

ITIL 4

Foundation



CERTIFICATION SCHEME

ITIL 4 has been designed to help organizations meet the increasing demand from the current complex digital environment. The new scheme has been designed to be backwards compatible with ITIL v3 and streamlined to encourage conversion beyond ITIL Foundation level.

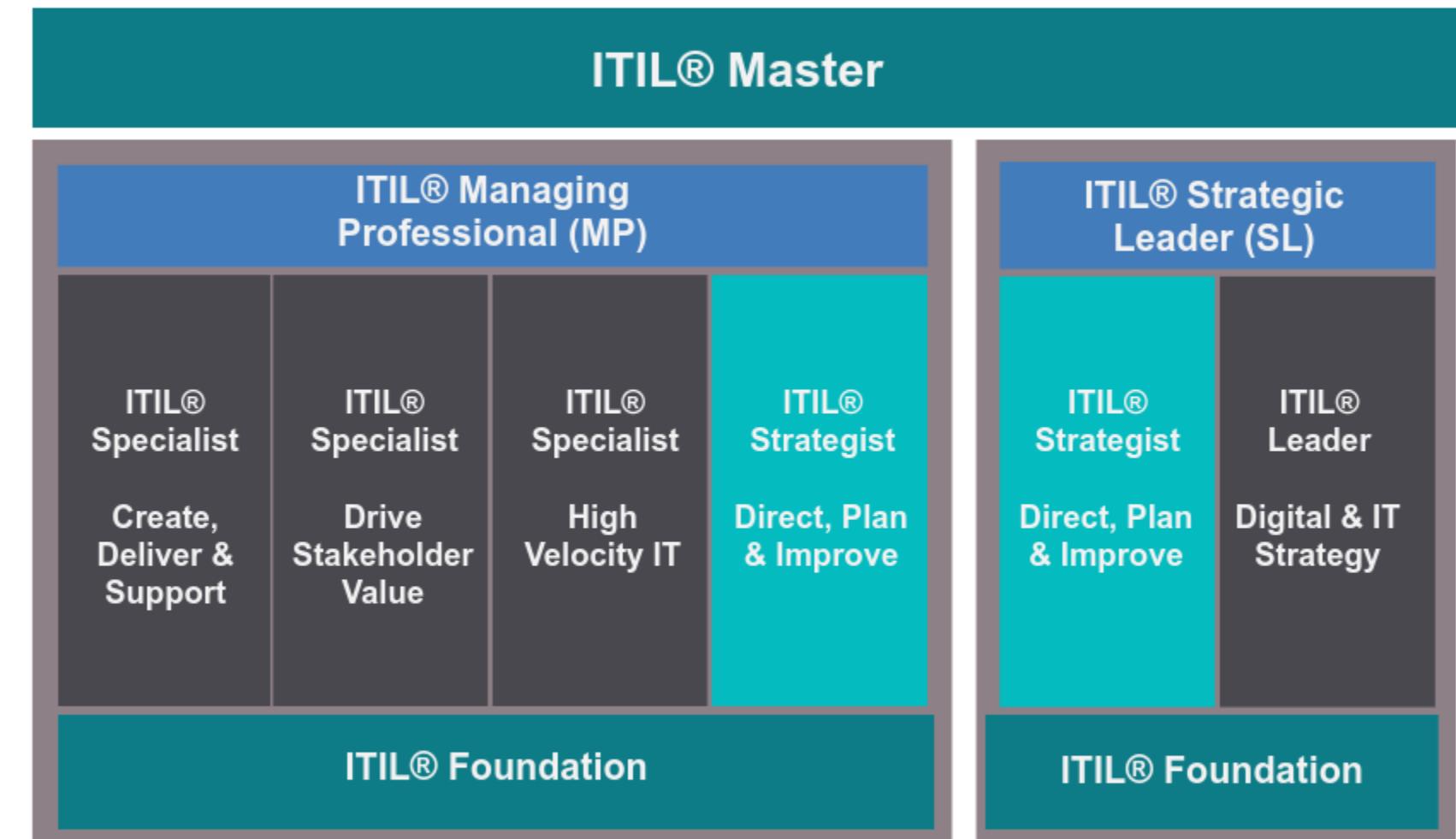
The ITIL 4 Certification Scheme comprises of the following modules:

- [ITIL Foundation](#)
- [ITIL Specialist modules \(3\)](#)
- [ITIL Strategist](#)
- [ITIL Leader](#)
- [ITIL Master](#)

To obtain the designation ITIL Managing Professional (ITIL MP) or ITIL Strategic Leader (ITIL SL), the professional must complete all modules in each stream, with ITIL Strategist being a universal module for both streams.

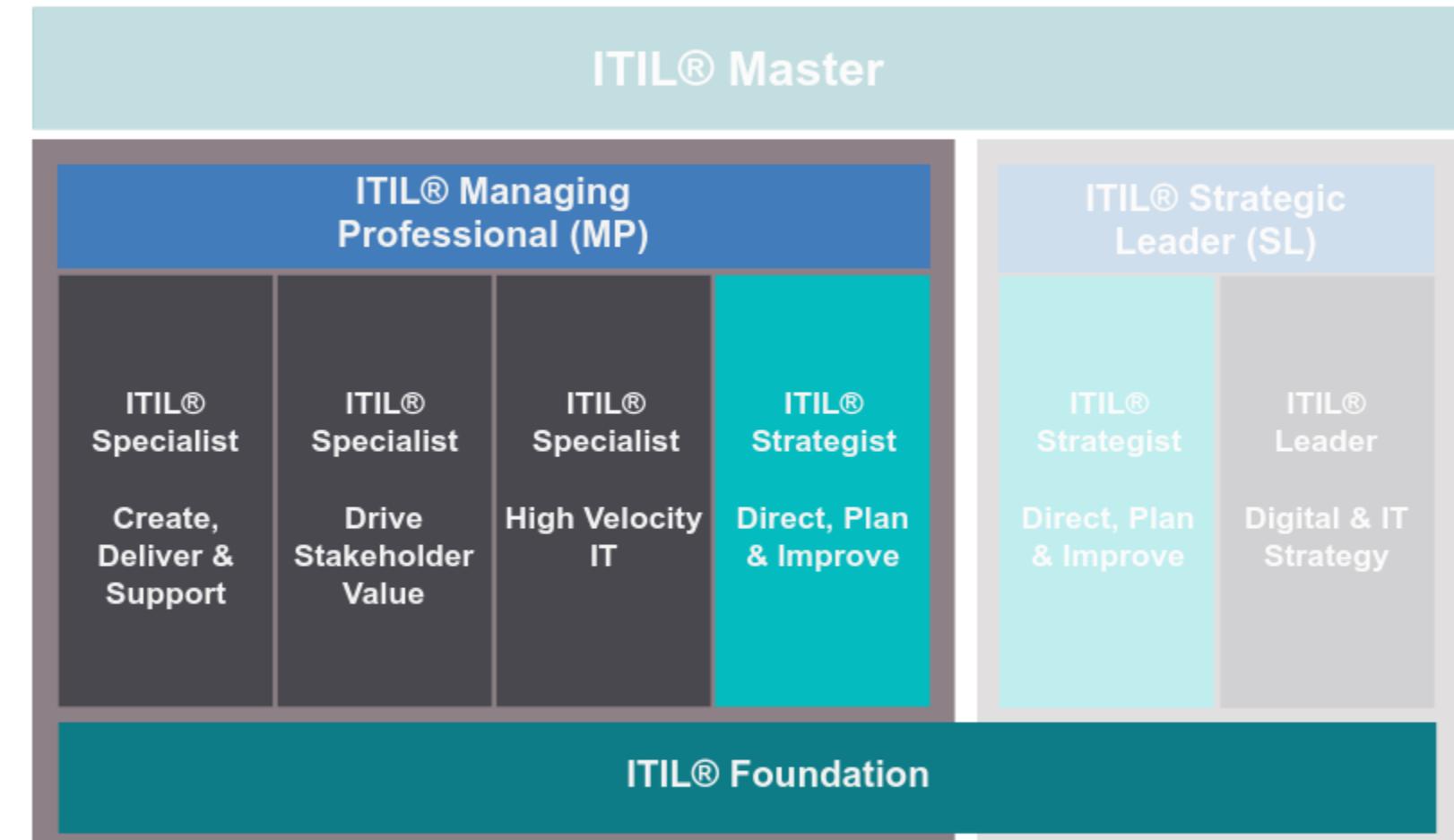
CERTIFICATION SCHEME

- ITIL 4 Foundation will be released in Q1 2019.
- ITIL 4 Foundation is the entry level certification, offering end-learners a general awareness of the key elements, concepts and terminology used in ITIL 4.
- ITIL 4 Foundation is aimed at entry level IT professionals, those who need a basic understanding of ITIL, or would like to progress to higher levels within the ITIL 4 certification scheme.
- The purpose of ITIL 4 Foundation is to introduce candidates to modern IT-enabled service management.



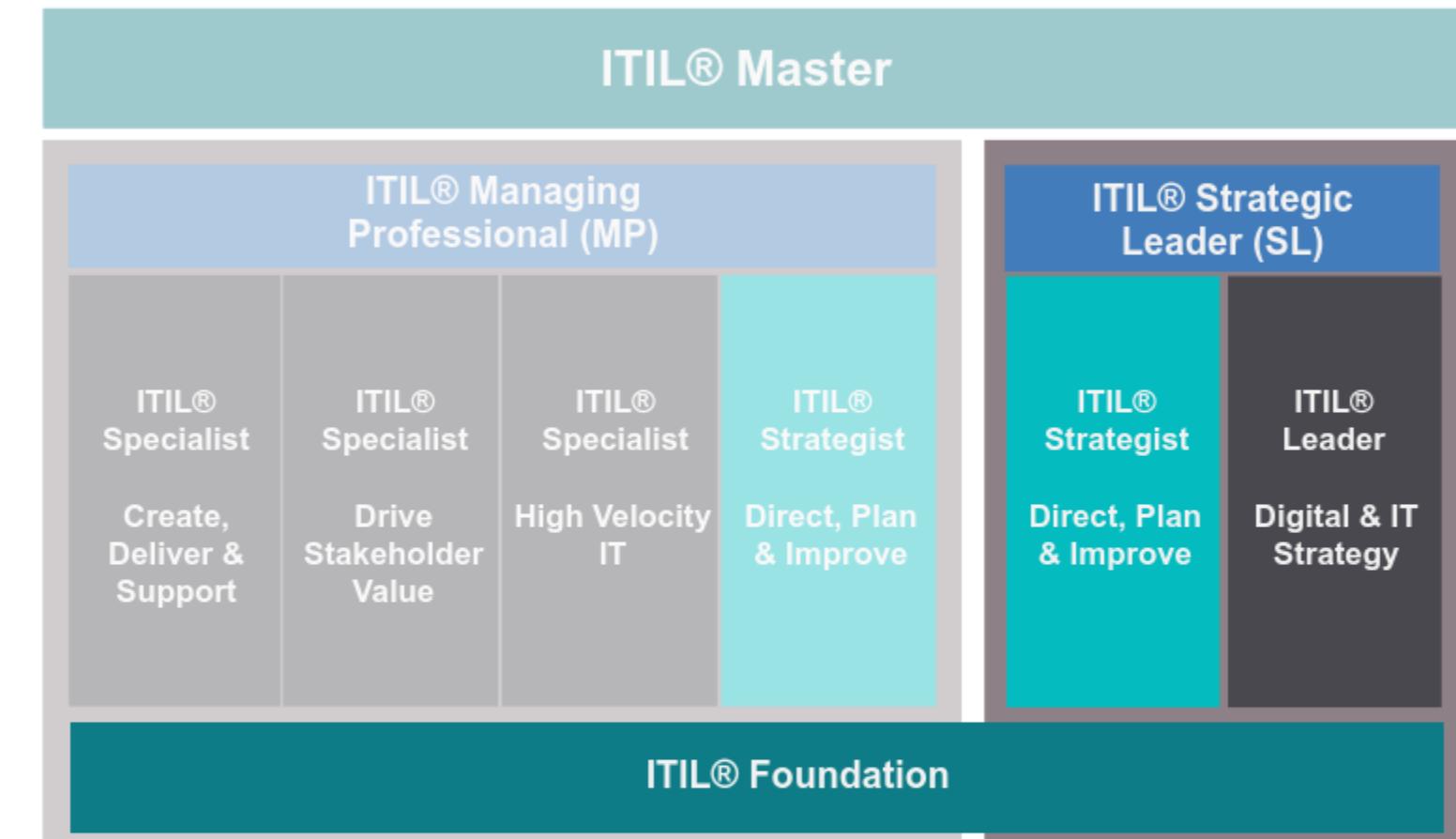
MANAGING PROFESSIONAL (ITIL MP)

- ITIL Managing Professional (ITIL MP) targets IT practitioners working within technology and digital teams across businesses. The Managing Professional (MP) stream provides practical and technical knowledge about how to run successful IT projects, teams and workflows.
- ITIL Managing Professional integrates three specialist modules (Create, Deliver & Support, Drive Stakeholder Value, and High Velocity IT) and the ITIL Strategist Direct, Plan & Improve module. All modules are valuable independently but all 4 must be completed to obtain the ITIL Managing Professional designation.
- The ITIL Managing Professional modules mandate completion of ITIL 4 Foundation as a prerequisite.
- After achieving the ITIL Managing Professional designation, if the candidate is interested in pursuing the ITIL Strategic Leader stream, they would only need to complete the ITIL Leader Digital & Strategy module.



STRATEGIC LEADER (ITIL SL)

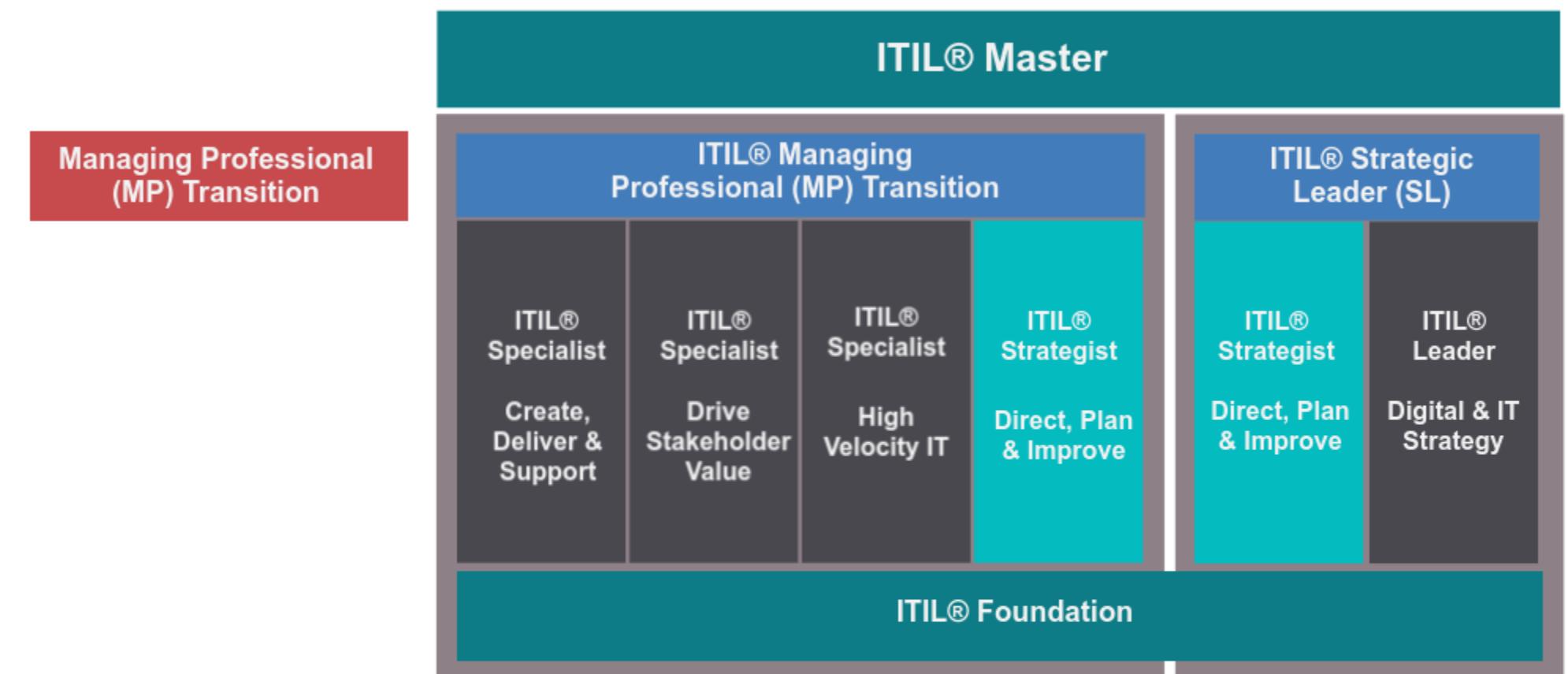
- ITIL Strategic Leader recognises the value of ITIL, not just for IT Operations, but for all digitally enabled services. Becoming an ITIL Strategic Leader (ITIL SL) demonstrates that the professional has a clear understanding of how IT influences and directs business strategy.
- ITIL Strategic Leader integrates the ITIL Strategist Direct, Plan & Improve and ITIL Leader Digital & IT Strategy modules. Both modules are valuable independently but both must be completed to obtain the ITIL Strategic Leader designation.
- The ITIL Leader Digital & IT Strategy module mandates 3 years of managerial experience as a prerequisite along with completion of ITIL 4 Foundation.



Transition from ITIL V3 to ITIL 4

- We would like to recognise the achievements of individuals who have progressed through the ITIL v3 certification scheme. Therefore, we have created the ITIL Managing Professional Transition Module. Successful completion of this module will provide a candidate with the ITIL Managing Professional (ITIL MP) designation.

- The ITIL Managing Professional Transition Module is designed for ITIL v3 candidates who are ITIL Experts or who have achieved 17 credits across the v3 scheme.

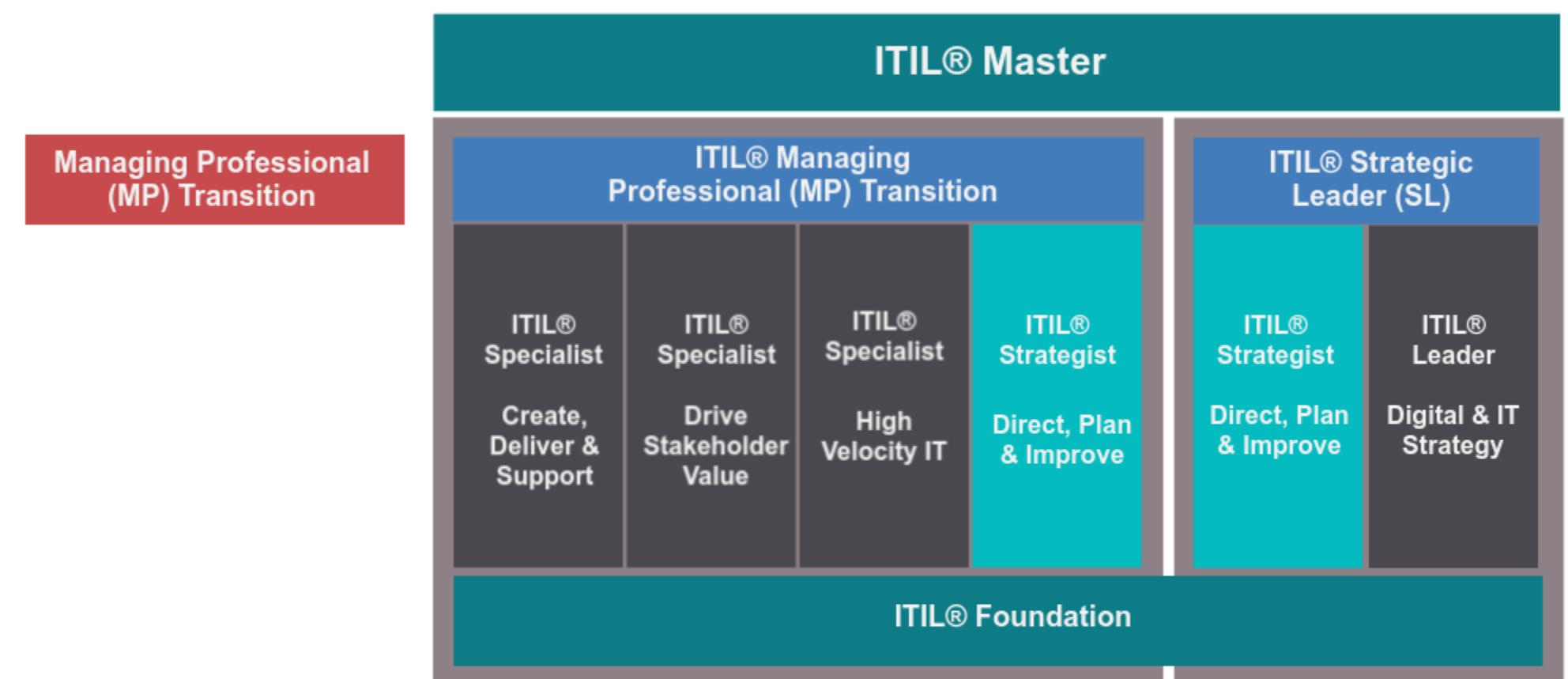


- Designation achieved once completed all relevant examinable modules in each stream
- Examinable module towards ITIL Managing Professional and ITIL Strategic Leader
- Examinable module applicable to both ITIL Managing Professional and ITIL Strategic Leader
- Transition module for v3 ITIL Experts or those with 17 credits or more to gain ITIL Managing Professional designation

Transition from ITIL V3 to ITIL 4

- After achieving the ITIL Managing Professional (ITIL MP) designation, if the candidate is interested in pursuing the ITIL Strategic Leader stream, they would only need to complete the ITIL Leader Digital & Strategy module to become eligible for the ITIL Master.

- The transition module will cover the core elements from the ITIL Managing Professional stream. It will have a mandatory training element and exam, enabling v3 candidates to transition their existing designations into the new ITIL 4 certification scheme.
- The transition module will fit into the new ITIL 4 certification scheme as per the image.



- Designation achieved once completed all relevant examinable modules in each stream
- Examinable module towards ITIL Managing Professional and ITIL Strategic Leader
- Examinable module applicable to both ITIL Managing Professional and ITIL Strategic Leader
- Transition module for v3 ITIL Experts or those with 17 credits or more to gain ITIL Managing Professional designation

Examination

- Closed book, multiple choice examination
- 40 questions
 - 9 questions at Bloom's Level 1 (recall / define)
 - 31 questions at Bloom's Level 2 (describe / explain)
- 1 hour to complete
- 65% required to pass (26 from 40)
- Pre-requisite for further ITIL qualifications



ITIL 4

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1. Introduction

LEARNING GOALS

By the end of this course, you will be able to:

- Describe the four dimensions of IT service management
- Describe the [ITIL service value system](#)
- Describe the interconnected nature of the [service value chain](#) and how this supports the value streams
- Describe the inputs, outputs, and purpose of each value chain activity
- Describe the nature of and make use of an interaction of the [guiding principles](#)
- Explain the use of each of the [guiding principles](#)

AGENDA

1. Key concepts of service management

- How organizations create value through managing outcomes, costs and risks
- The importance of service relationships

2. Key concepts of ITIL

- The four dimensions of IT Service Management (ITSM)
- The service and value system (SVS)
- Inputs and outputs of the service and value chain (SVC)
- The nature and use of the guiding principles

AGENDA



3. Introduction to the ITIL practices

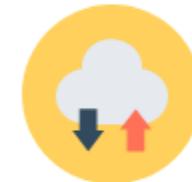
- Definitions of key terms related to the ITIL practices
- Purpose of 18 (examined) ITIL practices
- Further detail related to:
 - Continual improvement
 - Change control
 - Incident management
 - Problem management
 - Service desk
 - Service level management
 - Service request management

THE NEED FOR SERVICE MANAGEMENT

Technology is advancing faster today than ever before. Developments such as cloud computing, infrastructure as a service (IaaS), machine learning, and blockchain, have opened fresh opportunities for value creation, and led to IT becoming an important business driver and source of competitive advantage.



Every organization is a service organization.



Almost all services today are IT-enabled.

