

# ITIL® 4 Strategic Leader

## Digital and IT Strategy (DITS) Candidate Syllabus

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# 1 Introduction

The purpose of this document is to outline:

- the learning outcomes of the ITIL 4 Digital and IT Strategy (DITS) qualification and the assessment criteria that a candidate is expected to meet for each learning outcome (with reference to the *ITIL 4 Digital and IT Strategy* publication and the *ITIL 4 Practice Guidance*)
- the examination design, in terms of question types to be used, exam duration, and administrative considerations
- the weightings (number of questions) for each learning outcome, 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:

Candidates taking the Digital and IT Strategy qualification.

This module focuses on the importance and challenges of creating an appropriate digital strategy to enable the success of businesses and how it can (and should) be integrated to the IT strategy and aligned with the wider organization’s goals. It explores the use of ITIL framework to support organizations in their digital transformation journey by providing a structured and flexible approach for addressing service management challenges and utilizing the potential of modern technology to get the most value from digital technology. It also adds a new perspective to the ITIL suite and elevates the discussion around ITIL concepts to the very strategic level among companies and business leaders.

## 2 ITIL 4 Digital and IT Strategy Syllabus

The table below specifies the learning outcomes of the ITIL 4 Digital and IT Strategy qualification, and the assessment criteria used to assess a candidate's achievement of these learning outcomes, subsequent to a course of study.

There are two forms of assessment in this qualification; the practical case study assignments, and the MCQ (multiple choice question) exam. More information can be found in sections 3 and 4 of this document regarding the different forms of assessment.

Learning Outcome	Assessment Criteria	BL
1. Demonstrate the use of the ITIL guiding principles in Digital and IT Strategy decisions and activities	1.1 Relate the ITIL guiding principles to all aspects of Digital and IT Strategy: (2.10.4) <ul style="list-style-type: none"> <li>a) Focus on value</li> <li>b) Start where you are</li> <li>c) Progress iteratively with feedback</li> <li>d) Collaborate and promote visibility</li> <li>e) Think and work holistically</li> <li>f) Keep it simple and practical</li> <li>g) Optimize and automate</li> </ul>	BL4
2. Understand how to leverage digital strategy to react to digital disruption	2.1. Understand the following concepts: <ul style="list-style-type: none"> <li>a) Digital Technology (2.1, 2.1.1, 2.1.2, 2.1.3)</li> <li>b) Digital Business (2.3)</li> <li>c) Digital Organization (2.2)</li> <li>d) Digitization (2.4)</li> <li>e) Digital Transformation (2.5)</li> </ul>	BL2
	2.2 Understand the following concepts: <ul style="list-style-type: none"> <li>a) Business strategy and business models (2.7.1, 2.8.1)</li> <li>b) Digital and IT Strategy (2.7.2, 2.7.3)</li> <li>c) Products (2.6)</li> <li>d) Services (2.6)</li> </ul>	BL2
	2.3 Know how to explain the relationship between Digital and IT Strategy and the components of the ITIL SVS. (2.10 (excluding 2.10.4), strategy management practice 2.1 & 2.4 including all subsections)	BL3

Learning Outcome	Assessment Criteria	BL
3. Understand the relationship between the concepts of Digital and IT Strategy, the service value system and the service value chain, and explain how to utilize them to create value	3.1 Explain environmental analysis in terms of: <ul style="list-style-type: none"> <li>a) External analysis: PESTLE (4.1, 4.1.1, 4.1.3, 4.1.4)</li> <li>b) Internal analysis: The four dimensions of service management (4.1, 4.1.2, 4.1.3, 4.1.4)</li> </ul>	BL3
4. Understand how an organization uses Digital and IT Strategy to remain viable in environments disrupted by digital technology	4.1 Know how to show how an organization's viability is related to how agile, resilient, lean, continuous and co-creational it is (8.1.2, 8.1.2.2)	BL3
	4.2 Know how to analyse the VUCA factors and address them in a Digital and IT Strategy (8.1 including subsections)	BL4
	4.3 Explain and compare three levels of digital disruption: <ul style="list-style-type: none"> <li>a) Ecosystem (3.1, 3.1.1)</li> <li>b) Industry/market (3.1, 3.1.2, 3.1.3)</li> <li>c) Organizational (3.1, 3.1.4)</li> </ul>	BL3
	4.4 Show how an organization's position in a particular market or industry is influenced by the following factors: <ul style="list-style-type: none"> <li>a) Achieving customer/market relevance (3.2, 3.2.1, 3.2.4)</li> <li>b) Achieving operational excellence (3.2, 3.2.2, 3.2.4)</li> <li>c) Internal and external focus (3.2, 3.2.3, 3.2.4)</li> <li>d) Balanced approach (3.2, 3.2.4)</li> </ul>	BL3
	4.5 Use a digital positioning tool to determine the appropriate position for a digital organization (3.3 including subsections)	BL4

