Strategic capabilities	12.5%
4. ITIL and other frameworks	5.0%
Total	100%

In terms of Bloom levels, the examination consists of 65% BL2, and 35% BL3 questions.



Thank you for completing this course!

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