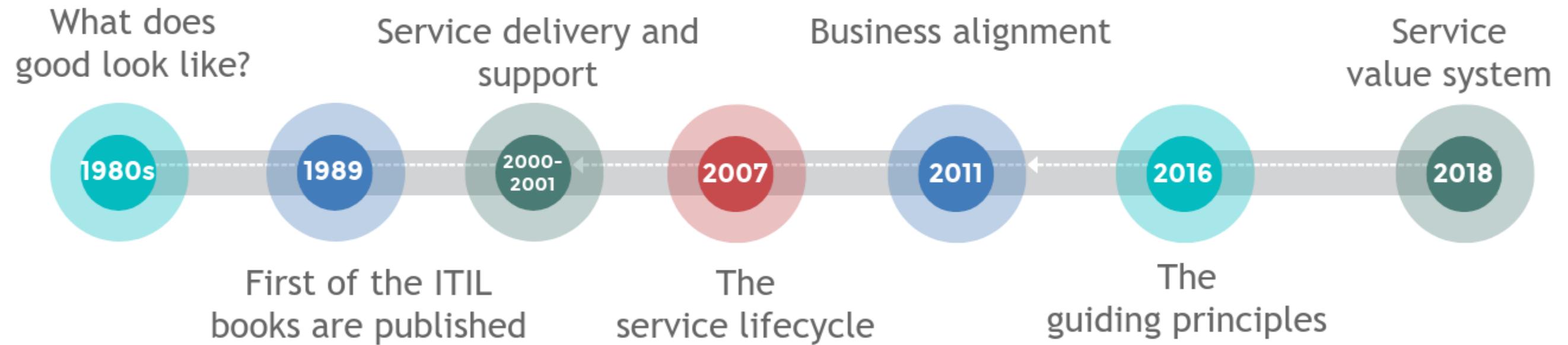
Service management is defined as a set of specialized organizational capabilities for enabling **value** to customers in the form of services.

THE PURPOSE OF ITIL 4

The purpose of ITIL 4 is to provide organizations with comprehensive guidance for the management of IT-enabled service in the digital economy

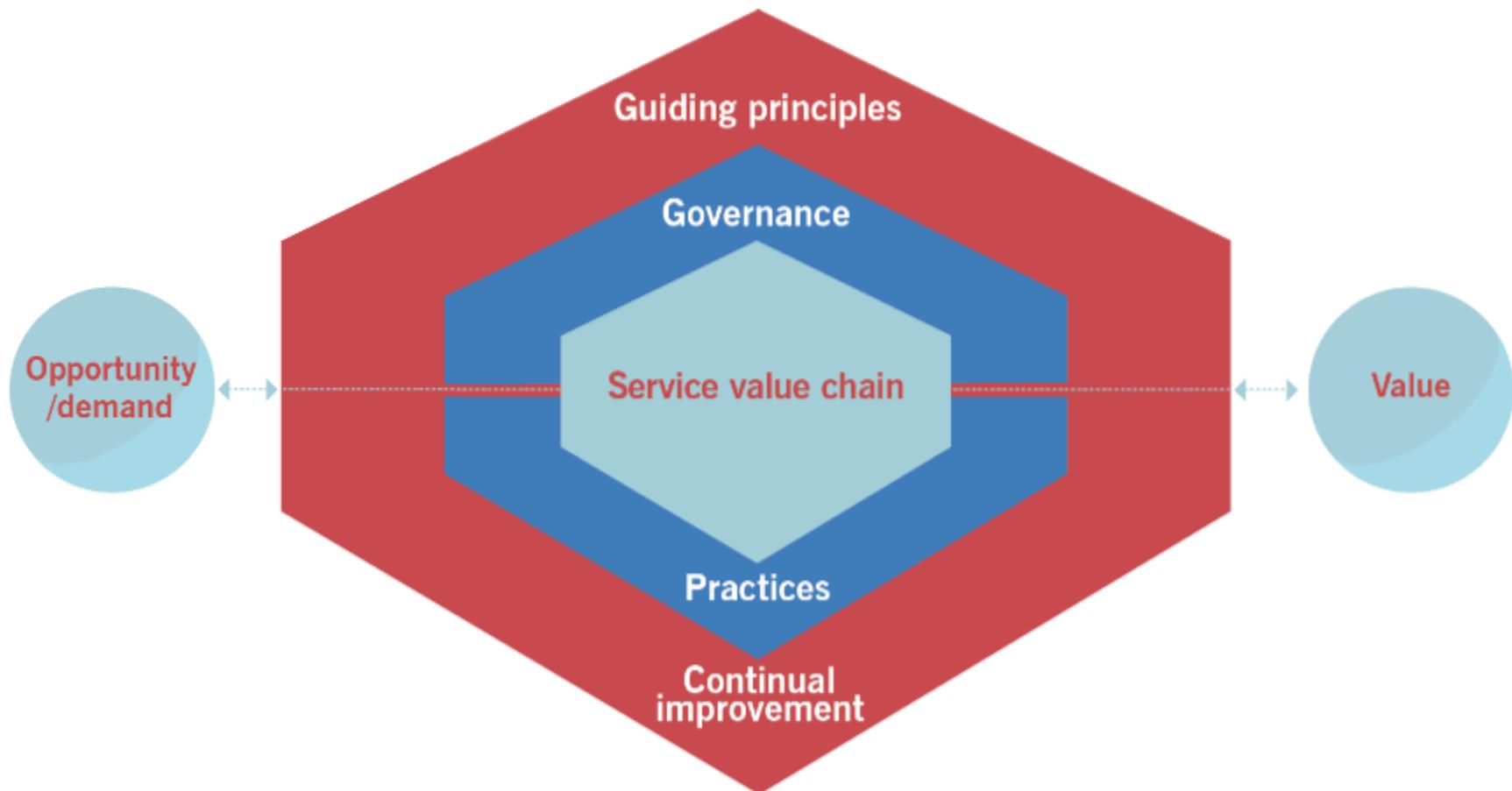
ITIL 4 provides organizations with a comprehensive framework for ITSM. It is designed to ensure that an effective, efficient, flexible, coordinated and integrated system for governance and management of IT services is established and continually improving in the organization.

THE EVOLUTION OF ITIL



THE ITIL SERVICE VALUE SYSTEM

The ITIL Service value system (SVS) facilitates integration and coordination of various organizational components and activities and provides a strong, unified value-focused direction for the organization.



The core components of the ITIL SVS are:-

- The ITIL service value chain
- The ITIL practices
- The ITIL guiding principles
- Governance
- Continual improvement

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2. Key Concepts of Service Management

LEARNING OBJECTIVES

By the end of this course, you will be able to:

- Describe the relationship between value and its stakeholders, including the organization, service providers and service consumers, and other stakeholders
- Recall the definitions of the service consumer roles of a customer, user and sponsor
- Describe the key concepts of value call creation, through service relationships including service relationship management, service provision and service consumption
- Describe the relationship between products, service offerings and services
- Describe the key concepts of creating value, with services including outcome, output, cost, risk, utility and warranty.

UNDERSTANDING VALUE

Service Management

Service management is defined as a set of the specialized organizational capabilities **for enabling value to customers in the form of services.**

Developing a Specialized organizational capabilities mentioned in the above definition requires an understanding of:

- The nature of value
- Understanding the nature and scope of the stakeholders involved
- How value creation is enabled through services

Value is the perceived benefits, usefulness and importance of something.

ORGANIZATIONS FACILITATE VALUE CREATION

Service Management



An organization is a person or a group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives



Organizations vary in size and complexity, and in their relation to legal entities from a single person or a team, to a complex network of legal entities, united by common objectives relationships and authorities.

HOW IS VALUE CREATED?

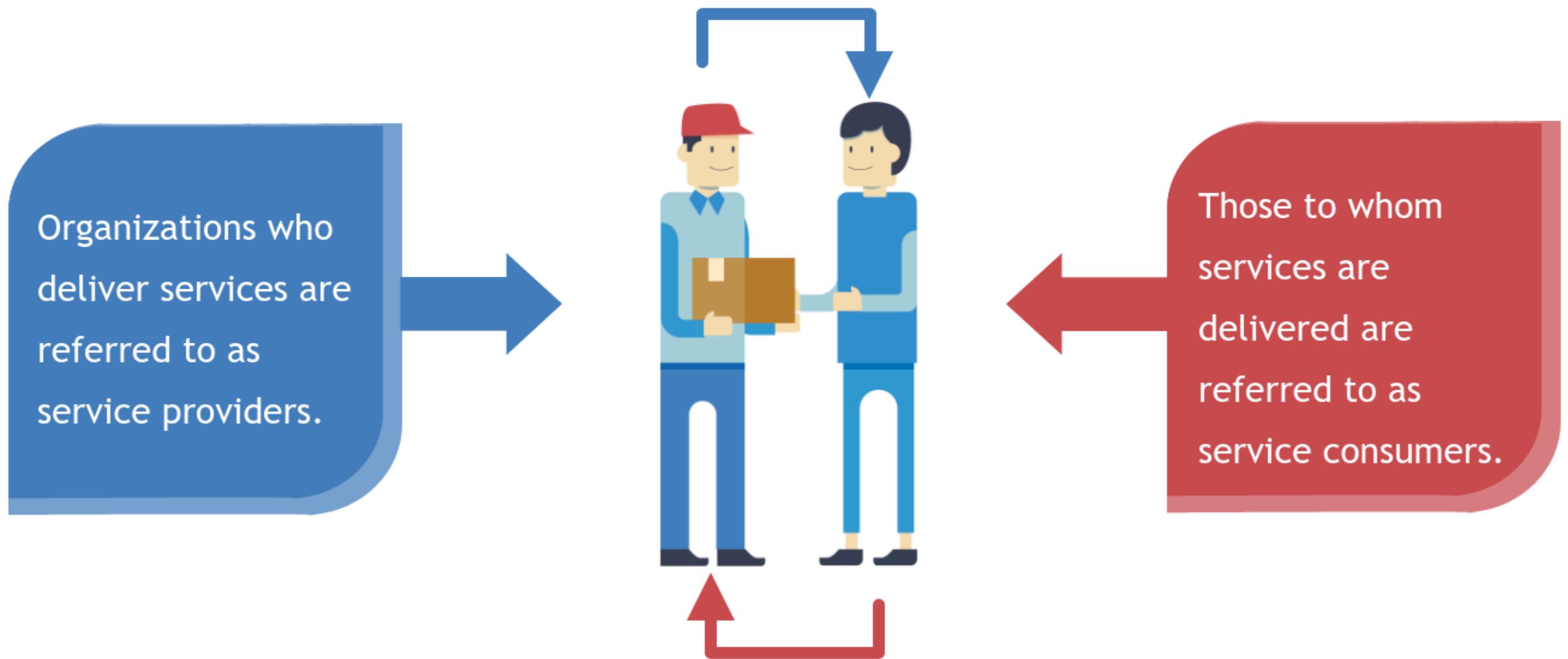
In the past, organizations saw their customers in much the same way that packages are delivered to a building by a delivery company.



This view treated the relationship between the service provider and the service consumer as mono-directional and distant.

PROVIDERS AND CONSUMERS CO-CREATE VALUE

More and more, organizations recognize that value is co-created through an active collaboration between providers and customers, as well as other organizations that are part of the relevant service relationships.



SERVICE CUSTOMER ROLES

Customer

A person who defines requirements for services and takes responsibility for outcomes from service consumption

User

A person who uses the services

Sponsor

A person who authorizes the budget for service consumption

OTHER STAKEHOLDERS IN VALUE CREATION

Beyond the consumer and provider roles, there are usually many other stakeholders that are important to value creation.

Examples of Stakeholders (i.e., could be anyone)



Shareholders



Service provider
employees



Society and
Community

SERVICES AND PRODUCTS

-  A service is a means of enabling value co-creation by facilitating outcomes that the customers want to achieve, without the customer having to manage specific costs and risks.
-  The services an organization provides are based on one or more of its products.
-  A product is a configuration of resources, created by the organization, that will be potentially valuable to their customers.
-  Products are typically complex and are not fully visible to the customer. The portion of a product that the consumer actually sees does not always represent all of the components that comprise the product and support its delivery.
-  Organizations define which product components their customers see, and tailor them to suit their target consumer groups.

WHAT IS A SERVICE OFFERING?

A service offering is a description of one or more services, designed to address the needs of a target consumer group. A service offering may include goods, access to resources and service actions.

Goods

Ownership is transferred to consumer

Consumer takes responsibility for future use



e.g. Car

Access to Resources

Ownership is not transferred to the consumer

Access is granted/licensed under agreed terms or conditions



e.g. Lease

Service Actions

Performed by the provider to address a consumer need

Performed according to agreement with the consumer



e.g. Oil change

WHAT ARE SERVICE RELATIONSHIPS?

Service Provisioning

consists of activities performed by a service provider to provide services

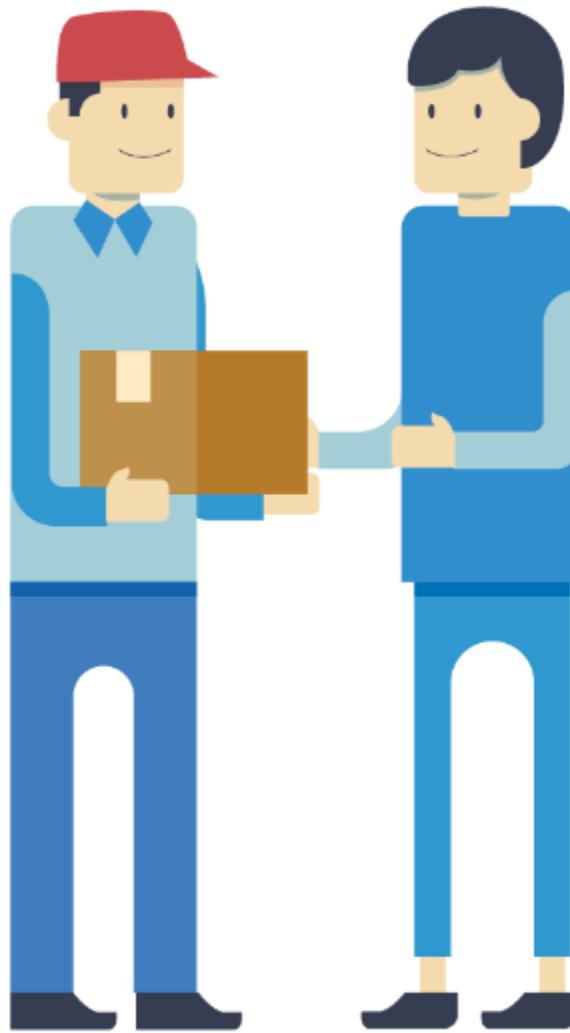
Service Consumption

consists of activities performed by a service consumer to consume services

Service Relationship Management

consists of joint activities performed by a service provider and a service consumer to ensure continual value co-creation based on agreed and available

offerings



SERVICE PROVISIONING

Management of provider resources configured to deliver the service

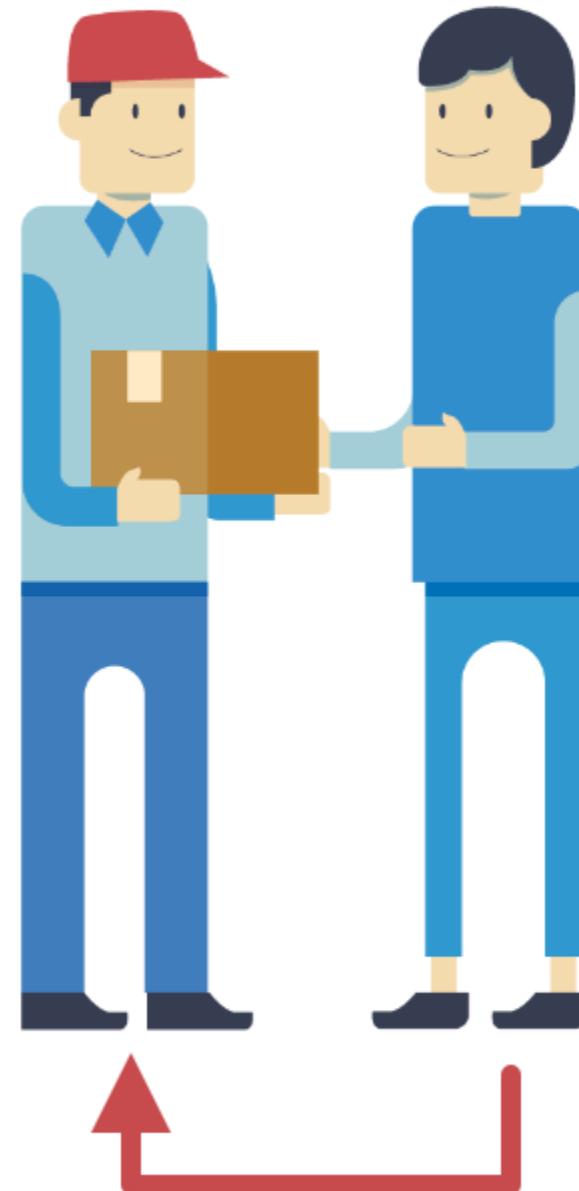
Provision of access to resources for users

Fulfillment of the agreed service actions

Service performance management and continual improvement



SERVICE CONSUMPTION



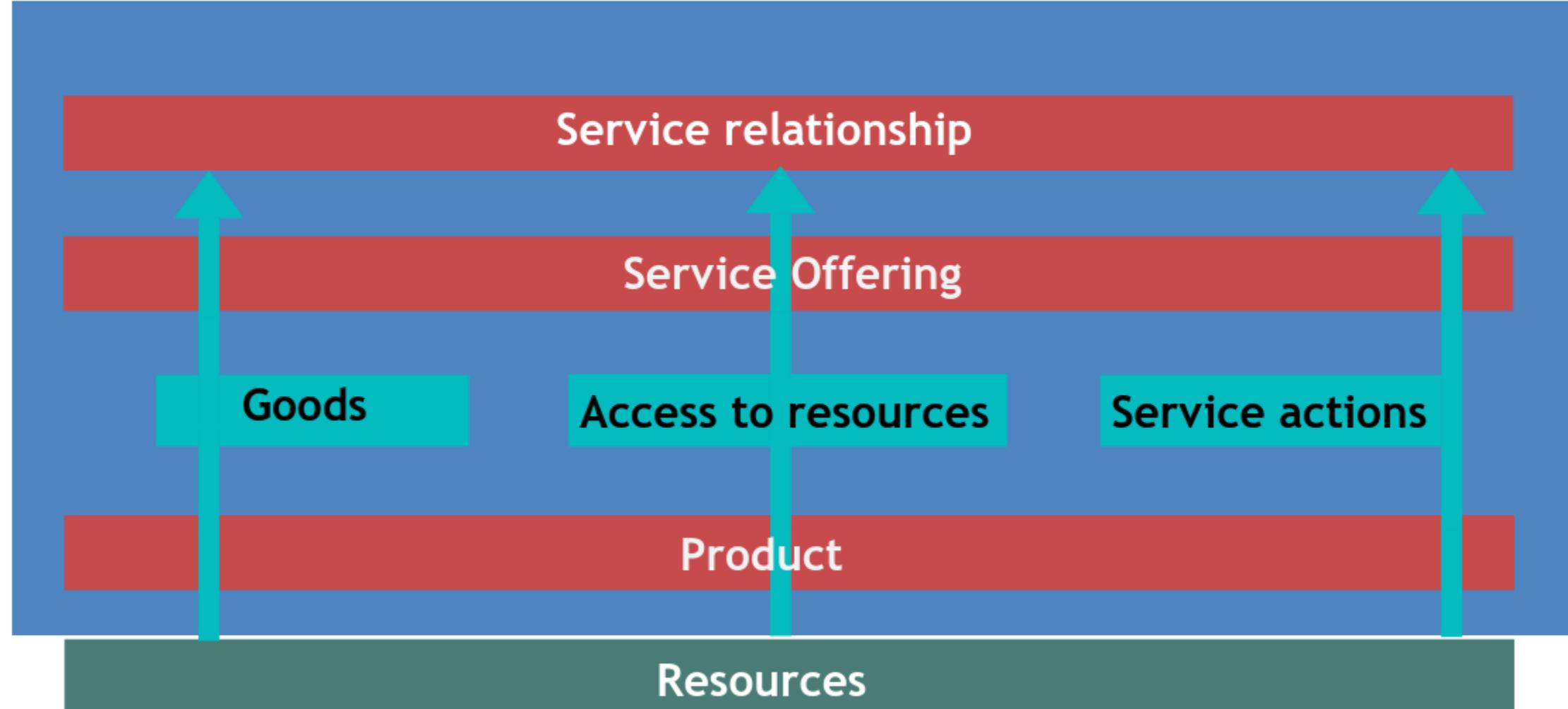
Management of the consumer resources needed to consume the service

Utilization of the provider's resources

Requesting of service actions to fulfill

Receipt of or acquiring of goods

THE SERVICE RELATIONSHIPS

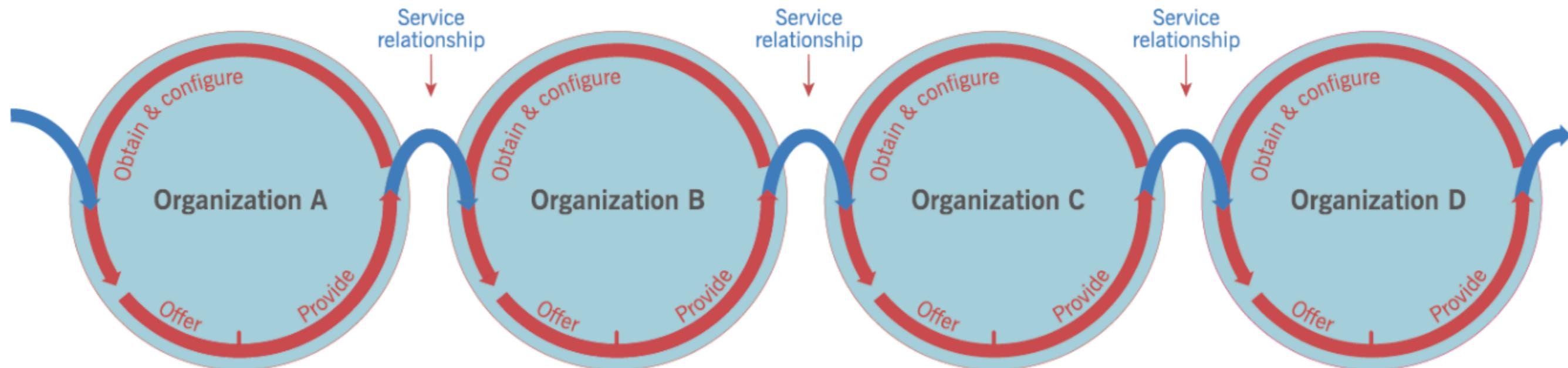


THE SERVICE RELATIONSHIP MODEL

When services are delivered by the provider, they create new resources for service consumers, or modify their existing ones.