Learning Outcome	Assessment Criteria	BL
5. Understand strategic approaches made possible by digital and information technology to achieve customer/market relevance and operational excellence	5.1 Know how to apply the following approaches to achieve customer/market relevance: <ul style="list-style-type: none"> <li>a) Customer journeys (5.2.1, 5.2.1.1)</li> <li>b) Omnichannel delivery and support (5.2.1, 5.2.1.2)</li> <li>c) Context-sensitive delivery and support (5.2.1, 5.2.1.3)</li> <li>d) Customer analytics (5.2.1, 5.2.1.4)</li> <li>e) Customer feedback and 360° approaches (5.2.1, 5.2.1.5, 5.2.1.6)</li> </ul>	BL3
	5.2 Know how to achieve operational excellence in the four dimensions of service management (5.2.2 including subsections)	BL3
	5.3 Understand the financial aspects of Digital and IT Strategy in terms of the following: <ul style="list-style-type: none"> <li>a) Financial policies (5.1.3, 5.1.3.3, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> <li>b) Portfolio optimization (5.1.3, 5.3.1, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> <li>c) Funding projects, products and services (5.1.3, 5.1.3.1, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> <li>d) Balancing the cost of innovation and operation (5.1.3, 5.1.3.2, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> <li>e) Charging models (5.1.3, 5.1.3.4, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> </ul>	BL3
	5.4 Assess strategic approaches for digital organizations (5.2 including subsections)	BL4

Learning Outcome	Assessment Criteria	BL
6. Understand the risks and opportunities of Digital and IT Strategy	6.1 Explain the concept of risk management in the context of a digital organization (11.1, 11.2, 11.3 including subsections for all, risk management practice 2.1 & 2.4 including all subsections)	BL2
	6.2 In the context of Digital and IT Strategy, explain how to: a) Identify risk (11.5 including subsections) b) Assess risk (11.7, 11.8 including subsections for all)	BL2
	6.3 Know how to explain the concept of risk posture and show how to determine an acceptable balance between opportunity and risk (11.10, 11.11, 11.12 including subsections for all)	BL3
	6.4 Explain the concept of innovation, including its key elements and techniques (10.1, 10.2, 10.3, 10.5, 10.6, 10.10 including subsections for all)	BL2
	6.5 Know how to apply techniques to develop and maintain a culture of innovation (10.5, 10.8, 10.9 including subsections for all)	BL3
7. Understand the steps and techniques involved in defining and advocating for a Digital and IT Strategy	7.1 Know how to use a digital readiness assessment to perform a gap analysis between an organization's current and desired positions (4.3 including subsections)	BL3
	7.2 Explain how to define and communicate a vision and a strategy (3.4, 5.1.1, 5.1.2 including subsections for all)	BL2
	7.3 Know how to use business cases to advocate for a Digital and IT Strategy (5.3.2, 5.3.3, 5.3.4 including subsections for all)	BL3
8. Understand how to implement a Digital and IT Strategy	8.1 Know how to define operating models for digital organizations (2.9, 12.2, architecture management practice 2.1 & 2.4, and workforce and talent management practice 2.1 & 2.4, including subsections for all)	BL3
	8.2 Explain the major skills required of leaders in a digital organization (6.2 (excluding 6.2.1), 9 including subsections)	BL2
	8.3 Apply the following approaches to strategy coordination and implementation: a) Large-scale transformation (6.1, 6.2.1, 6.1.1) b) Incremental transformation (6.1, 6.2.1, 6.1.2) c) Mergers and acquisitions (6.1, 6.2.1, 6.1.3) d) Individual changes (6.1, 6.2.1, 6.1.4)	BL4
	8.4 Explain approaches to POMs (parallel operating models) (8.2 including subsections)	BL2
	8.5 Explain how to assess success of a Digital and IT Strategy (7.1, 7.2, 7.3, 7.4 including subsections for all, measurement and reporting practice 2.1 & 2.4 including all subsections)	BL2
	8.6 Explain the typical activities of a digital transformation programme (6.3.4 including subsections)	BL2

### 3 Case study assessment

The case study has been created for the practical assignments of the ITIL 4 Leader: Digital and IT Strategy course.