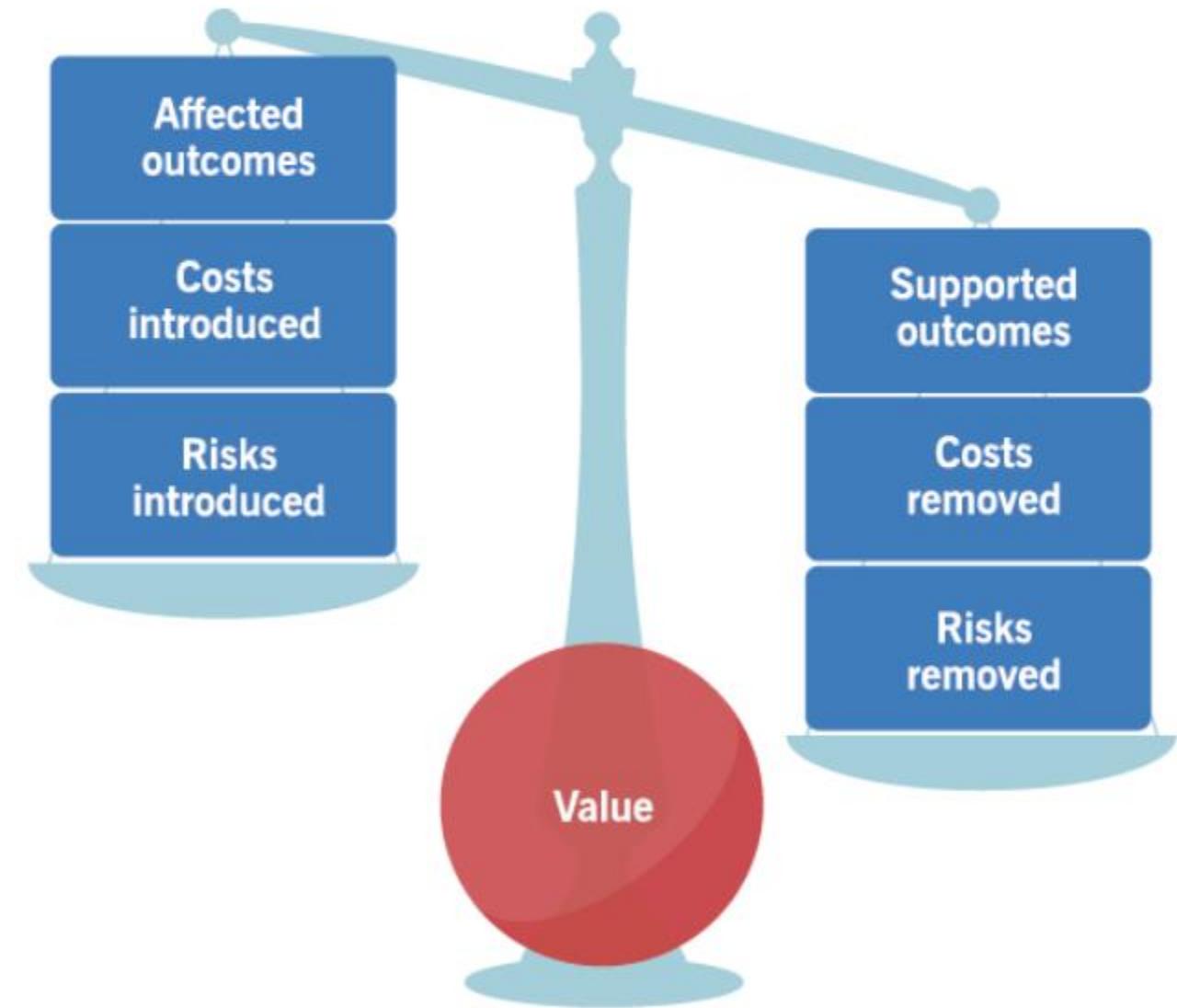
For example:

- A training service improves the skills of the consumers and employees
- A broadband service allows the consumer's computers to communicate
- A car-hire service enables the consumer's staff to visit clients
- A software development service creates a new application for the service consumer

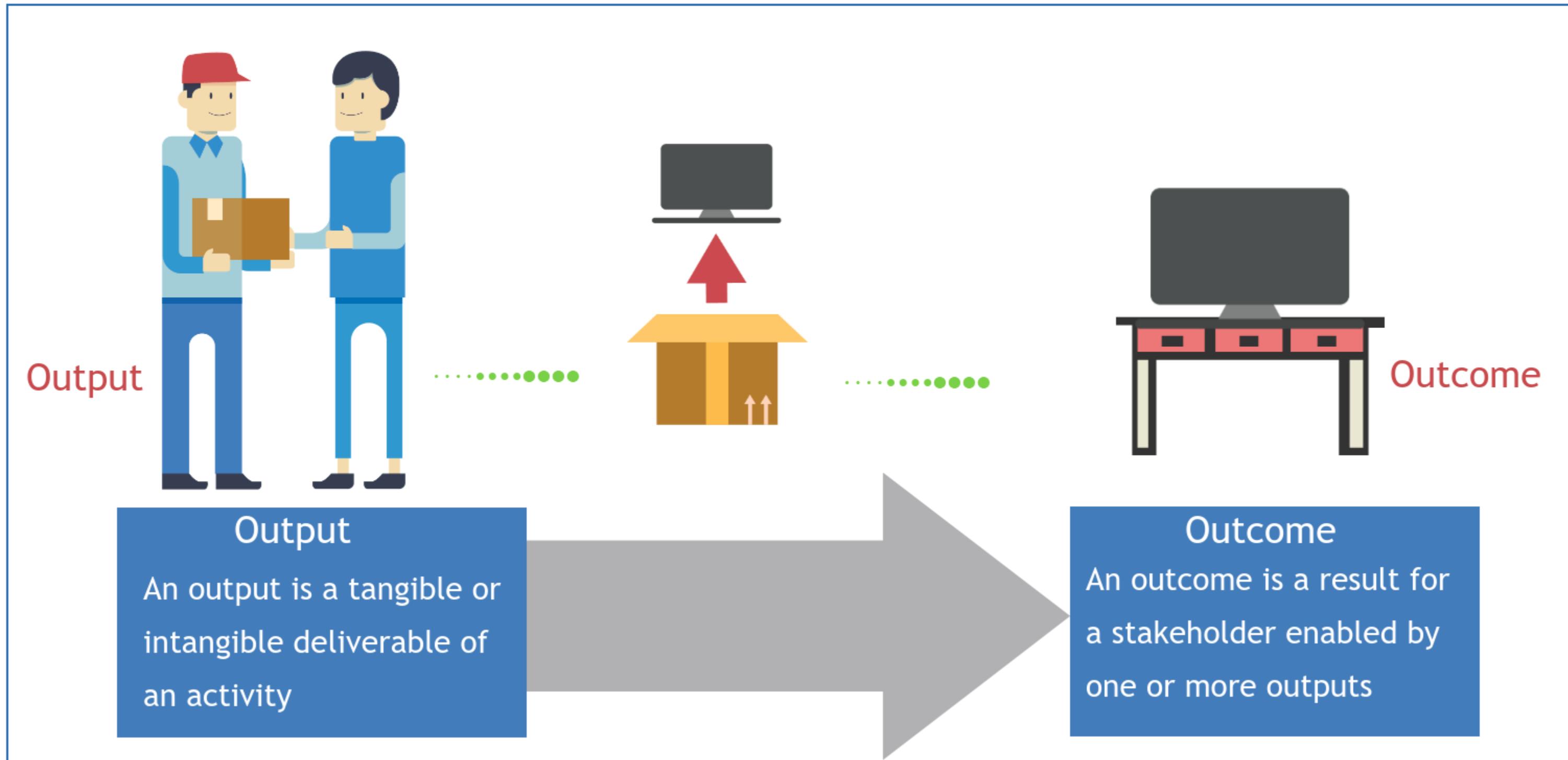


VALUE, OUTCOMES, COSTS AND RISKS

A service is a means of enabling value co-creation by facilitating **outcomes** that customers want to achieve without the customer having to manage specific **costs** and **risks**.



SERVICES FACILITATE OUTCOMES



UNDERSTANDING COSTS

Costs refer to the amount of money spent on a specific activity or resource.

1

There are costs removed from the consumer by the service

2

There are costs imposed on the consumer by the service, including charges by the provider.

UNDERSTANDING RISKS

Risks refer to possible events that could cause harm or loss, or make it more difficult to achieve objectives.

1

There are risks removed or reduced for the consumer by the service.

2

There are risks potentially imposed on the consumer by the service.

UNDERSTANDING RISKS

The consumer contributes to the reduction of risk through:

- Actively participating in the definition of the requirements of the service and the clarification of the required outcomes
- Clearly communicating the critical success factors and constraints that apply to the service
- Ensuring the provider has access to the necessary resources of the consumer throughout the service relationship.

UNDERSTANDING UTILITY AND WARRANTY

Utility

Utility is the functionality offered by a product or service to meet a particular need.

- What the service does
- Can be used to determine whether a service is 'fit for purpose'
- Requires that a service support the performance of the consumer or remove constraints from the consumer

Warranty

Warranty is the assurance that a product or service will meet agreed requirements.

- How the service performs
- Can be used to determine whether a service is fit for use
- Typically addresses areas such as availability, capacity, security and continuity
- Requires that a service has defined any agreed upon conditions that are met

REVIEW

You should now be able to:

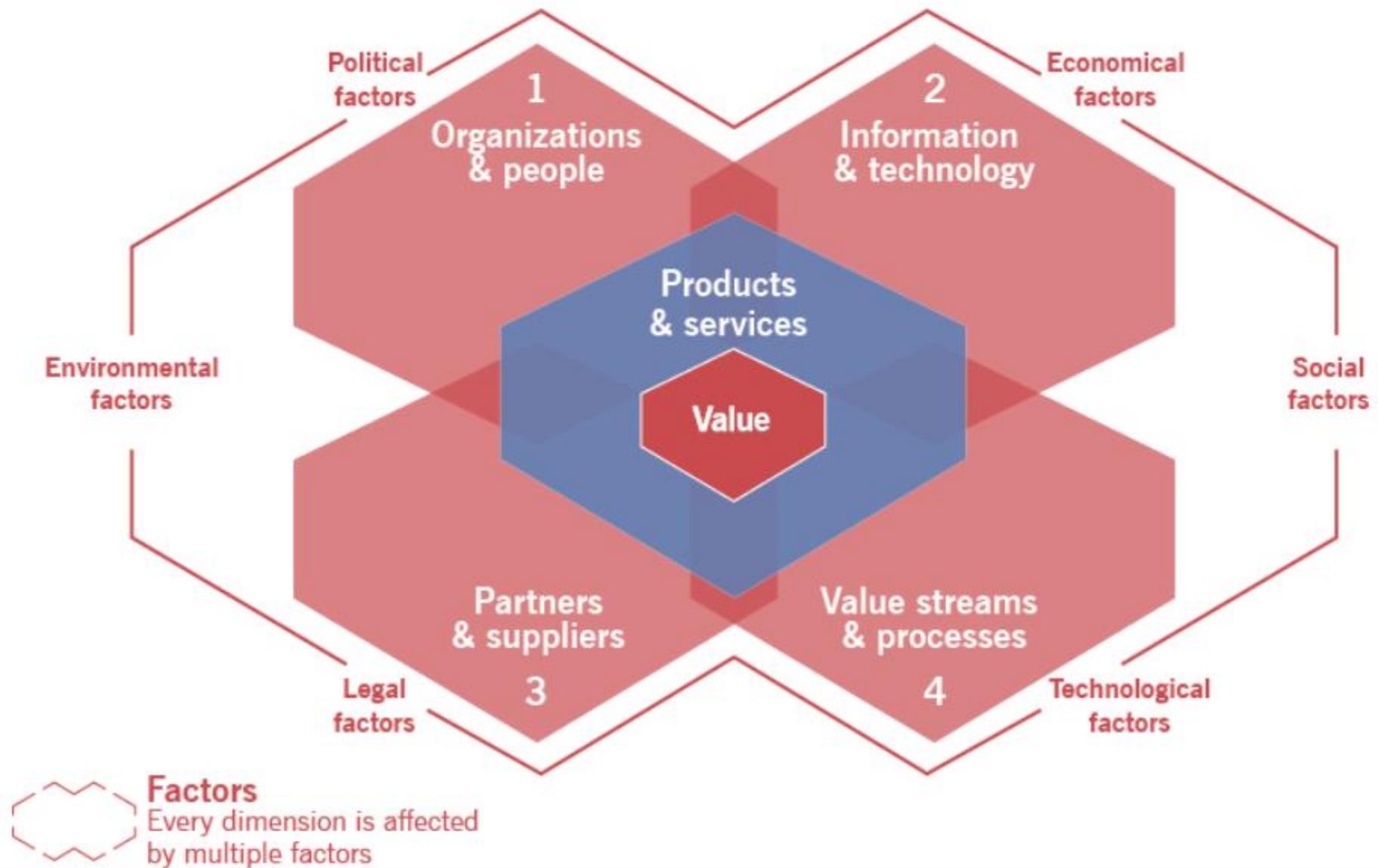
- Describe the relationship between value and its stakeholders, including the organization, service providers and service consumers, and other stakeholders
- Recall definitions of the service consumer roles of a customer, user and sponsor
- Describe the key concepts of value co-creation through service relationships, including service relationship management, service provision and service consumption
- Describe the relationship between products, service offerings, and services
- Describe the key concepts of creating value with services, including outcome, output, cost, risk, utility and warranty
- Recall the definitions of utility and warranty

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3. The Four Dimensions of Service Management

THE FOUR DIMENSIONS OF SERVICE MANAGEMENT



DIMENSION 1: ORGANIZATIONS & PEOPLE



Formal
organizational
structures



Culture

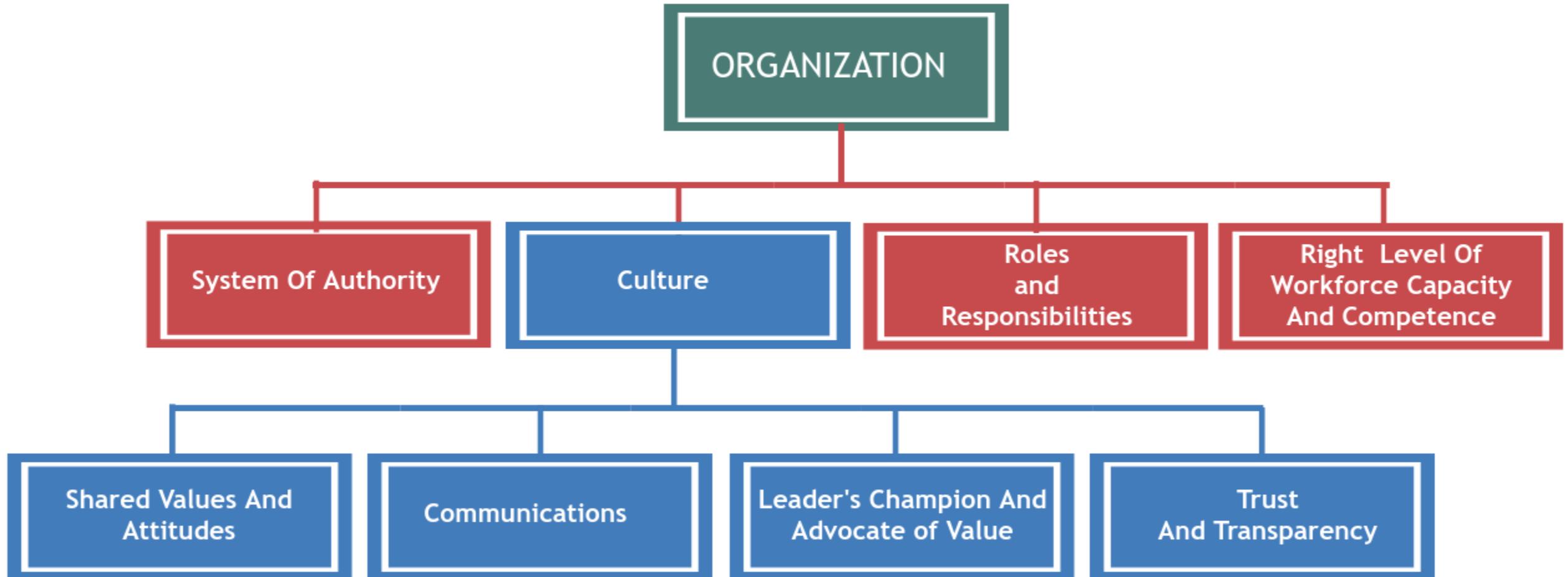


Required
staffing and
competencies

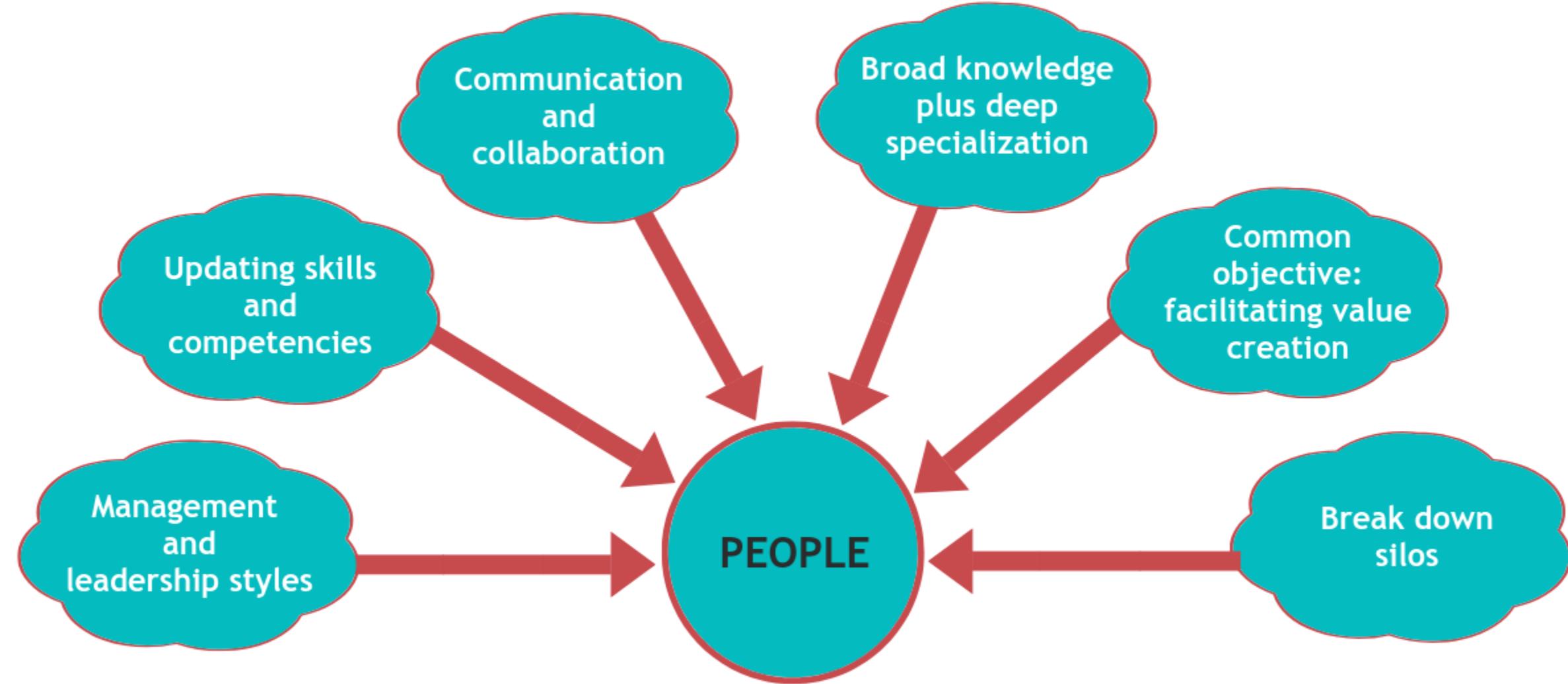


Roles and
responsibilities

DIMENSION 1: ORGANIZATIONS & PEOPLE



DIMENSION 1: ORGANIZATIONS & PEOPLE



DIMENSION 2: INFORMATION & TECHNOLOGY

Technologies supporting Service Management

- Workflow Management
- Communication Systems
- Inventory Systems
- Mobile Platforms
- Cloud Solutions
- Knowledge Bases
- Analytical Tools
- Remote Collaboration
- Artificial Intelligence
- Machine Learning

Technologies supporting IT services

- IT Architecture
- Databases
- Blockchain
- Cognitive Computing
- Applications
- Communication Systems
- Artificial Intelligence
- Cloud Computing
- Mobile Applications

DIMENSION 2: INFORMATION & TECHNOLOGY

Information criteria

For most services, information management is the primary means of enabling customer value.



The challenges of information management, such as those presented by security and regulatory compliance requirements, are also a focus of this dimension.

DIMENSION 2: INFORMATION & TECHNOLOGY

Information Technology Considerations	
➤ Is it compatible with the current architecture?	➤ Does the organization have the right skills to support and maintain it?
➤ Does it raise any regulatory, compliance, or information security control issues?	➤ Does it have sufficient automation capabilities to be developed, deployed and operated?
➤ Will it continue to be viable in the foreseeable future?	➤ Does it have additional capabilities that can be leveraged for other products or services?
➤ Does it align with the service provider or service consumer strategy?	➤ Does it introduce new risks or constraints to the organization?

Organizational culture and the nature of the organization's business will also have an impact on which technologies it chooses to use.

DIMENSION 3: PARTNERS & SUPPLIERS

Service Provider
/ Service
consumer
relationships

Organization's
Partner
and
Supplier
Strategy

Factors that
influence supplier
strategies

Service
Integration
and
Management

DIMENSION 3: PARTNERS & SUPPLIERS

Service Partnerships

- Share common goals and risks
- Collaborate to achieve desired outcomes

Goods and Service supply

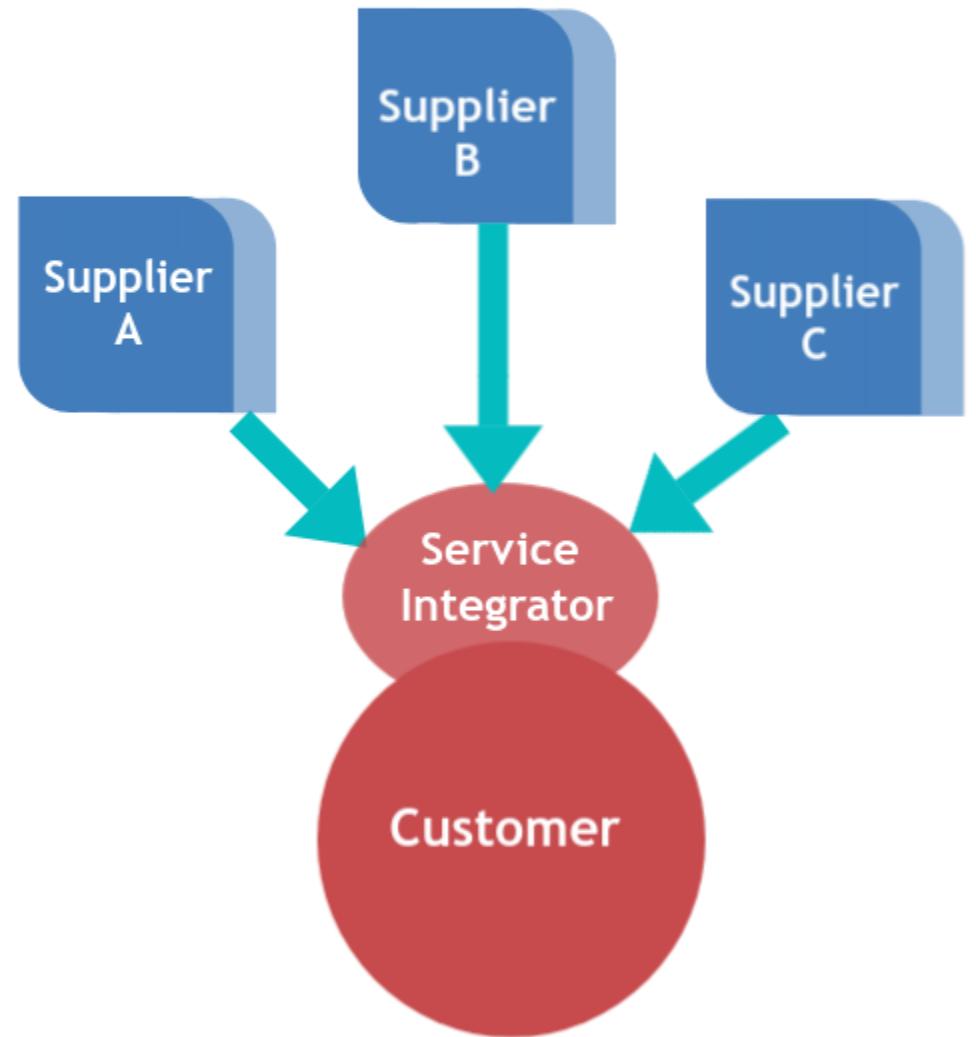
- Formal contracts
- Clear separation of responsibilities

Every organization and every service depends to some extent on services provided by other organizations.

DIMENSION 3: PARTNERS & SUPPLIERS

Service integration and management involves the use of a specially established integrator to ensure that service relationships are properly coordinated.

Service integration and management may be kept within the organization, but can also be delegated to a trusted partner.



DIMENSION 3: PARTNERS & SUPPLIERS

Factors that may influence an organization's strategy when using suppliers include:



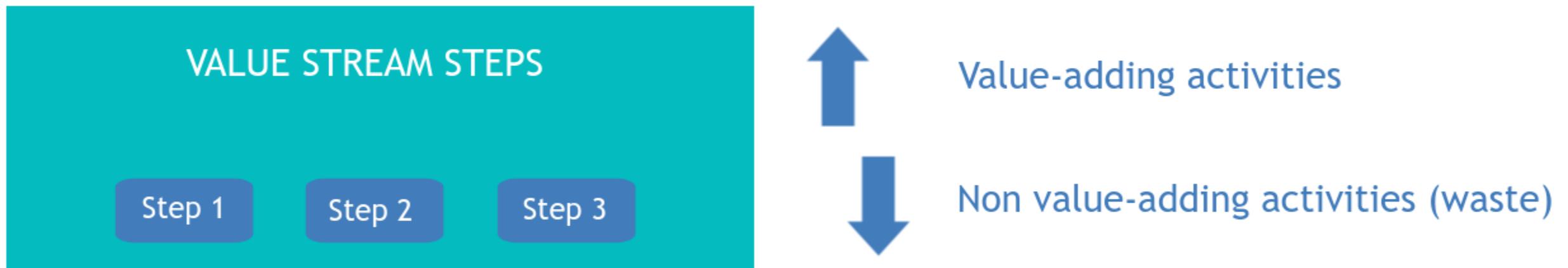
DIMENSION 4: VALUE STREAMS & PROCESSES

Value streams and processes define the activities, workflows, controls and procedures needed to achieve agreed objectives.



DIMENSION 4: VALUE STREAMS & PROCESSES

A **value stream** is a series of steps an organization undertakes to create and deliver products and services to service customers. It combines your organization's value chain activities.



Value stream optimization may include process automation or adoption of emerging technologies and ways to work to gain efficiencies or enhance the user experience.

DIMENSION 4: VALUE STREAMS & PROCESSES

A process is a set of interrelated or interacting activities that transforms inputs into outputs. Processes are designed to accomplish a specific objective.



A well-defined process can improve productivity within and across organizations.

DIMENSION 4: VALUE STREAMS & PROCESSES

Value streams and processes for [products and services](#):

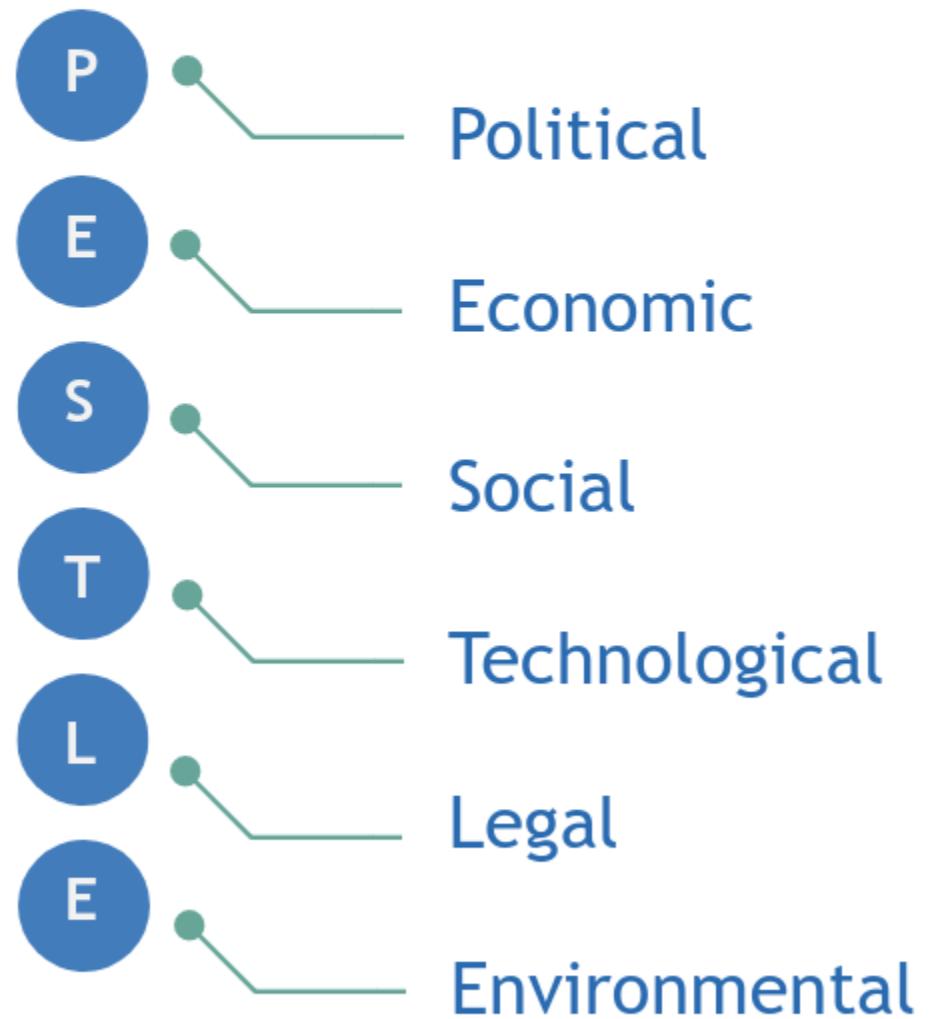
What is the generic delivery model for the service, and how does the service work?

What are the value streams involved in delivering the agreed outputs of the service?

Who, or what, performs the required service action?

EXTERNAL FACTORS INFLUENCING THE DIMENSIONS

The PESTLE model describes factors that constrain or influence how a service provider operates.



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4. The ITIL Service Value System

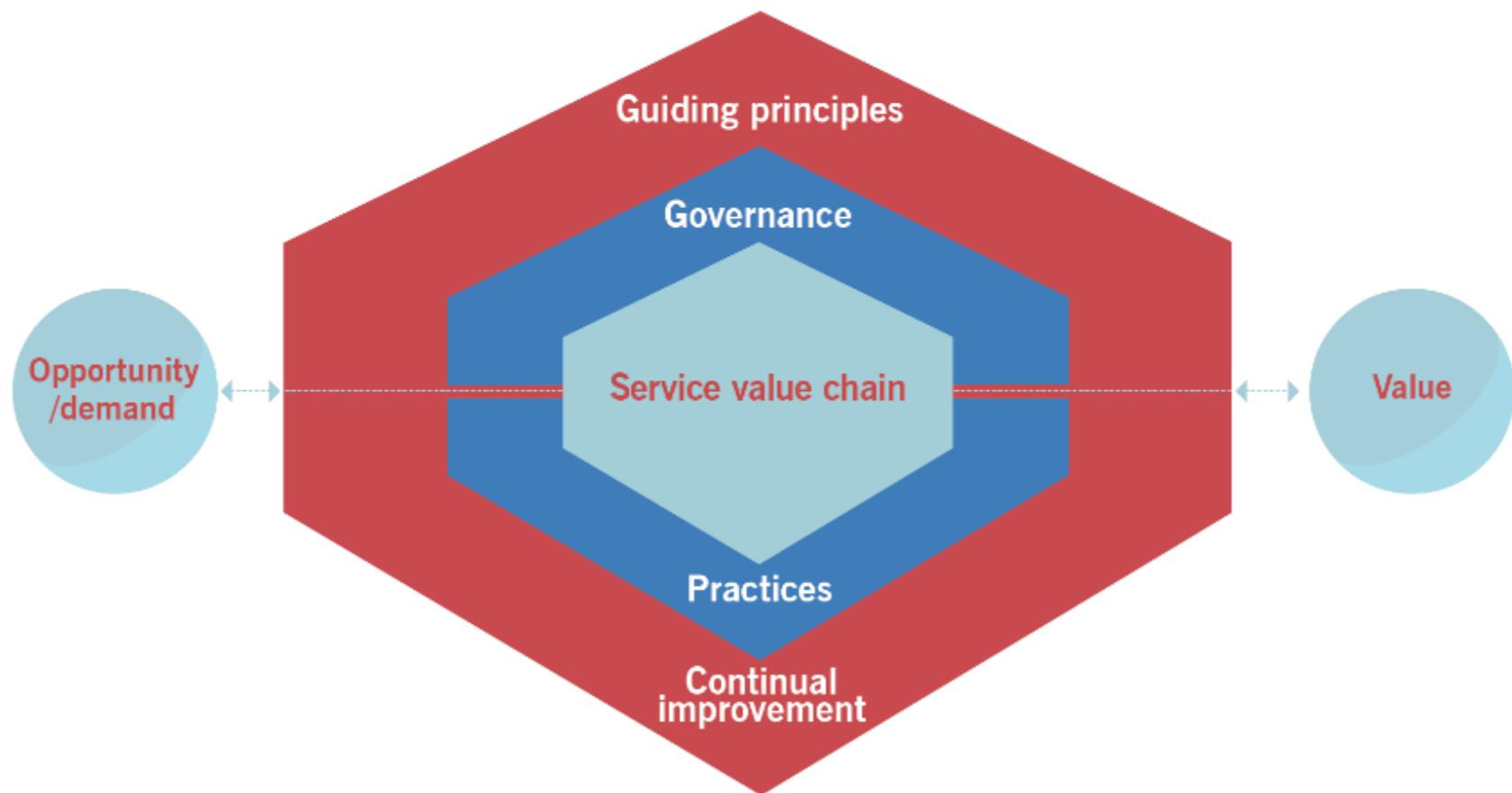
WHAT IS THE SERVICE VALUE SYSTEM?

The ITIL service value system (SVS) describes how all the components and activities of the organization work together as a system to enable value creation.

These components and activities, together with the organization's resources, can be configured and reconfigured in multiple combinations in a flexible way as circumstances change, but this requires the integration and coordination of activities, practices, teams, authorities and responsibilities and all parties to be truly effective.

WHAT IS THE SERVICE VALUE SYSTEM?

The purpose of the SVS is to ensure that the organization continually co-creates value with all stakeholders through the use and management of products and services.



INPUTS OF THE SVS

OPPORTUNITIES represent options or possibilities to add value for stakeholders for otherwise improve the organization.

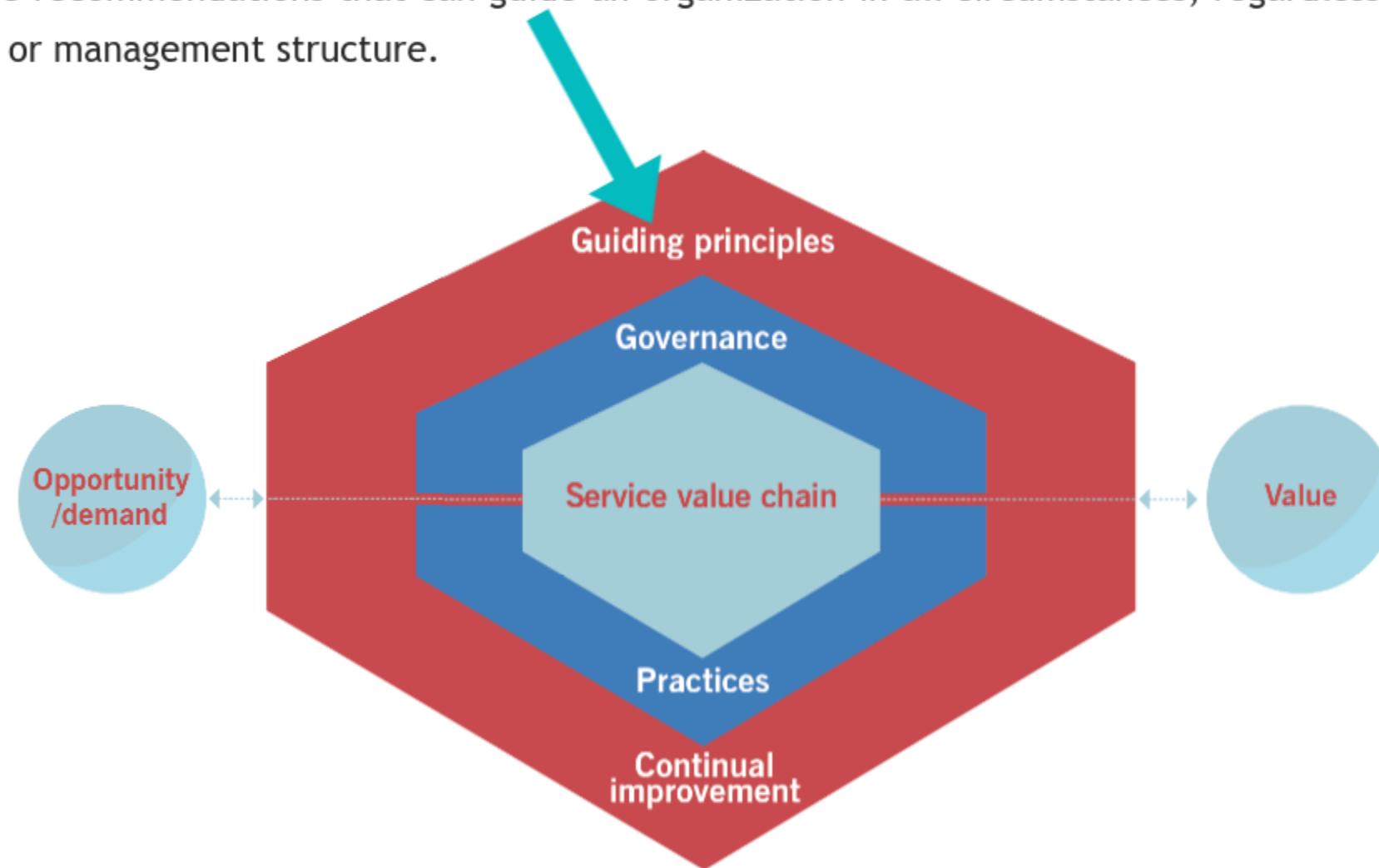
DEMAND is the need or desire for products and services among internal and external customers.

OUTCOME OF THE SVS

The **OUTCOME** of the SVS is **VALUE**. The SVS can enable the creation of many different types of value for a wide group of stakeholders.

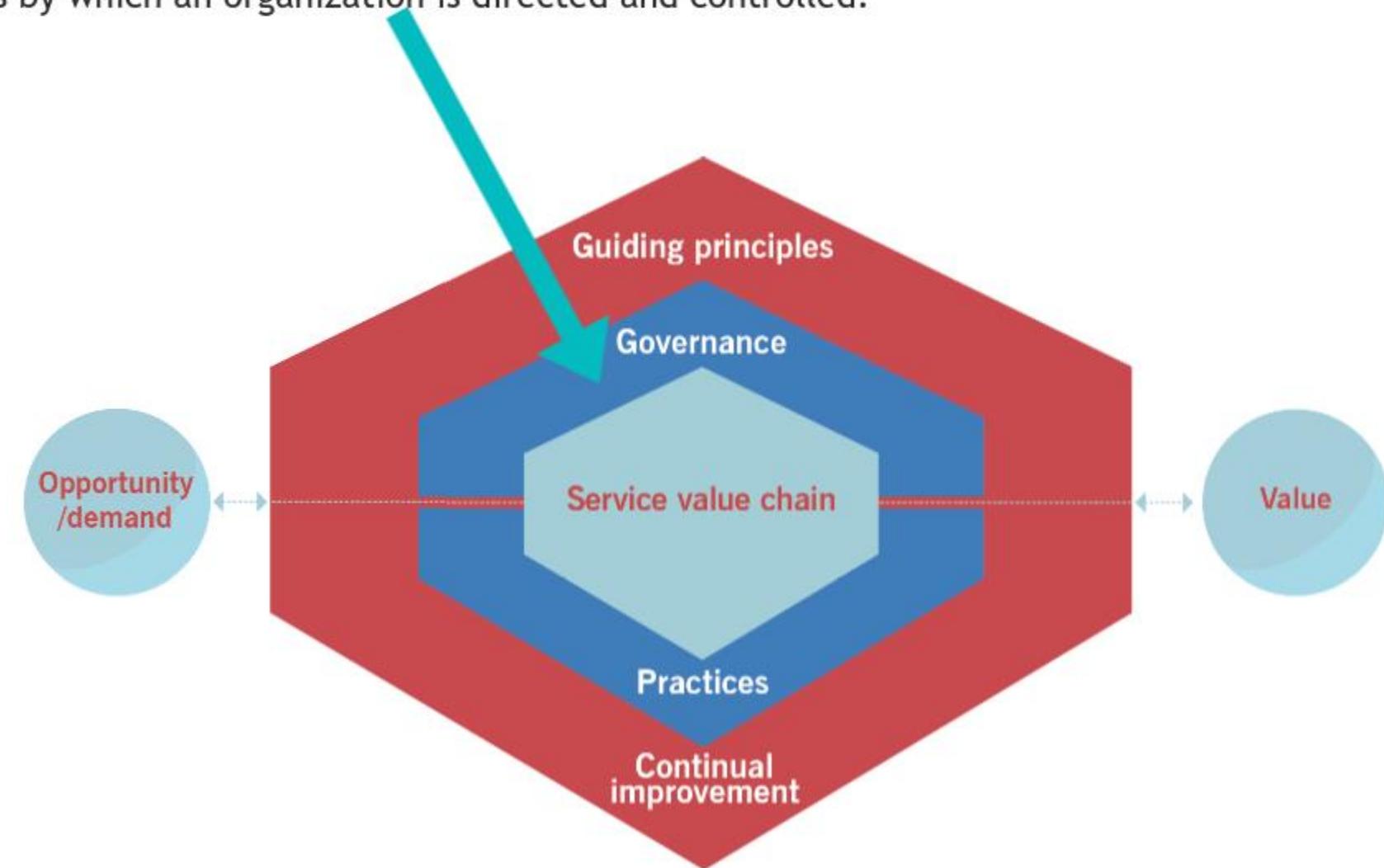
COMPONENTS OF THE SVS

The guiding principles are recommendations that can guide an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure.



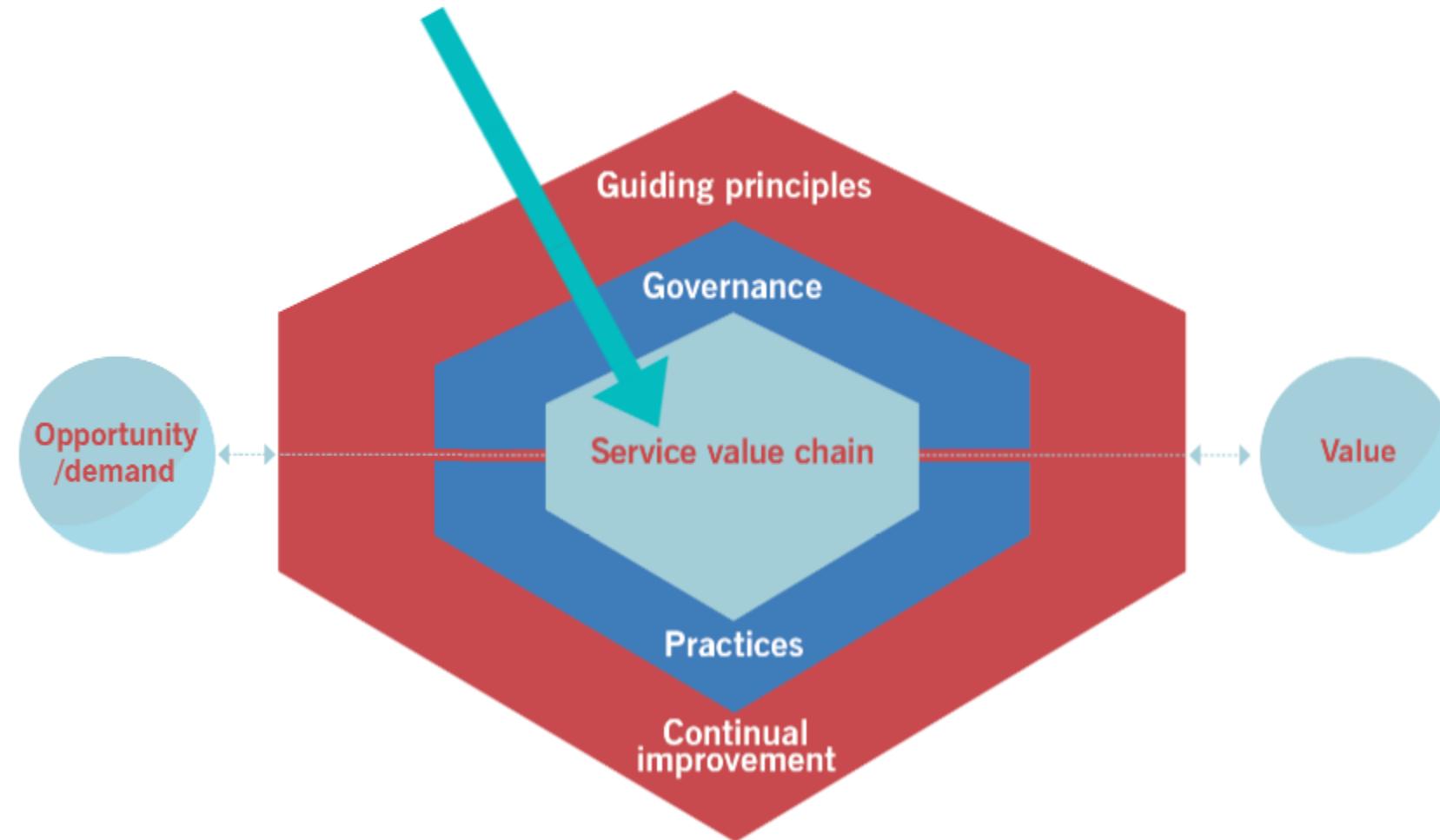
COMPONENTS OF THE SVS

Governance is the means by which an organization is directed and controlled.



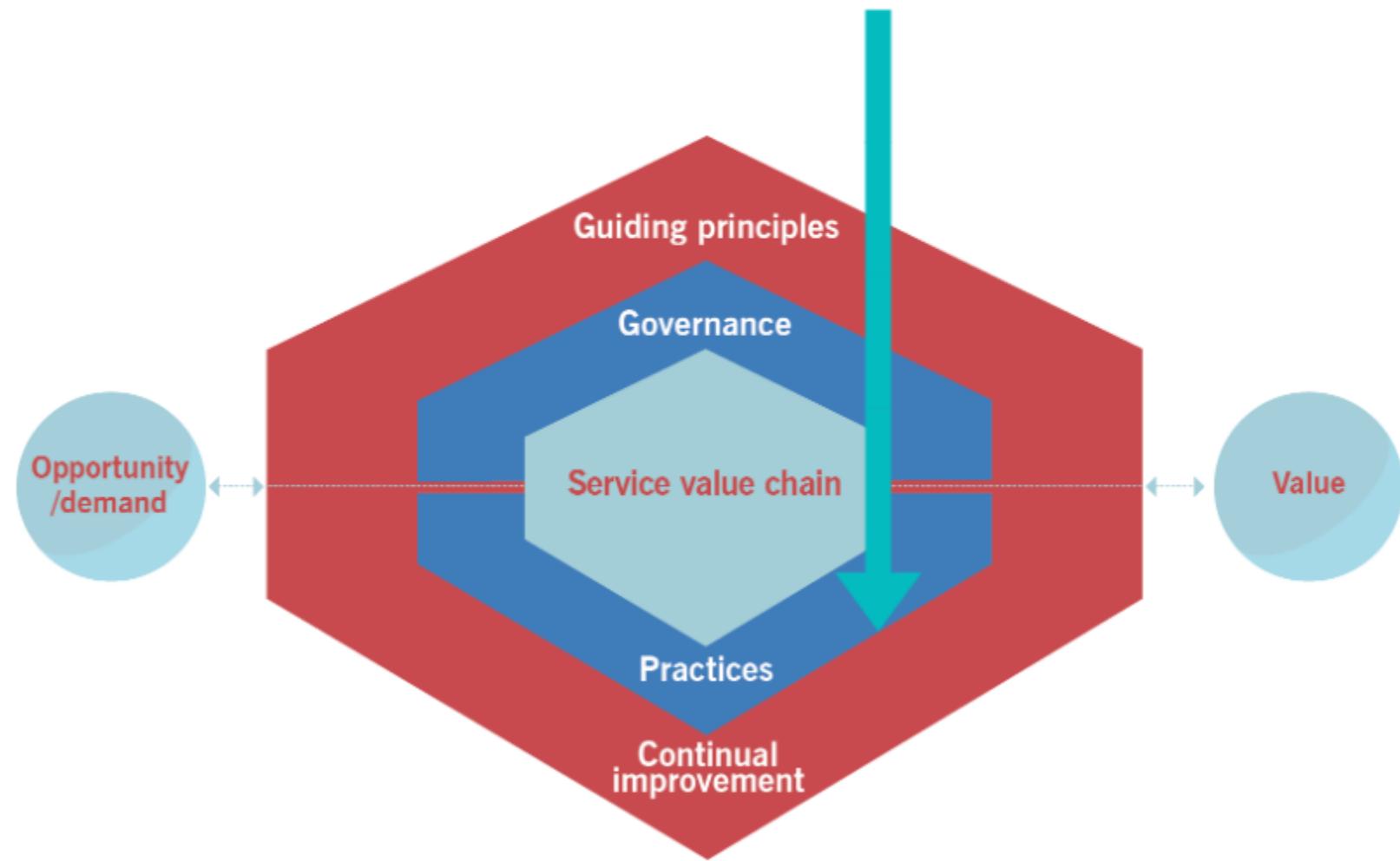
COMPONENTS OF THE SVS

The service value chain is a set of interconnected activities that an organization performs in order to deliver a valuable product or service to its consumers and to facilitate value realization.