It describes three fictional companies; any resemblance to real companies is unintentional.

Participants of the course are expected to work on the practical assignments in small groups, or individually, if they are undertaking a self-paced online course.

Practical assignments are assessed by the trainer(s) of the course.

#### 3.1 CASE STUDY OVERVIEW

Materials allowed	Any	This is an 'open book' assessment. Any available materials are allowed to be used during the assignments, including the ITIL 4: Digital and IT Strategy publication and the ITIL Practices Guidance documentation.
Exam duration	Variable	Duration: <ul style="list-style-type: none"> <li>• Three assignments of 60 minutes, one assignment of 90 minutes in the group work format, or</li> <li>• Four individual written assignments of 60 minutes each in individual format.</li> </ul>
Number of marks	40 marks	Number of assignments: 4 Number of assessment criteria: 5 Marks: Each assessment criterion is worth 8 marks. There are 40 marks available. There is no negative marking.
Pass mark	30 marks	75% or higher - a raw score of 30 marks or above.
Level of thinking	Bloom's level 4	For Bloom's 4 questions, candidates need to analyse the information provided and make a judgement on whether a course of action is effective and appropriate.
Question types	Assignment	All four assignments are based on a case study which describes three companies engaged in service relationship. All assignments address two assessment criteria (ACs). There is one dedicated AC that all the assignments are focused on, which is AC 1.1 'Relate the ITIL guiding principles to all aspects of Digital and IT Strategy'.



## 3.2 CASE STUDY SYLLABUS

The learning outcomes and assessment criteria that relate to the case study are in the table below.

Learning Outcome	Assessment Criteria	BL
1. Demonstrate the use of the ITIL guiding principles in Digital and IT Strategy decisions and activities	1.1 Relate the ITIL guiding principles to all aspects of Digital and IT Strategy: (2.10.4) a) Focus on value b) Start where you are c) Progress iteratively with feedback d) Collaborate and promote visibility e) Think and work holistically f) Keep it simple and practical g) Optimize and automate	BL4
4. Understand how an organization uses Digital and IT Strategy to remain viable in environments disrupted by digital technology	4.2 Know how to analyse the VUCA factors and address them in a Digital and IT Strategy (8.1 including subsections)	BL4
	4.5 Use a digital positioning tool to determine the appropriate position for a digital organization (3.3 including subsections)	BL4
5. Understand strategic approaches made possible by digital and information technology to achieve customer/market relevance and operational excellence	5.4 Assess strategic approaches for digital organizations (5.2 including subsections)	BL4
8. Understand how to implement a Digital and IT Strategy	8.3 Apply the following approaches to strategy coordination and implementation: a) Large-scale transformation (6.1, 6.2.1, 6.1.1) b) Incremental transformation (6.1, 6.2.1, 6.1.2) c) Mergers and acquisitions (6.1, 6.2.1, 6.1.3) d) Individual changes (6.1, 6.2.1, 6.1.4)	BL4

There are four assignments which cover five of the syllabus' assessment criteria, as described in the table below.

Assessment criterion 1.1 is 'relate the ITIL guiding principles to all aspects of Digital and IT Strategy' a task that is included in all four assignments.

Assessment criteria	Assignments
1.1 Relate the ITIL guiding principles to all aspects of Digital and IT Strategy	All
4.5 Use a digital positioning tool to determine the appropriate position for a digital organization	1
5.4 Apply strategic approaches for digital organizations	2
8.3 Apply the approaches to strategy coordination and implementation	3
4.2 Apply Digital and IT Strategy in managing VUCA environments	4

## 4 MCQ assessment

The MCQ exam consists of 30 questions, each of which has four answer options. For each question, one option is correct and the other three are incorrect.

### 4.1 EXAM OVERVIEW

Materials allowed	None	This is a 'closed book' exam. The ITIL 4: Digital and IT Strategy publication and the ITIL Practices Guidance documentation should be used for study, but are NOT permitted to be used in the exam.
Exam duration	60 minutes	Candidates taking the exam in a language that is not their native or working language are allowed 25% extra time, i.e. 75 minutes in total.
Number of marks	30 marks	There are 30 questions, each worth 1 mark. There is no negative marking.
Pass mark	21 marks	Candidates need to get 21 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, candidates need to show understanding of the concepts, methods and principles of DITS. For Bloom's 3 questions, candidates need to demonstrate application of these concepts, methods and principles of DITS, as well as information from the related practices
Question types	Standard classic, Negative, & List	<p>The questions are all 'multiple choice'.</p> <p>For the 'standard classic' questions, candidates have a question and four answer options.</p> <p>'Negative' questions are 'standard' question in which the stem is negatively worded.</p> <p>For the 'list' questions, there is a list of four statements and candidates have to select two correct statements from the list.</p>

## 4.2 MCQ EXAM SYLLABUS

The learning outcomes and assessment criteria that relate to the case study are in the table below.