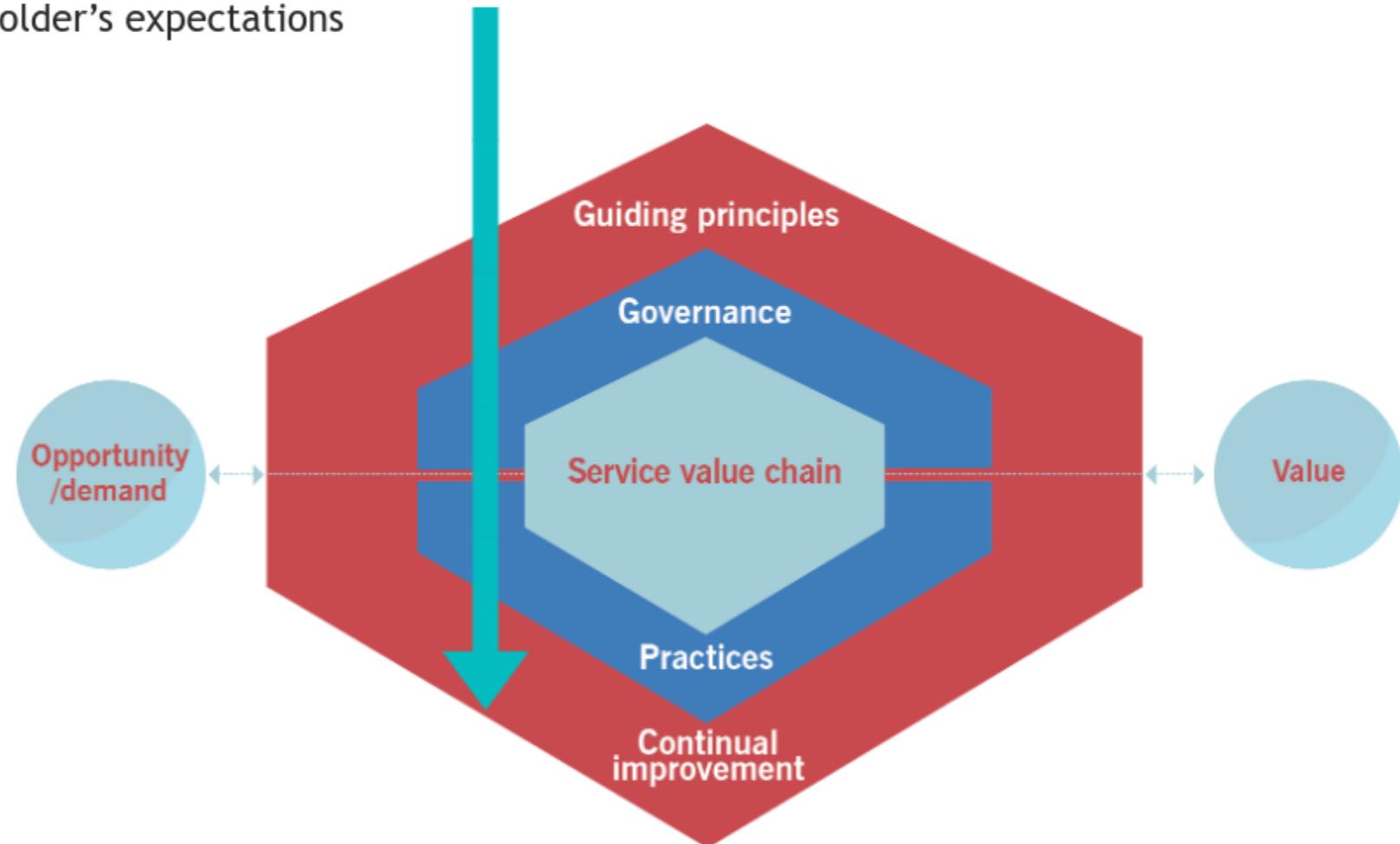
COMPONENTS OF THE SVS

The ITIL practices are organizational resources or processes designed to ensure that the work performed is accomplishing an objective.



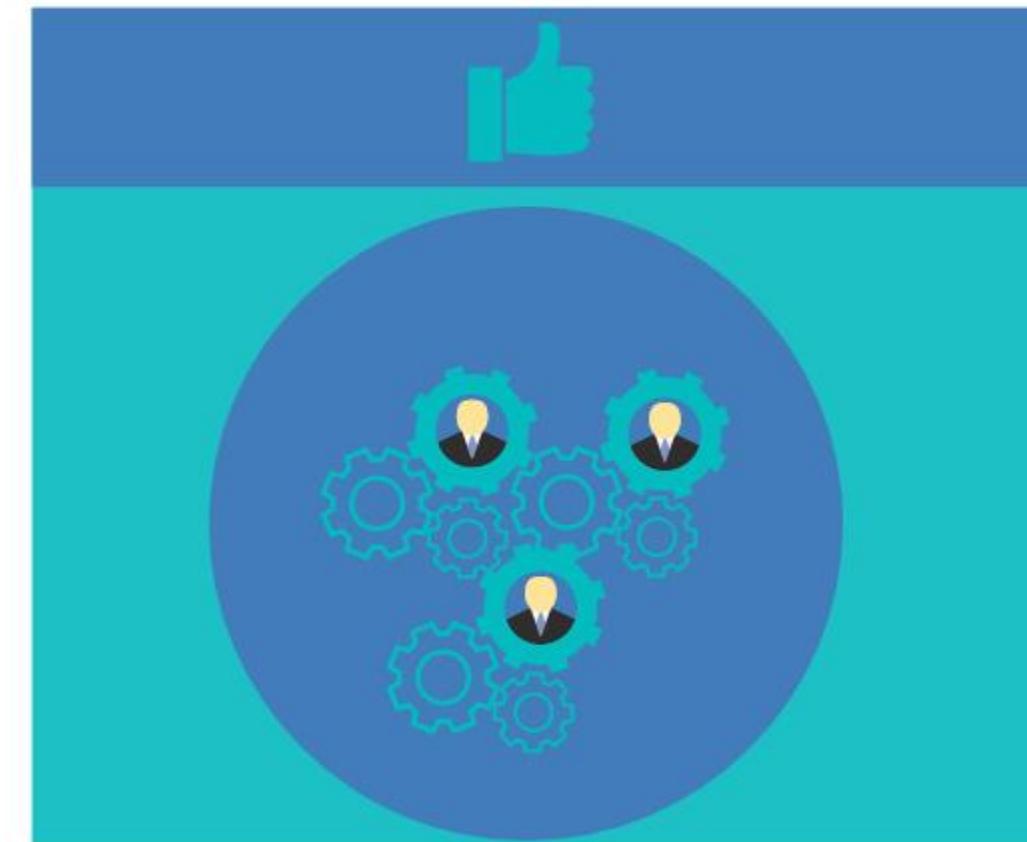
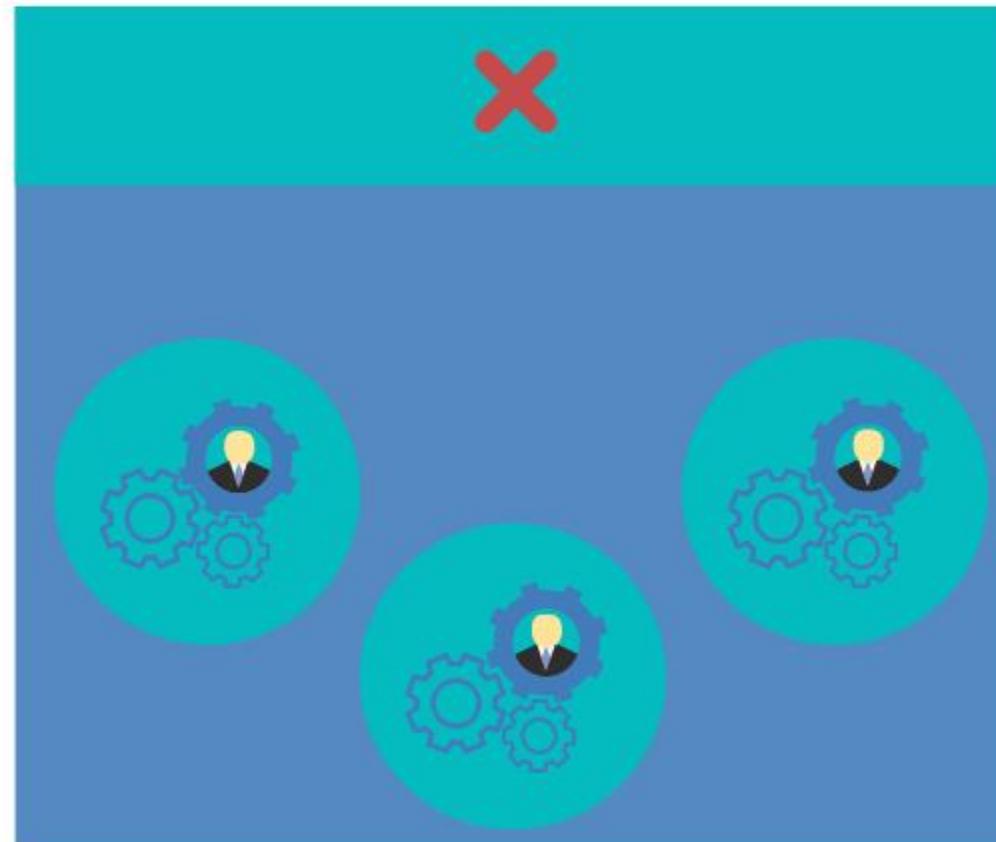
COMPONENTS OF THE SVS

Continual improvement is a recurring organizational activity performed at all levels to ensure that an organization's performance continually meets stakeholder's expectations



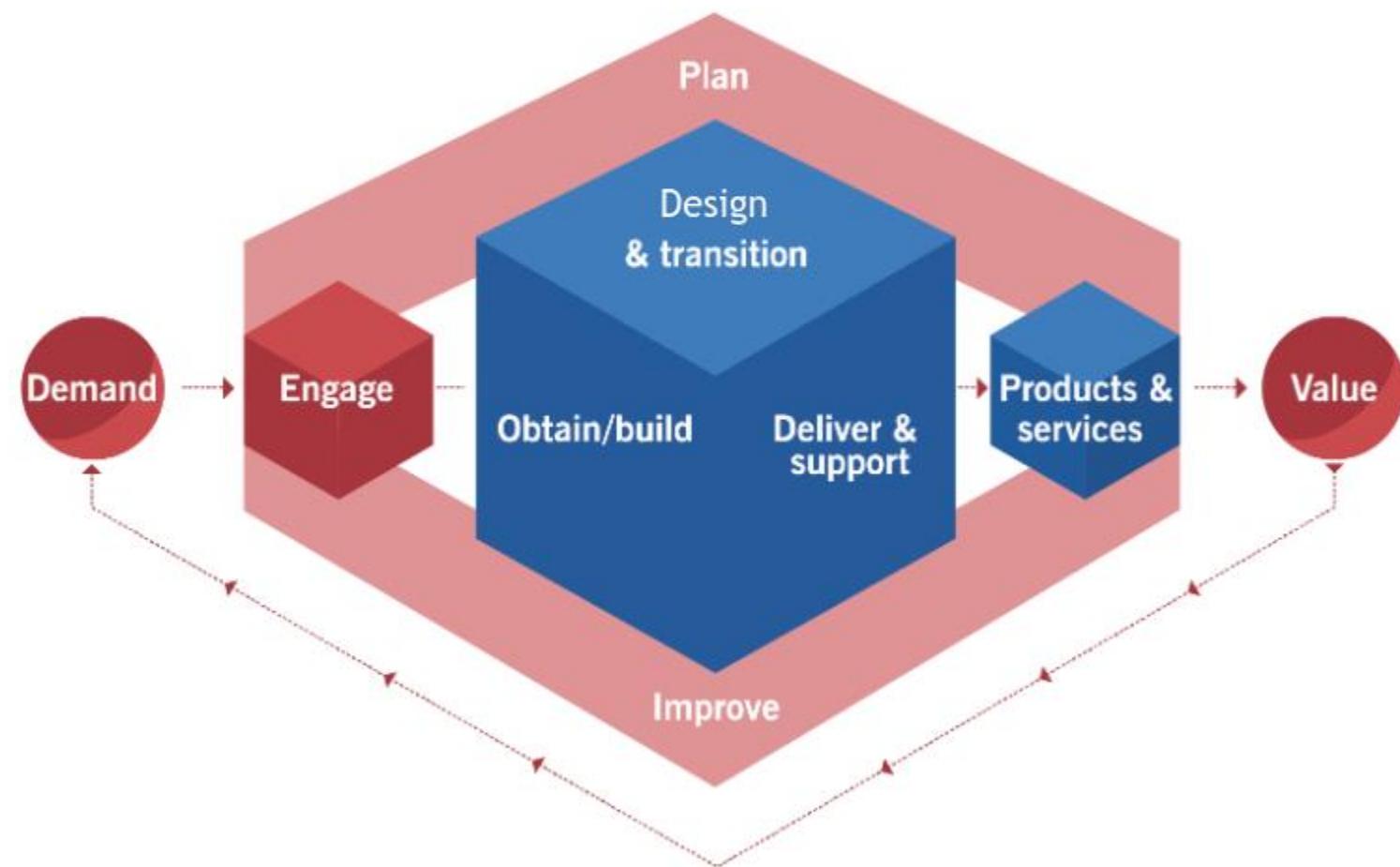
ADDRESSING THE CHALLENGE OF SILOS

The ITIL SVS has been specifically architected to enable flexibility and discourage siloed working.



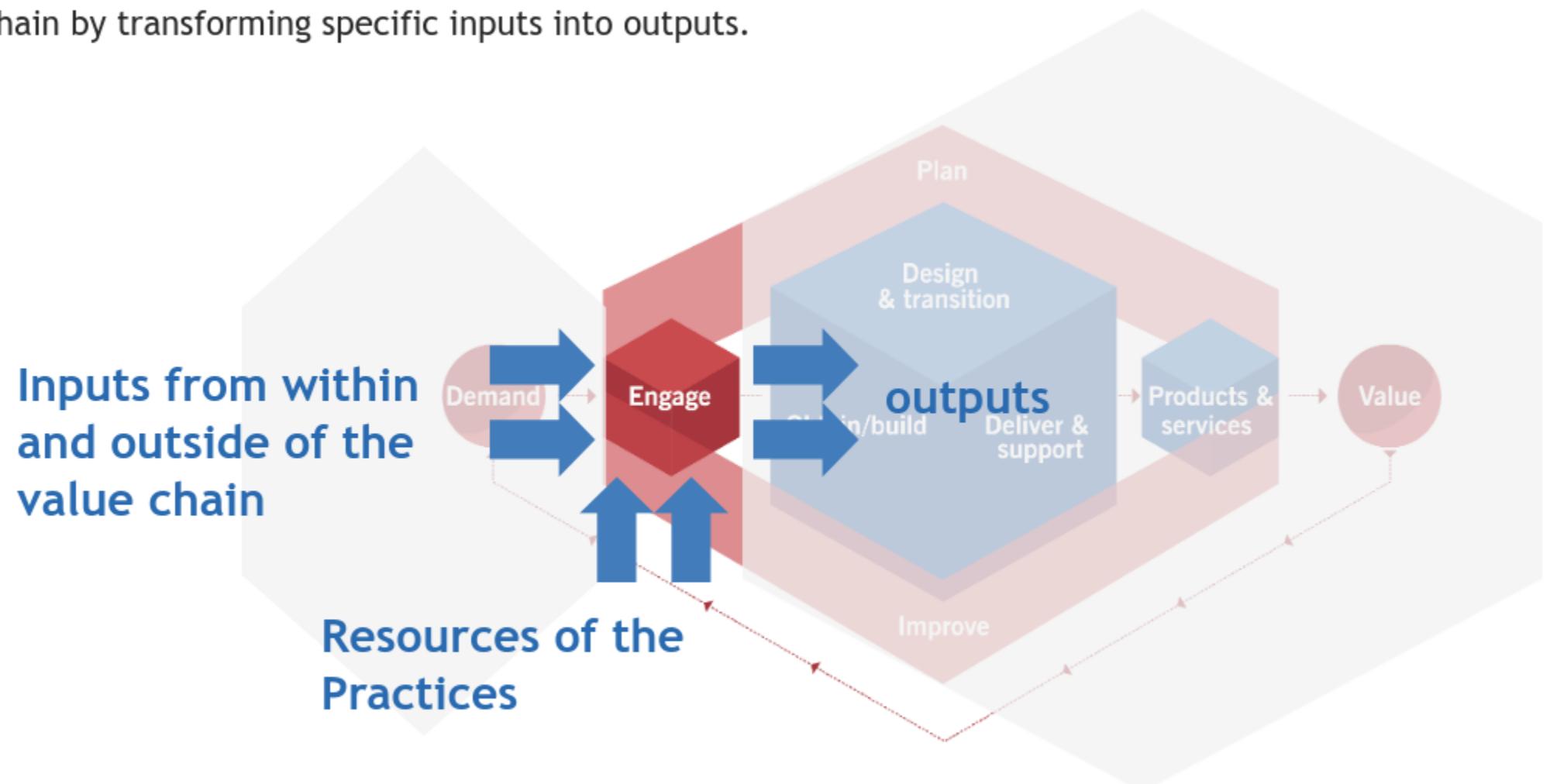
WHAT IS THE SERVICE VALUE CHAIN?

The central element of the SVS is the service value chain, an operating model which outlines the key activities required to respond to demand and facilitate value creation through the creation and management of products and services.



VALUE CHAIN INTERACTIONS WITH PRACTICES

Service value chain activities represent the steps an organization takes in the creation of value. Each activity contributes to the value chain by transforming specific inputs into outputs.



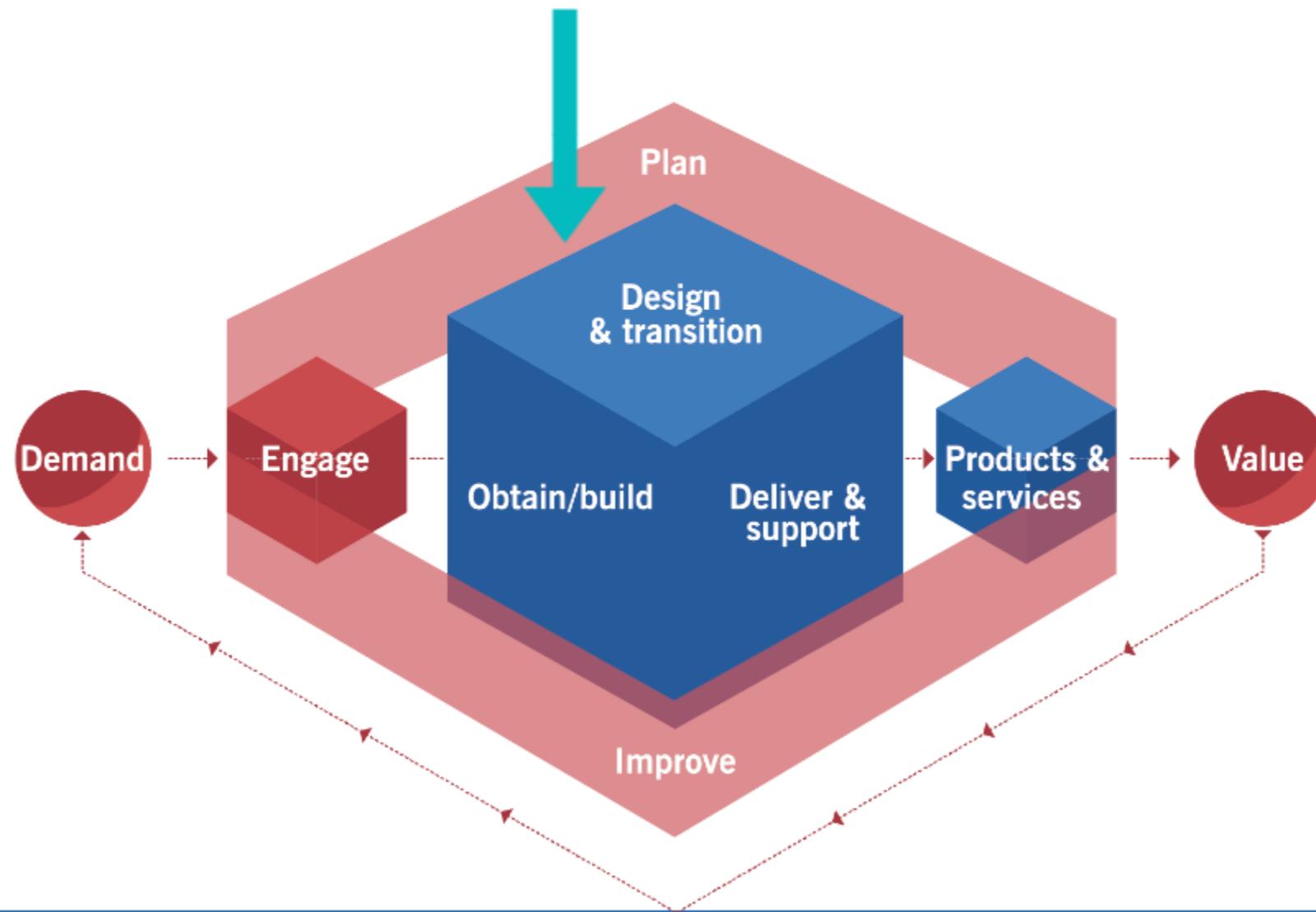
To convert inputs into outputs, the value chain activities use different combinations of the ITIL practices. Each activity may draw upon internal or third-party resources, processes, skills and competencies from one or more practices.

SERVICE VALUE CHAIN ACTIVITIES

- All incoming and outgoing Interactions with the parties external to the service provider are performed via **engage** value chain activity
- All **new** resources are obtained through the **obtain/build** activity
- Planning at all levels is performed via **plan** activity
- Improvements at all levels are initiated and managed via **improve** activity
- Creation, modification, delivery, maintenance and support of the component, products and services are performed in a coordinated way between **design and transition**, **obtain/build** and **delivery and support** activities
- **Products and services**, **Demand and Value** are not value chain activities; they are SVS components.

VALUE CHAIN ACTIVITY: PLAN

The purpose of the plan value chain activity is just to ensure a shared understanding of the vision, current status and improvement direction for all four dimensions in all products and services across the organization.



VALUE CHAIN ACTIVITY: PLAN

Inputs

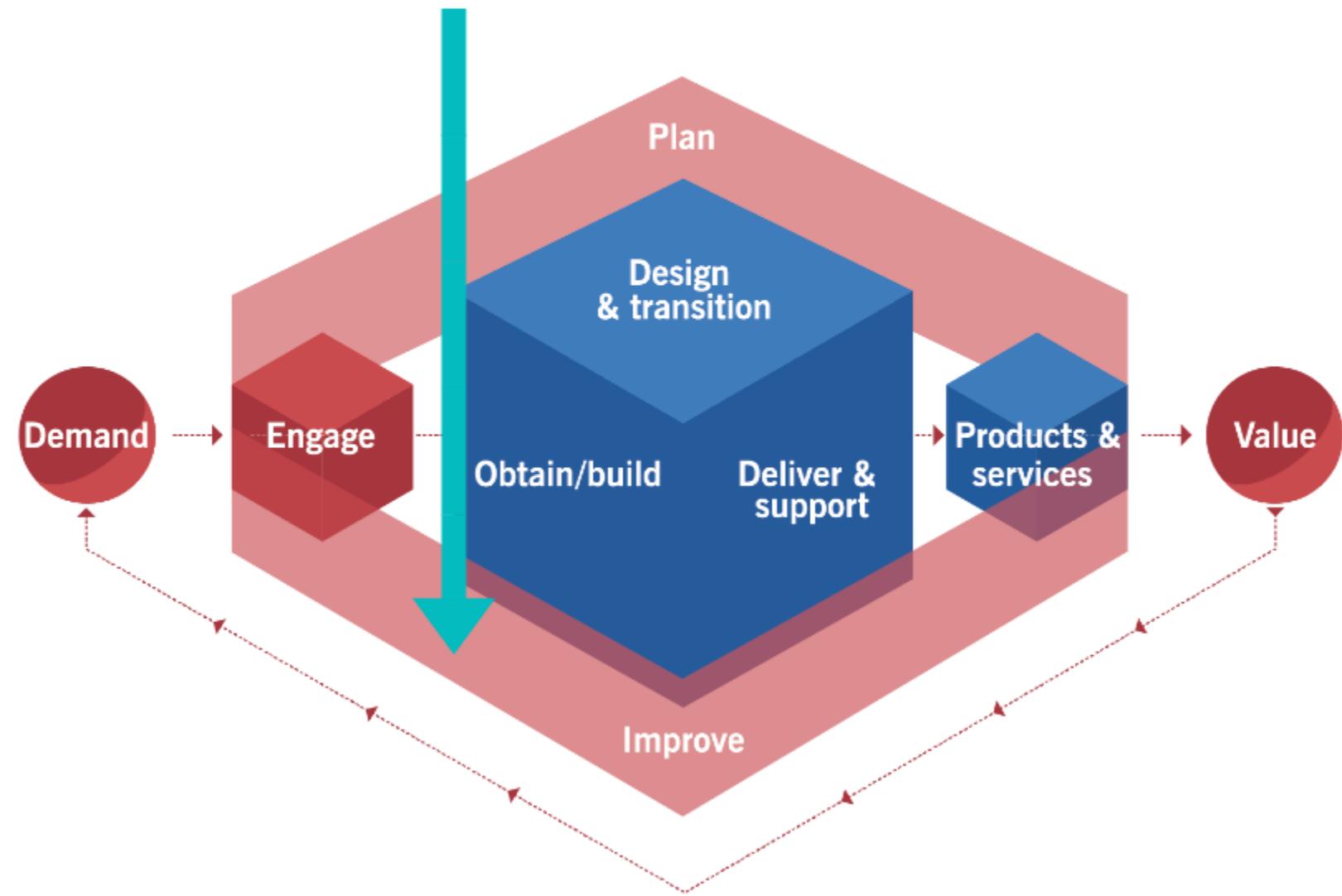
- Policies, requirements and constraints provided by the organizations governing body
- Consolidated demands and opportunities provided by engage
- Value chain performance information, improvement initiatives and plans provided by improve
- Improvement status reports from improve
- Knowledge and information about new and changed products and services from design in transition and obtain/build
- Knowledge and information about third-party service components from engage

Outputs

- Strategic, tactical and operational plans
- Portfolio decisions for design in transition
- Architectures and policies for design and transition
- Improvement opportunities for improvement
- Product and service portfolio for engage
- Contract and agreement requirements for engage

VALUE CHAIN ACTIVITY: IMPROVE

Purpose of the improvement value chain activity is just to ensure continual improvement of products, services and practices across all value chain activities in the four dimensions of service management.



VALUE CHAIN ACTIVITY: IMPROVE

Inputs

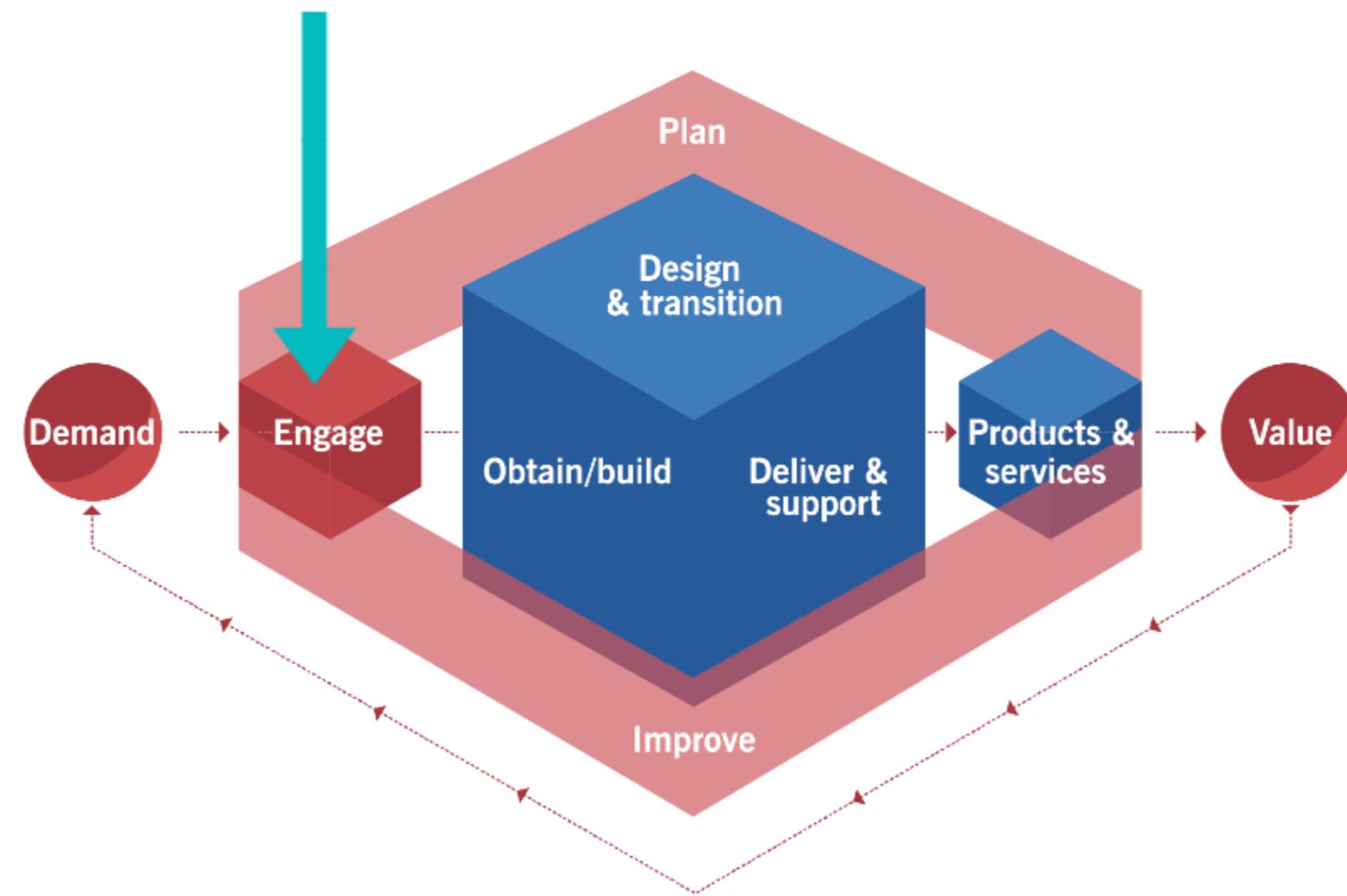
- Product and service performance information provided by deliver and support
- Stakeholders' feedback provided by engage
- Performance information and improvement opportunities provided by all value chain activities
- Knowledge and information about new and changed products and services from design and transition and obtain/build
- Knowledge and information about third-party service components from engage

Outputs

- Improvement initiatives and plans for all chain activities
- Value chain performance information for plan and the governing body
- Improvement status reports for all value chain activities
- Contract and agreement requirements for engage
- Service performance information design and transition

VALUE CHAIN ACTIVITY: ENGAGE

The purpose of the engage value chain activity is to provide a good understanding of stakeholder needs, continual engagement with all stakeholders, transparency and good relationships with all stakeholders.



VALUE CHAIN ACTIVITY: ENGAGE

Inputs

- Product and service portfolio provided by a plan
- High level of demand for services and products provided by internal and external customers
- Detailed requirements for services and products provided by customers
- Requests and feedback from customers
- Incidents, service requests and feedback from users
- Information on the completion of user support tasks from deliver and support
- Market opportunities from current and potential customers and users
- Cooperation opportunities and feedback provided by partners and suppliers
- Contract and agreement requirements for all value chain activities
- Knowledge and information about new and changed products and services from design in transition and obtain/build
- Knowledge and information about third-party service components from suppliers and partners
- Product and service performance information from deliver and support
- Improvements initiatives and plans from improve
- Improvement status reports from improve

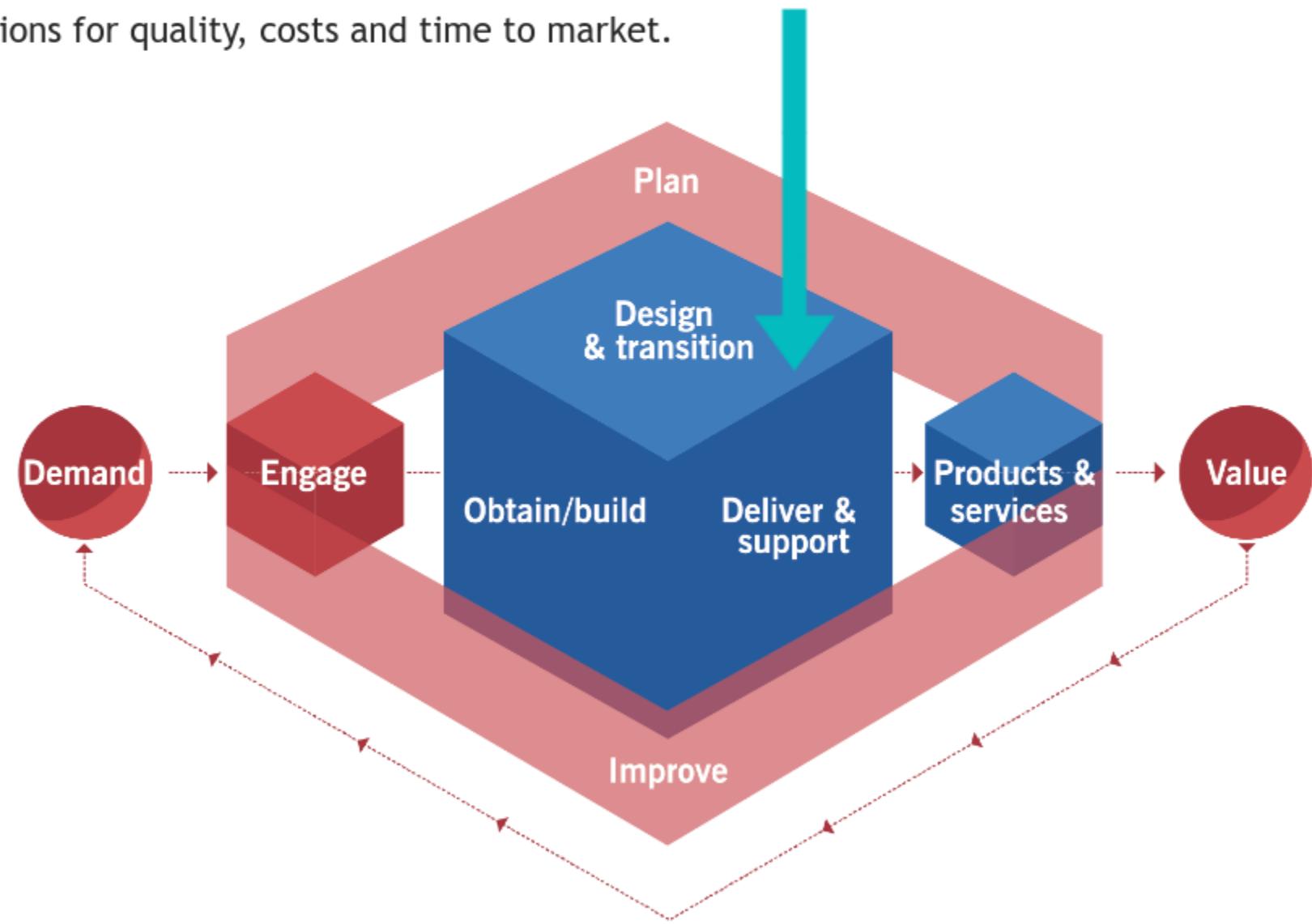
VALUE CHAIN ACTIVITY: ENGAGE

Outputs

- Consolidated demands and opportunities for plan
- Product and service requirements for design and transition
- User support tasks for deliver and support
- Improvement opportunities and stakeholders' feedback for improve
- Change or project initiation requests for obtain/build
- Contracts and agreements with external and internal suppliers and partners for obtain/build and design and transition
- Knowledge and information about third-party service components for all value chain activities
- Service performance reports for customers

VALUE CHAIN ACTIVITY: DESIGN & TRANSITION

The purpose of the Design and Transition value chain activity is to ensure that products and services continually meet stakeholder expectations for quality, costs and time to market.



VALUE CHAIN ACTIVITY: DESIGN & TRANSITION

Inputs

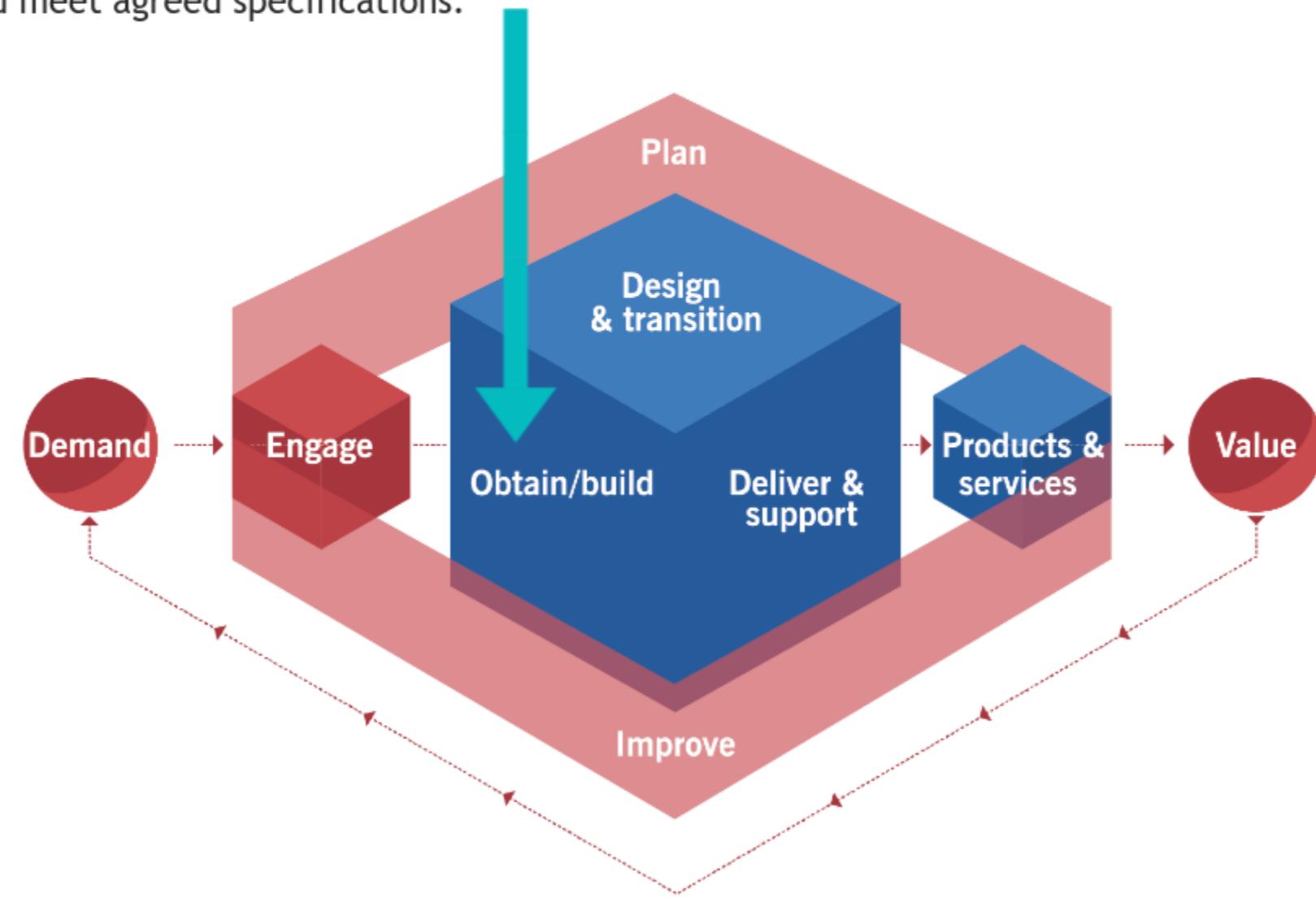
- Portfolio decisions provided by plan
- Architectures and policies provided by plan
- Product and service requirements provided by engage
- Improvement initiatives and plans provided by improve
- Improvement status reports from improve
- Service performance information provided by deliver and support and improve
- Service components from obtain/build
- Knowledge and information about third party service components from engage
- Knowledge and information about new and changed products and services from obtain/build

Outputs

- Requirements and specifications for obtain/build
- Contract and agreement requirements for engage
- New and changed products and services to deliver and support
- Knowledge and information about new and changed products and services to all value chain activities
- Performance information and improvement opportunities for improve

VALUE CHAIN ACTIVITY: OBTAIN/BUILD

The purpose of the obtain/build value chain activity is to ensure that service components are available when and where they are needed, and meet agreed specifications.



VALUE CHAIN ACTIVITY: OBTAIN/BUILD

Inputs

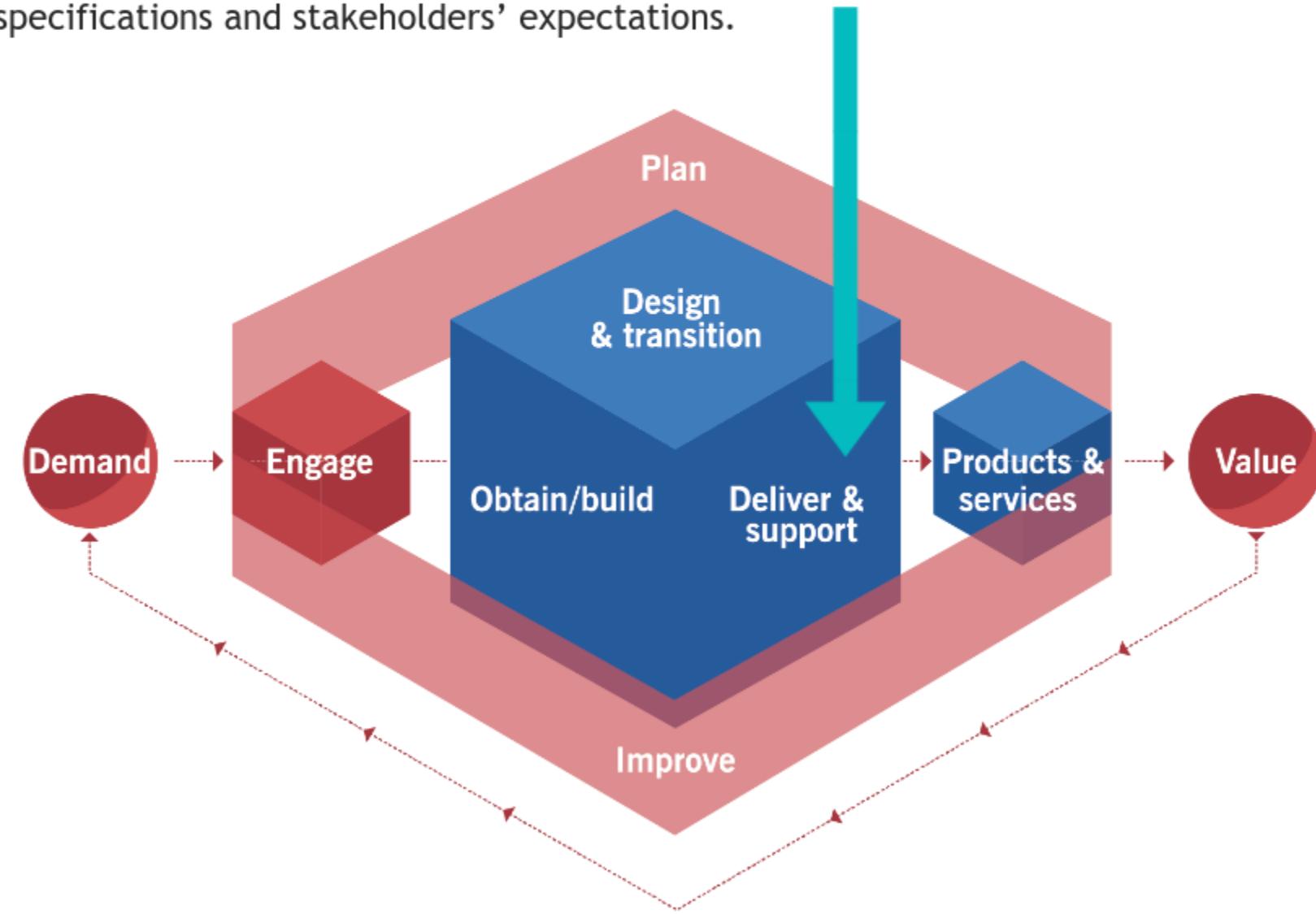
- Architectures and policies provided by plan
- Contracts and agreements with external and internal suppliers and partners provided by engage
- Goods and services provided by external and internal suppliers and partners
- Requirements and specifications provided by design and transition
- Improvement initiatives and plans provided by improve
- Improvement status reports from improve
- Change or project initiation requests provided by engage
- Change requests provided by deliver and support
- Knowledge and information about new and changed products and services from design and transition
- Knowledge and information about third-party service components from an engage

Outputs

- Service components for deliver and support
- Service components for design and transition
- Knowledge and information about new and change service components to all value chain activities
- Contract and agreement requirements for engage
- Performance information and improvement opportunities for improve

VALUE CHAIN ACTIVITY: DELIVER & SUPPORT

The purpose of the deliver and support value chain activity is to ensure that services are delivered and supported according to agreed specifications and stakeholders' expectations.



VALUE CHAIN ACTIVITY: DELIVER & SUPPORT

Inputs

- New and changed products and services provided by design and transition
- Contracts and agreements with external and internal suppliers and partners provided by engage (including SLAs)
- Service components provided by obtain/build
- Improvement initiatives and plans provided by improve
- Improvement status reports from improve
- User support tasks provided by engage
- Knowledge and information about new and changed service components and services from design and transition and obtain/build
- Knowledge and information about third party service components from engage

Outputs

- Services delivered to customers and users
- Information on the completion of user support tasks for engage
- Product and service performance information for engage and improve
- Improvement opportunities for improve
- Contract and agreement requirements for engage
- Change requests for obtain/build
- Service performance information for design and transition

VALUE STREAMS AND THE SERVICE VALUE CHAIN

In order to carry out a certain task, or respond to a particular situation, organizations create service value streams. Services value streams are specific combinations of activities and practices, and each one is designed for a particular scenario.

As each value stream is made up of different combinations of value chain activities the practices, inputs and outputs must be understood as specific to particular values streams.

WHAT IS A GUIDING PRINCIPLE?

A guiding principle is a recommendation that guides an organization in all circumstances

The guiding principles can be used to guide organizations in their work as they adopt a service management approach and adapt ITIL guidance to their own specific needs and circumstances.

They allow organizations to integrate the use of multiple methods into an overall approach to service management. They are universally applicable to nearly any initiative.

APPLYING THE GUIDING PRINCIPLES

The guiding principles encourage and support organizations in continual improvement at all levels. They are universally applicable to nearly any initiative and to relationships with all stakeholder groups.

For example, the first principle, Focus on value, can (and should) be applied to all relevant stakeholders and respective definitions of value, not only to service customers.

Organizations should not use just one or two of the principles, but should consider the relevance of each of them and how they apply together. Not all principles will be critical in every situation, but they should all be reviewed on each occasion to determine how appropriate they are.

THE SEVEN GUIDING PRINCIPLES

Focus on value



Start where you are



Progress iteratively with feedback



Collaborate and promote visibility



Think and work holistically



Keep it simple and practical



Optimize and Automate



FOCUS ON VALUE

Everything the organization does should link back, directly or indirectly to creating value for its customers and other stakeholders.