Learning Outcome	Assessment Criteria	BL	No. marks
2. Understand how to leverage digital strategy to react to digital disruption	2.1. Understand the following concepts: a) Digital Technology (2.1, 2.1.1, 2.1.2, 2.1.3) b) Digital Business (2.3) c) Digital Organization (2.2) d) Digitization (2.4) e) Digital Transformation (2.5)	BL2	2
	2.2 Understand the following concepts: a) Business strategy and business models (2.7.1, 2.8.1) b) Digital and IT Strategy (2.7.2, 2.7.3) c) Products (2.6) d) Services (2.6)	BL2	2
	2.3 Know how to explain the relationship between Digital and IT Strategy and the components of the ITIL SVS. (2.10 (excluding 2.10.4), strategy management practice 2.1 & 2.4 including all subsections)	BL3	2
3. Understand the relationship between the concepts of Digital and IT Strategy, the service value system and the service value chain, and explain how to utilize them to create value	3.1 Explain environmental analysis in terms of: a) External analysis: PESTLE (4.1, 4.1.1, 4.1.3, 4.1.4) b) Internal analysis: The four dimensions of service management (4.1, 4.1.2, 4.1.3, 4.1.4)	BL3	1

Learning Outcome	Assessment Criteria	BL	No. marks
4. Understand how an organization uses Digital and IT Strategy to remain viable in environments disrupted by digital technology	4.1 Know how to show how an organization's viability is related to how agile, resilient, lean, continuous and co-creational it is (8.1.2, 8.1.2.2)	BL3	1
	4.3 Explain and compare three levels of digital disruption: a) Ecosystem (3.1, 3.1.1) b) Industry/market (3.1, 3.1.2, 3.1.3) c) Organizational (3.1, 3.1.4)	BL3	1
	4.4 Show how an organization's position in a particular market or industry is influenced by the following factors: a) Achieving customer/market relevance (3.2, 3.2.1, 3.2.4) b) Achieving operational excellence (3.2, 3.2.2, 3.2.4) c) Internal and external focus (3.2, 3.2.3, 3.2.4) d) Balanced approach (3.2, 3.2.4)	BL3	2

Learning Outcome	Assessment Criteria	BL	No. marks
5. Understand strategic approaches made possible by digital and information technology to achieve customer/market relevance and operational excellence	5.1 Know how to apply the following approaches to achieve customer/market relevance: <ul style="list-style-type: none"> <li>a) Customer journeys (5.2.1, 5.2.1.1)</li> <li>b) Omnichannel delivery and support (5.2.1, 5.2.1.2)</li> <li>c) Context-sensitive delivery and support (5.2.1, 5.2.1.3)</li> <li>d) Customer analytics (5.2.1, 5.2.1.4)</li> <li>e) Customer feedback and 360° approaches (5.2.1, 5.2.1.5, 5.2.1.6)</li> </ul>	BL3	2
	5.2 Know how to achieve operational excellence in the four dimensions of service management (5.2.2 including subsections)	BL3	2
	5.3 Understand the financial aspects of Digital and IT Strategy in terms of the following: <ul style="list-style-type: none"> <li>a) Financial policies (5.1.3, 5.1.3.3, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> <li>b) Portfolio optimization (5.1.3, 5.3.1, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> <li>c) Funding projects, products and services (5.1.3, 5.1.3.1, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> <li>d) Balancing the cost of innovation and operation (5.1.3, 5.1.3.2, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> <li>e) Charging models (5.1.3, 5.1.3.4, portfolio management practice 2.1 &amp; 2.4 and service financial management practice 2.1 &amp; 2.4, including subsections for all)</li> </ul>	BL3	2