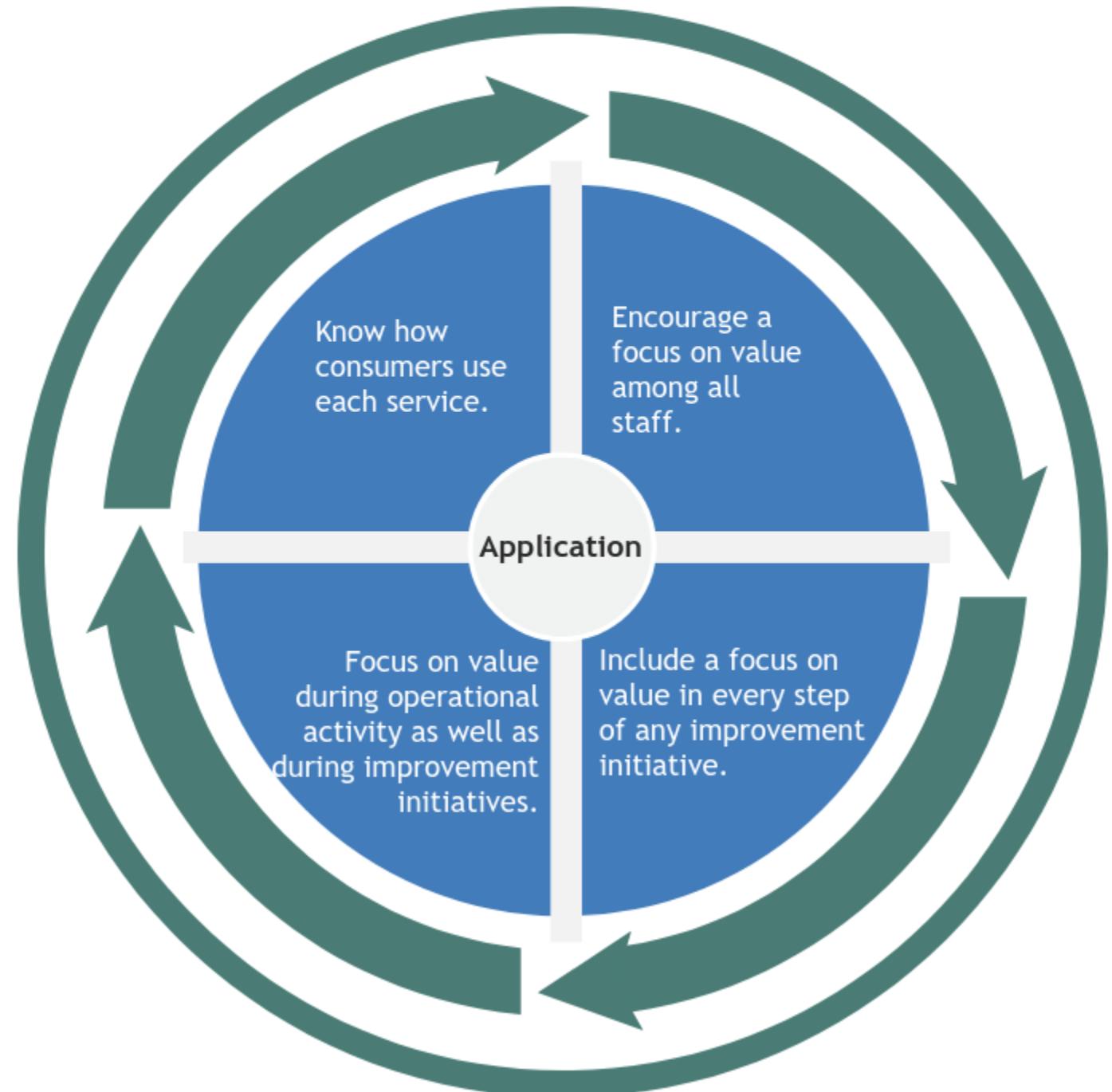
Understand and identify the service customer

Understand the customer's perspective of value

Map value to intended outcomes, which change overtime

Understand the customer experience (CX) and/or user experience (UX)

FOCUS ON VALUE



START WHERE YOU ARE

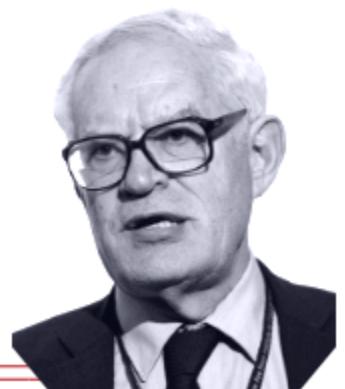
When engaged in any improvement initiative, do NOT start over without first considering what is already available to be leveraged.

Decisions on how to proceed should be based on accurate information obtained through direct observation supported by appropriate and effective measurement.

Measurement should be used to support the analysis of what has been observed rather than to replace it. Over-reliance on data analytics and recording can introduce biases and risk in decision-making.

The act of measuring can affect the results.

“When a measure becomes a target, it ceases to be a good measure.” - Goodhart’s law



START WHERE YOU ARE

Application

Look at what exists as objectively as possible.

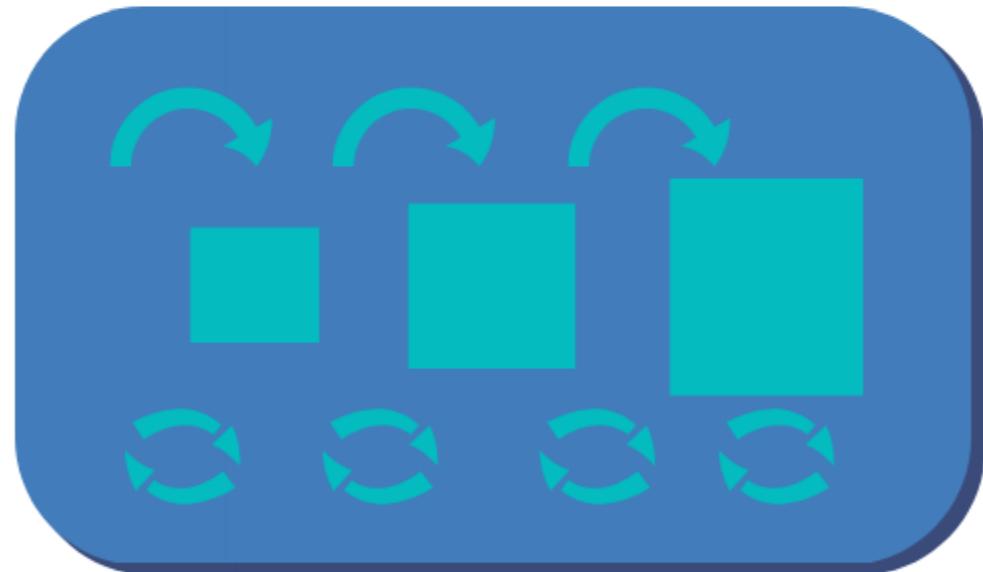
Determine if successful practices or services can be replicated or expanded.

Apply your risk management skills in the decision-making process.

Recognize that sometimes nothing from the current state can be reused.

PROGRESS ITERATIVELY WITH FEEDBACK

Working in a time-box, iterative manner with feedback loops embedded into the process allows for greater flexibility, faster responses to customer and business needs, the ability to discover and respond to failure earlier, and an overall improvement in quality.

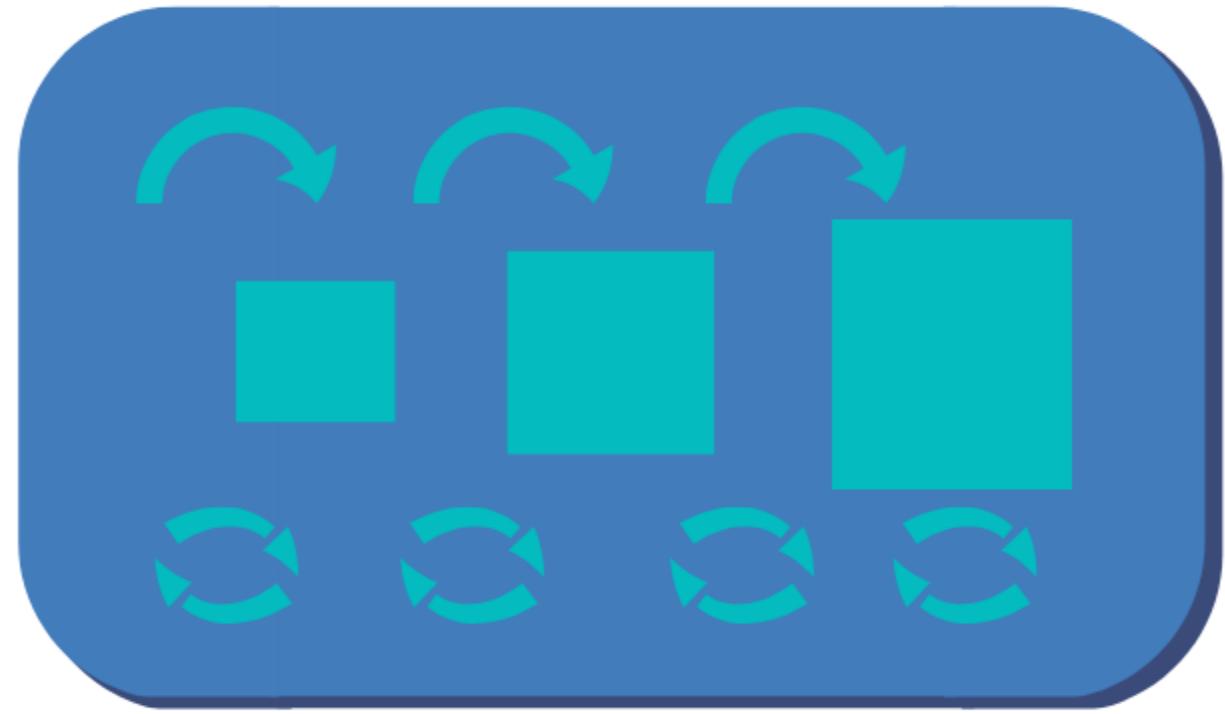


- Sequential or simultaneous
- Manageable and managed
- Tangible results
- Timely manner
- Can be built on to create future improvements

Organize work into smaller, manageable sections

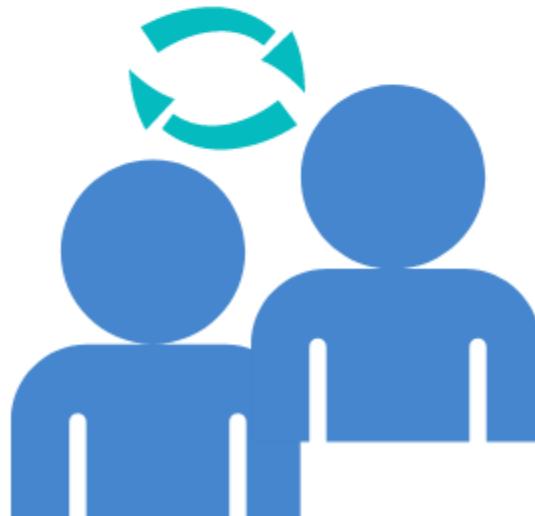
PROGRESS ITERATIVELY WITH FEEDBACK

A feedback loop is a situation where part of the output of an activity is used for new input.



The initiative and its component iterations, must be continually re-evaluated to reflect changes in circumstances. Seek and use feedback before, throughout, and after each iteration.

Feedback loops between participants helps them understand where work comes from, outputs go and how their actions affect the outcomes.



PROGRESS ITERATIVELY WITH FEEDBACK

Application

Comprehend the whole but do something.

The ecosystem is constantly changing, so feedback is essential.

Fast does not mean incomplete.

COLLABORATE AND PROMOTE VISIBILITY

When initiatives involve the right people in the correct roles, efforts benefit from better buy-in, more relevance and increased likelihood of long-term success.



COLLABORATE AND PROMOTE VISIBILITY

People and perspectives for successful collaboration can be found in all stakeholder groups.

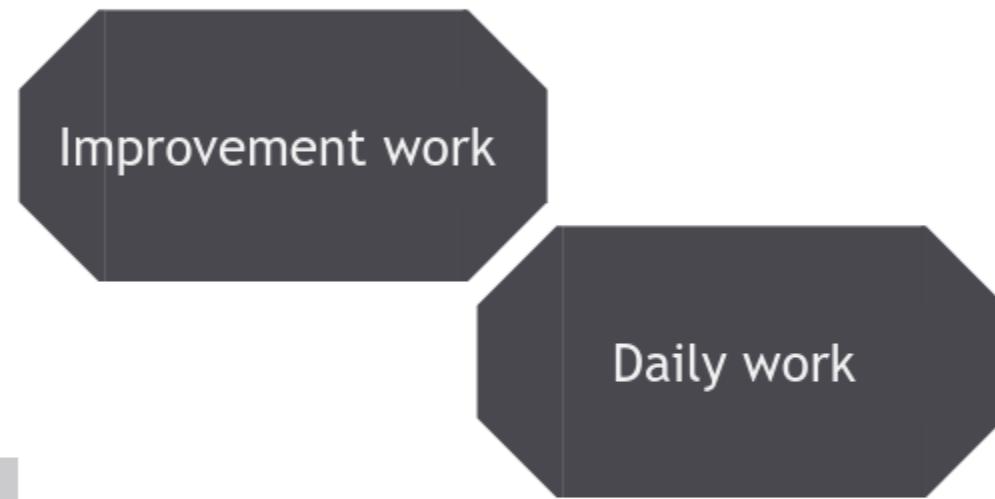
Examples



COLLABORATE AND PROMOTE VISIBILITY

Without transparency:

- There may be an impression that the work is not a priority
- Improvement work may take a lower priority over other tasks with daily urgency



Insufficient visibility of work leads to poor decision-making.

It is important to:

Understand the flow of work

Identify bottlenecks and excess capacity

Uncover waste.

COLLABORATE AND PROMOTE VISIBILITY

Application

Collaboration does not mean consensus.

Communicate in a way the audience can hear.

Decisions can only be made on visible data.

THINK AND WORK HOLISTICALLY

A holistic approach to service management requires an understanding of how all the parts of an organization work together an integrated way.



THINK AND WORK HOLISTICALLY

Application

Recognize the complexity of the system.

Collaboration is key to thinking and working holistically.

Where possible, look for patterns of interactions between system elements.

Automation can facilitate working holistically.

KEEP IT SIMPLE AND PRACTICAL

Outcome-based thinking should be used to produce practical solutions which deliver valuable outcomes while using the minimum number of steps needed.

Establish a holistic view of the organization's work.

Start with an uncomplicated approach, add later.

Do not try to produce a solution for every exception.

Be mindful of competing objectives.

KEEP IT SIMPLE AND PRACTICAL

Application

1

Ensure
value

2

Simplicity is the
ultimate
sophistication

3

Do fewer things,
but do them
better

4

Respect the
time of the
people involved

5

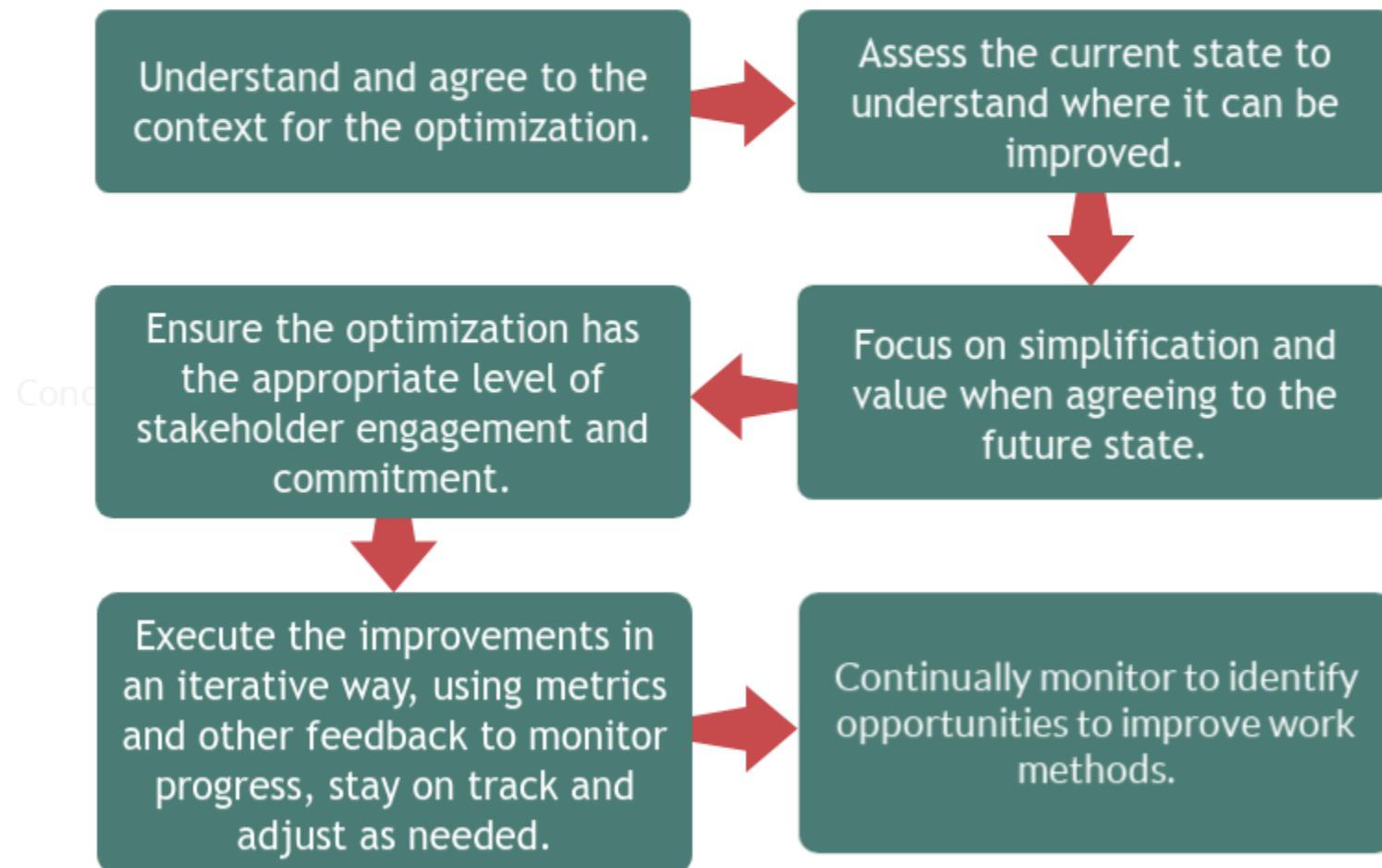
Easier to
understand, more
likely to adopt

6

Simplicity is the
best route to
achieving quick
wins

OPTIMIZE AND AUTOMATE

Optimization means to make something as effective and useful as makes sense. Before an activity can be effectively automated, it should be optimized to whatever degree is possible and reasonable.



OPTIMIZE AND AUTOMATE

Automation is the use of technology to perform a step or series of steps correctly and consistently with limited or no human intervention.

Automating frequent and repetitive tasks helps organizations scale up and allow human resources to be used for more complex decision-making.



The simplest form of automation involves standardizing and streamlining manual tasks or decisions to be made 'automatically'.

OPTIMIZE AND AUTOMATE

Application

Simplify and/or optimize before automating

Define your metrics

Use the other guiding principles when applying this one

Progress iteratively with feedback

Focus on value

Keep it simple and practical

Start where you are

REVIEW

You should now be able to:

- Describe the four dimensions of IT service management
- Describe the ITIL value system
- Describe the interconnected nature of the service value chain and how this supports value streams
- Describe the inputs, outputs and purpose of each value chain activity
- Describe the nature, use and interaction of the guiding principles
- Explain the use of each of the guiding principles

ITIL 4

Foundation

5. ITIL Management Practices

WHAT IS A PRACTICE?

A practice is a set of organizational resources designed for performing work or accomplishing an objective.

Each practice:

Supports multiple service value chain activities

Includes resources based on the 4 dimensions of service management

INTRODUCTION TO THE ITIL PRACTICES

General management practices

- Architecture management
- *Continual Improvement
- *Information security management
- Knowledge management
- Measurement and reporting
- Portfolio management
- Organizational change management
- Project management
- *Relationship management
- Risk management
- Service financial management
- Strategy management
- *Supplier management
- Workforce and talent management

Service management practices

- *Availability management
- Business analysis
- *Capacity and performance management
- *Change control
- *Incident management
- *IT asset management
- *Monitoring and event management
- *Problem management
- *Release management
- Service catalogue management
- *Service configuration management
- *Service continuity management
- *Service design
- *Service level management
- *Service request management
- Service validation and testing

Technical management practices

- *Deployment management
- Infrastructure and platform management
- Software development and management

*Red marked practices could be on the exam (18)

ITIL 4

Foundation

5.1 General Management Practices



GENERAL MANAGEMENT PRACTICES

General management practices have been adopted/adapted for service management from general business management domains

- **Architecture management**
- **Continual Improvement**
- **Information security management**
- **Knowledge management**
- **Measurement and reporting**
- **Portfolio management**
- **Organizational change management**
- **Project management**
- **Relationship management**
- **Risk management**
- **Service financial management**
- **Strategy management**
- **Supplier management**
- **Workforce and talent management**

CONTINUAL IMPROVEMENT

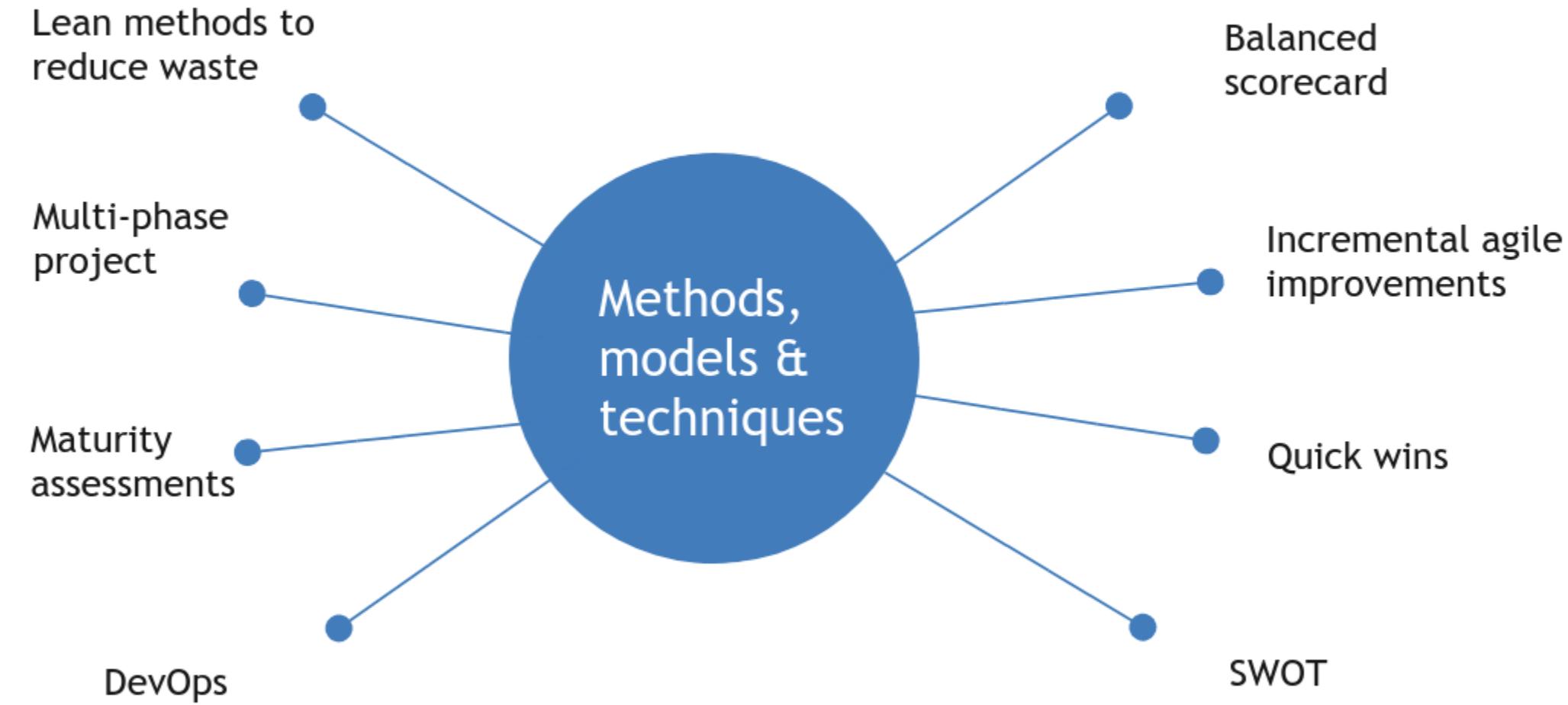
The purpose of the continual improvement practice is to align the organization's practices and services with changing business needs through the ongoing identification and improvement of services, service components, practices or any element involved in the efficient and effective management of products and services.