Learning Outcome	Assessment Criteria	BL	No. marks
6. Understand the risks and opportunities of Digital and IT Strategy	6.1 Explain the concept of risk management in the context of a digital organization (11.1, 11.2, 11.3 including subsections for all, risk management practice 2.1 & 2.4 including all subsections)	BL2	1
	6.2 In the context of Digital and IT Strategy, explain how to: <ul style="list-style-type: none"> <li>a) Identify risk (11.5 including subsections)</li> <li>b) Assess risk (11.7, 11.8 including subsections for all)</li> </ul>	BL2	1
	6.3 Know how to explain the concept of risk posture and show how to determine an acceptable balance between opportunity and risk (11.10, 11.11, 11.12 including subsections for all)	BL3	1
	6.4 Explain the concept of innovation, including its key elements and techniques (10.1, 10.2, 10.3, 10.5, 10.6, 10.10 including subsections for all)	BL2	1
	6.5 Know how to apply techniques to develop and maintain a culture of innovation (10.5, 10.8, 10.9 including subsections for all)	BL3	1
7. Understand the steps and techniques involved in defining and advocating for a Digital and IT Strategy	7.1 Know how to use a digital readiness assessment to perform a gap analysis between an organization's current and desired positions (4.3 including subsections)	BL3	1
	7.2 Explain how to define and communicate a vision and a strategy (3.4, 5.1.1, 5.1.2 including subsections for all)	BL2	1
	7.3 Know how to use business cases to advocate for a Digital and IT Strategy (5.3.2, 5.3.3, 5.3.4 including subsections for all)	BL3	1
8. Understand how to implement a Digital and IT Strategy	8.1 Know how to define operating models for digital organizations (2.9, 12.2, architecture management practice 2.1 & 2.4, and workforce and talent management practice 2.1 & 2.4, including subsections for all)	BL3	1
	8.2 Explain the major skills required of leaders in a digital organization (6.2 (excluding 6.2.1), 9 including subsections)	BL2	1
	8.4 Explain approaches to POMs (parallel operating models) (8.2 including subsections)	BL2	1
	8.5 Explain how to assess success of a Digital and IT Strategy (7.1, 7.2, 7.3, 7.4 including subsections for all, measurement and reporting practice 2.1 & 2.4 including all subsections)	BL2	1
	8.6 Explain the typical activities of a digital transformation programme (6.3.4 including subsections)	BL2	1

## 5 ITIL 4 Digital and IT Strategy Examination Design

### 5.1 EXAMINATION ADMINISTRATION

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Duration: 60 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. 75 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). This includes 4.5 to 5 hours of group work on the practical assignments or 4 hours of individual online assignments.

### 5.2 QUESTION TYPES

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All 30 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 '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.



## 5.3 SCORING

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Number of questions: 30

Marks: Each question is worth 1 mark. There are 30 marks available.

There is no negative marking.

Pass mark: 70% or higher - a raw score of 21 marks or above

## 5.4 WEIGHTINGS BY BLOOM'S LEVEL

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There are 12 questions at Bloom's Level 2 = 40%

There are 18 questions at Bloom's Level 3 = 60%

## 5.5 WEIGHTINGS BY LEARNING OUTCOME

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These weightings are for the MCQ exam only.

Learning Outcome	No.OTQs	Approx. weighting
1. Demonstrate the use of the ITIL guiding principles in Digital and IT Strategy decisions and activities	0	0%
2. Understand how to leverage digital strategy to react to digital disruption	6	20%
3. Understand the relationship between the concepts of Digital and IT Strategy, the service value system and the service value chain, and explain how to utilize them to create value	1	3%
4. Understand how an organization uses Digital and IT Strategy to remain viable in environments disrupted by digital technology	4	13%
5. Understand strategic approaches made possible by digital and information technology to achieve customer/market relevance and operational excellence	6	20%
6. Understand the risks and opportunities of Digital and IT Strategy	5	17%
7. Understand the steps and techniques involved in defining and advocating for a Digital and IT Strategy	3	10%
8. Understand how to implement a Digital and IT Strategy	5	17%

## 6 Certification

The DITS certification is based on of the two assessment types described above. A candidate must successfully pass both the multiple-choice exam and the practical assignments to achieve the certification. Successful fulfilment of the practical assignments is a prerequisite for the MCQ exam as described in the table below.

Scenario		Next steps
MCQ exam	Practical assignments	
Passed	Passed	If the other prerequisites that are required by the syllabus are fulfilled, the candidate is issued a DITS certificate
Failed	Passed	The candidate should rebook and pass the exam to gain the certification
Passed	Failed	The candidate should be assigned an individual written assignment (and achieve the passing score in the practical assignments to gain the certification)
Failed	Failed	The candidate should repeat the training and the exam to gain the certification