Key activities:



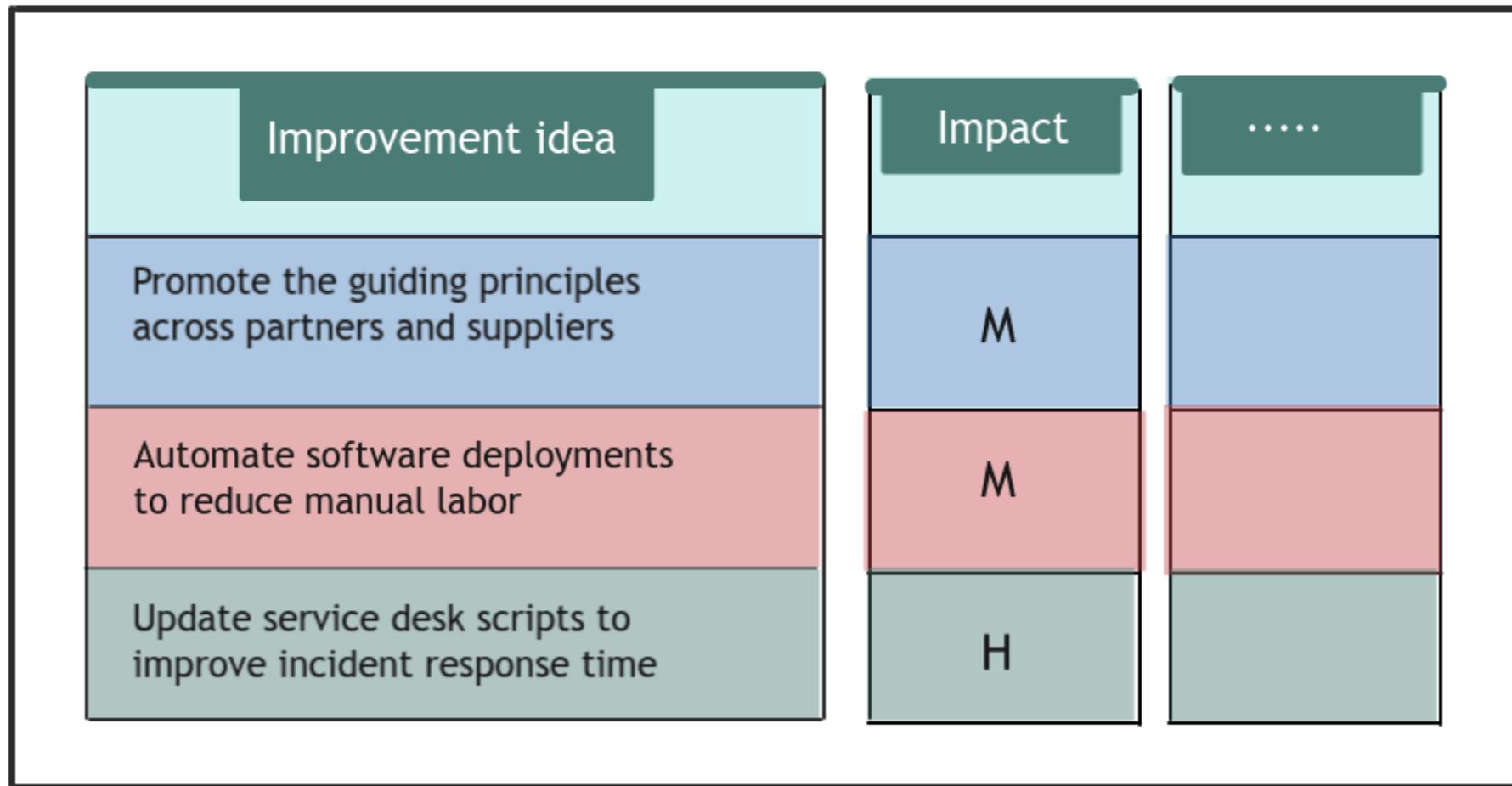
- Encouraging continual improvement across the organization
- Securing time and budget for continual improvement
- Identify and logging improvement opportunities
- Assessing and prioritizing improvement opportunities
- Making business cases for improvement actions
- Planning and implementing improvements
- Measuring and evaluating improvement results
- Coordinating improvement activities across the organization

CONTINUAL IMPROVEMENT



CONTINUAL IMPROVEMENT

A continual improvement register(CIR) is a database or structured document to track and manage improvement ideas from identification through to final action.



Ideas are captured, documented, assessed, prioritized and appropriately acted upon.

CONTINUAL IMPROVEMENT



CONTINUAL IMPROVEMENT MODEL



CONTINUAL IMPROVEMENT

Value Chain Activity	Contribution
Plan	<p>The continual improvement practice is applied to planning activities, methods and techniques to make sure they are relevant to the organization's current objectives and context.</p>
Improve	<p>The continual improvement practice is key to this value chain activity. It structures resources and activities enabling improvement at all levels of the organization and the SVS.</p>
Engage, Design and Transition, Obtain/Build, Deliver and Support	<p>Each of these value chain activities are subject to continual improvement, and the continual improvement practice is applied to all of them.</p>

INFORMATION SECURITY MANAGEMENT

The purpose of the information security management practice is to protect the information needed by the organization to conduct its business.

This includes understanding and managing risks to

Confidentiality

Integrity

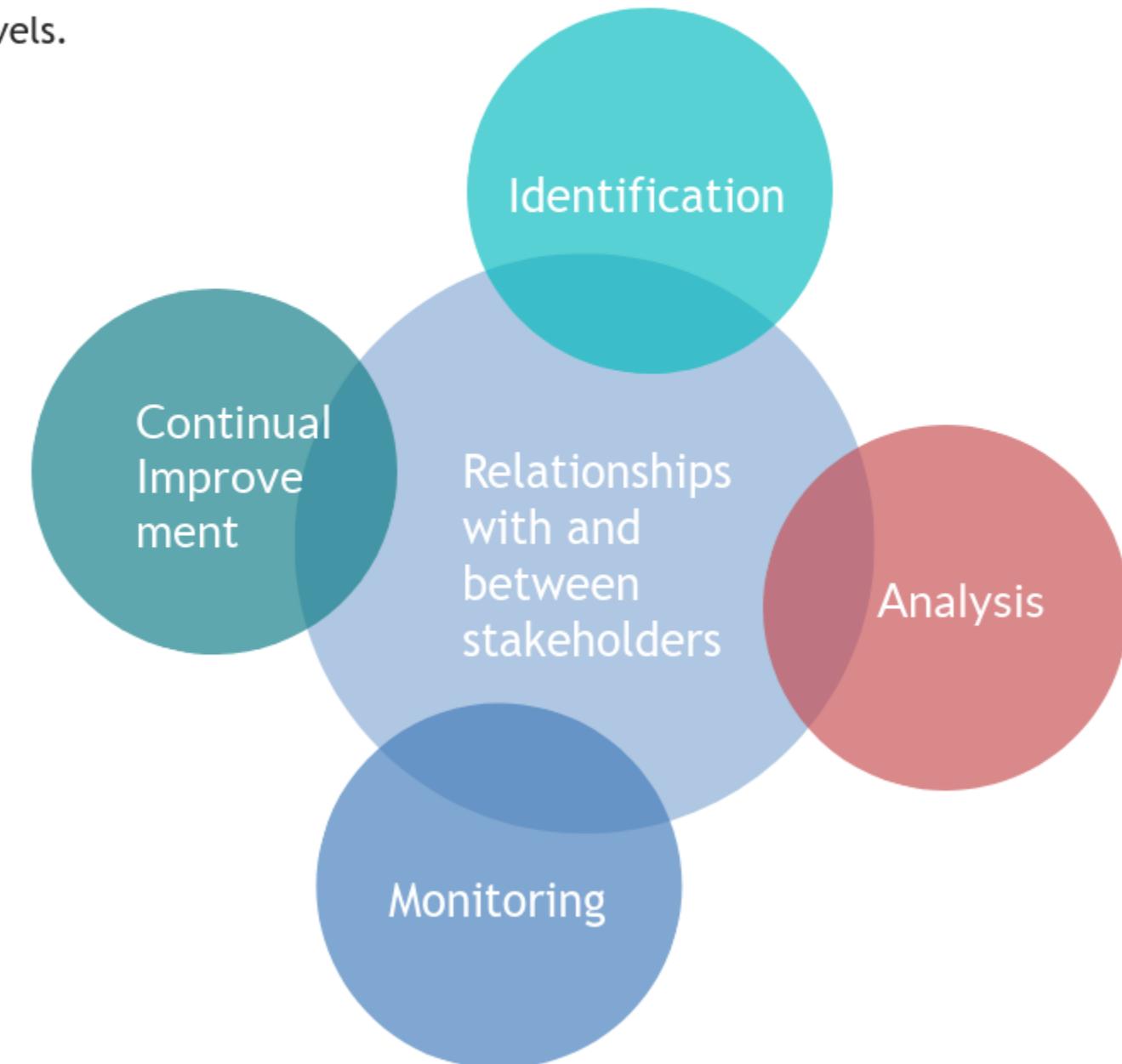
Availability

Authentication

Non-repudiation

RELATIONSHIP MANAGEMENT

The purpose of the relationship management practice is to establish and nurture the links between the organization and its stakeholders at strategic and tactical levels.



SUPPLIER MANAGEMENT

The purpose of the supplier management practice is to ensure the organization's suppliers and their performance are managed appropriately to support the provision of seamless, quality products, services and components. This can include creating closer, more collaborative relationships with key suppliers to uncover and realize new value and reduce risk of failure.

REVIEW

What have we learned so far?

- Recall the purpose of the following practices:
 - Continual Improvement
 - Information Security Management
 - Relationship Management
 - Supplier Management
- Explain the following practices in detail, including how they fit within the service value chain:
 - Continual Improvement

ITIL 4

Foundation

5.2 Service Management Practices



SERVICE MANAGEMENT PRACTICES

Service management practices have been developed in service management and ITSM industries.

[Availability management](#)

[Business analysis](#)

[Capacity and performance management](#)

[Change control](#)

[Incident management](#)

[IT asset management](#)

[Monitoring and event management](#)

[Problem management](#)

[Release management](#)

[Service catalogue management](#)

[Service configuration management](#)

[Service continuity management](#)

[Service design](#)

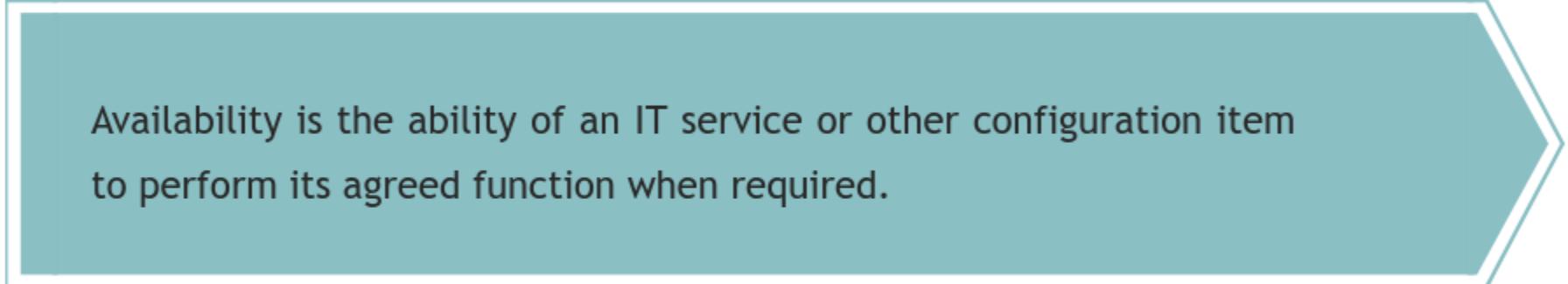
[Service level management](#)

[Service request management](#)

[Service validation and testing](#)

AVAILABILITY MANAGEMENT

The purpose of the availability management practice is to ensure services deliver agreed levels of availability to meet the needs of customers and users.



Availability is the ability of an IT service or other configuration item to perform its agreed function when required.

CAPACITY AND PERFORMANCE MANAGEMENT

The purpose of the capacity and performance management practice is to ensure that services achieve agreed and expected performance, satisfying current and future demand in a cost-effective way.

Performance is a measure of what is achieved or delivered by a system, person, team, practice or service

Service performance is associated with the number of service actions performed in a timeframe, and the time required to fulfill a service action at a given level of demand

Service capacity is the maximum throughput that a configuration item or service can deliver

CHANGE CONTROL

The purpose of the change control practice is to maximize the number of successful IT changes by ensuring that risks have been properly assessed, authorizing changes to proceed, and managing a change schedule.



The scope of change control is defined by each organization. It will typically include all IT infrastructure, applications, documentation, processes, supplier relationships and anything else that might directly or indirectly impact a product or service.

CHANGE CONTROL

A change is the addition, modification, or removal of anything that could have a direct or indirect effect on IT services.

Standard

- Pre-authorized
- Implement without additional authorization

Normal

- Authorization based on change type
- Low-risk, someone who can make rapid decisions
- Vitally important, could be as high as management board

Emergency

- Expedited assessment and authorization
- May be separate change authority

CHANGE CONTROL

- Change authority is the person or group who authorizes a change. In high velocity organizations, it is common practice to decentralize change approval, making the peer review a top predictor of high performance.
- The change schedule is used to help plan changes, assist in communication, avoid conflicts and assign resources.

CHANGE CONTROL

Value Chain Activity	Contribution
Plan	Changes to product and service portfolios, policies and practices all require a certain level of control, and the change control practice is used to provide it.
Improve	Many improvements will require changes to be made, and these should be assessed and authorized in the same way as all other changes.
Engage	Customers and users may need to be consulted or informed about changes, depending on the nature the change.
Design and transition	Many changes are initiated as a result of new or changed services. Change control activity is a major contributor to transition.
Obtain/build	These two components are subject to change control, whether they are built in-house or obtained from suppliers.
Deliver and support	Changes may have an impact upon delivery and support, and information about changes must be communicated to personnel who carry out this value chain activity. These people may also play a part in assessing and authorizing.

INCIDENT MANAGEMENT

The purpose of the incident management practice is to minimize the negative impact of incidents by restoring normal service operation as quickly as possible.

An incident is an unplanned interruption to a service, or reduction in the quality of a service.

- Incidents should be logged.
- Incidents should be managed to meet agreed target resolution times.
- Incidents should be prioritized.

INCIDENT MANAGEMENT

Design the incident management practice appropriately for different types of incidents

- Incidents based on different impact
- Major incidents
- Information security incidents

- Based on agreed classification
- Ensure incidents with highest business impact are resolved first

Prioritize incidents

Use a robust tool to log and manage incidents

- Link to configuration items, changes, problems, known errors and other knowledge.
- Provide incident matching to other incidents, problems or known errors.

INCIDENT MANAGEMENT

Incidents may be escalated to a support team for resolution. The routing is typically based on the incident category. Anyone working on an incident should provide quality, timely updates. Incident management requires a high level of cooperation within and between teams.



INCIDENT MANAGEMENT

Some organizations use a technique called swarming to help manage incidents. This involves many different stakeholders working together initially, until it becomes clear which of them is best placed to continue and which can move on to other tasks.

Collaboration can facilitate information sharing and learning as well as helping to solve the incident efficiently and effectively.



INCIDENT MANAGEMENT

Value Chain Activity	Contribution
Improve	Incident records are a key input to improvement activities, and are prioritized both in terms of incident frequency and severity.
Engage	Incidents are visible to users, and significant incidents are also visible to customers.
Design and Transition	Incidents may occur in testing environments, as well as during service release and deployment. Incident management practice ensures that these incidents are resolved in a timely and controlled manner.
Obtain/Build	Incidents may occur in development environments. Incident management practice ensures these incidents are resolved in a timely and controlled manner.
Deliver and Support	Incident management makes a significant contribution to support. Deliver and support value chain activity includes resolving incidents and problems.

IT ASSET MANAGEMENT

The purpose of the IT asset management practice is to plan and manage the full lifecycle of all IT assets, to help the organization.



IT ASSET MANAGEMENT

An IT asset is any valuable component that can contribute to delivery of an IT product or service.



MONITORING AND EVENT MANAGEMENT

The purpose of the monitoring and event management practice is to systematically observe a service or service component, and record and report selected changes of state identified as events.

This practice identifies and prioritizes infrastructure, services, business processes and information security events and establishes the appropriate response to those events, including responding to conditions that could lead to potential faults or incidents.

An event is any change of state that has significance for the management of a configuration item (CI) or IT service.



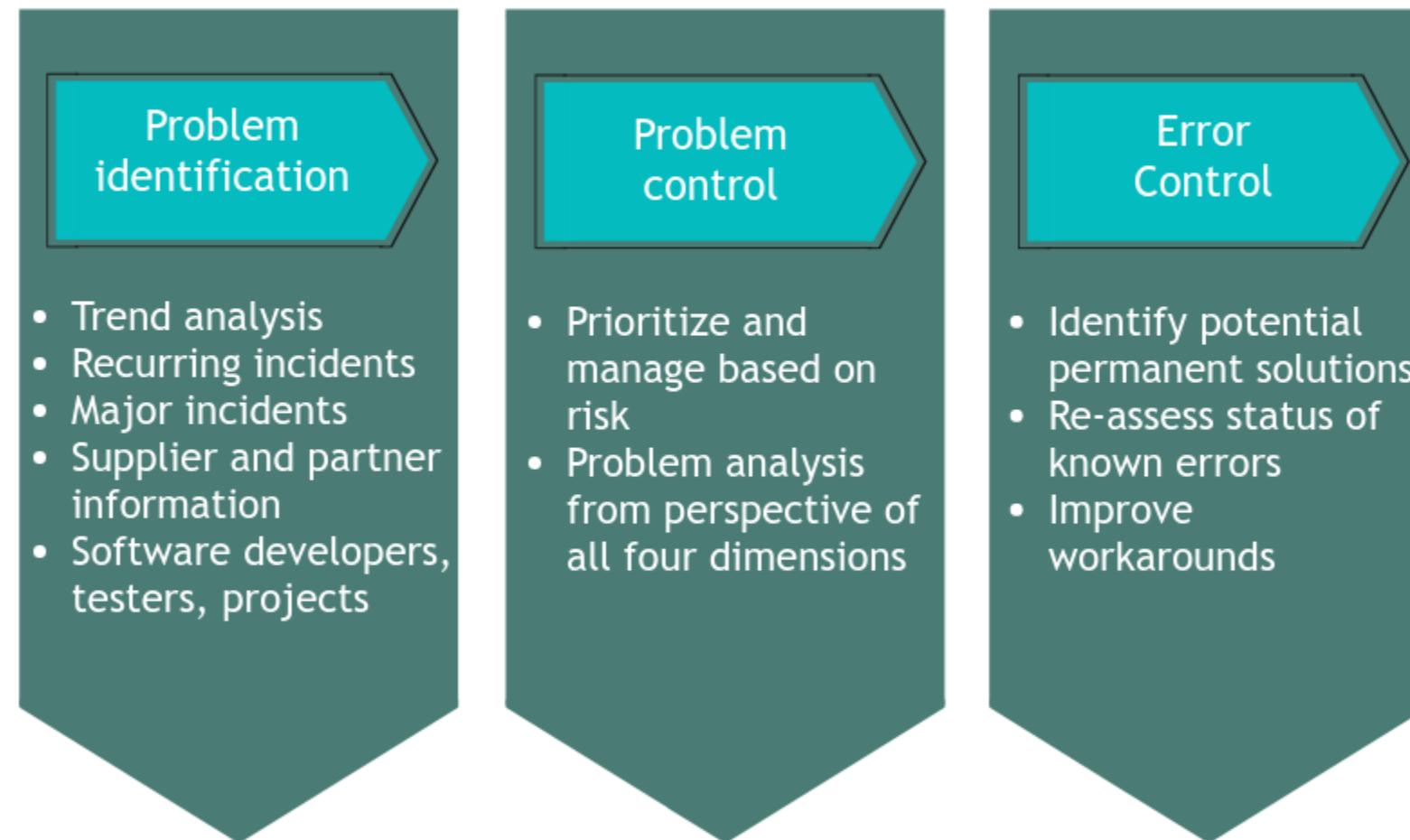
PROBLEM MANAGEMENT

The purpose of the problem management practice is to reduce the likelihood and impact of incidents by identifying actual and potential causes of incidents, in managing workarounds and known errors.

A problem is a cause, or potential cause, of one or more incidents.

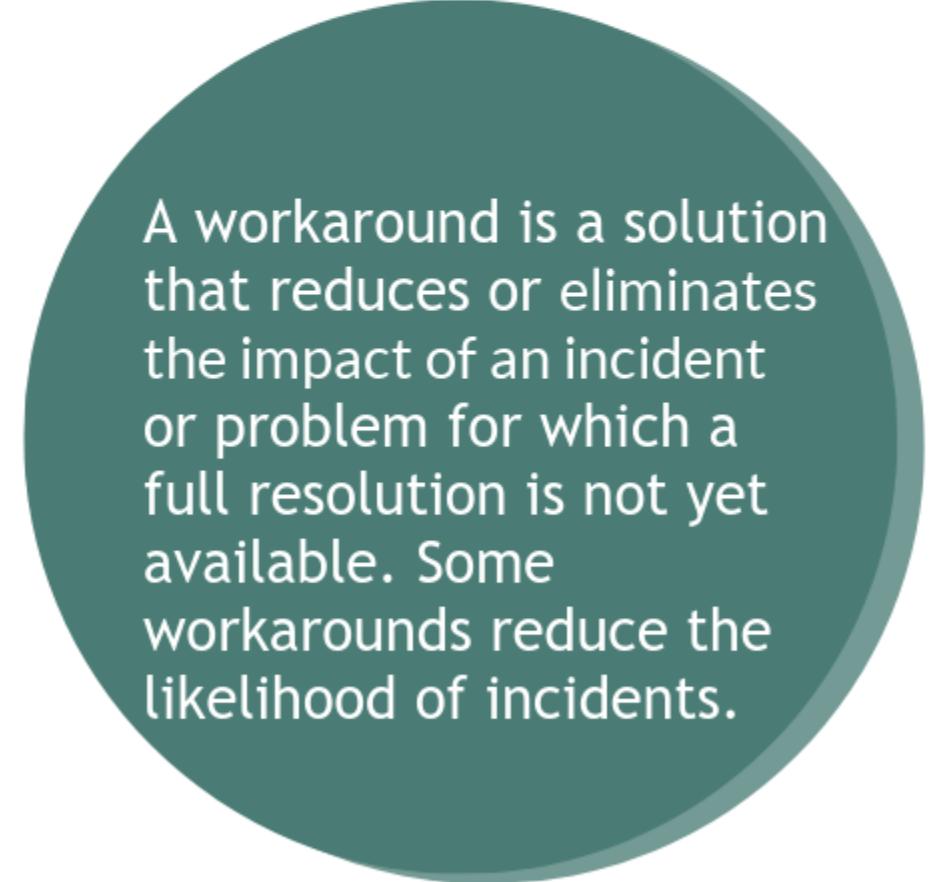
A known error is a problem that has been analyzed and has not been resolved.

PROBLEM MANAGEMENT



PROBLEM MANAGEMENT

- Workarounds are documented in problem records.
- This can be done at any stage, it doesn't need to wait for analysis to be complete.
- If a workaround has been documented early in problem control, then this should be reviewed and improved upon after problem analysis is complete.



A workaround is a solution that reduces or eliminates the impact of an incident or problem for which a full resolution is not yet available. Some workarounds reduce the likelihood of incidents.

PROBLEM MANAGEMENT

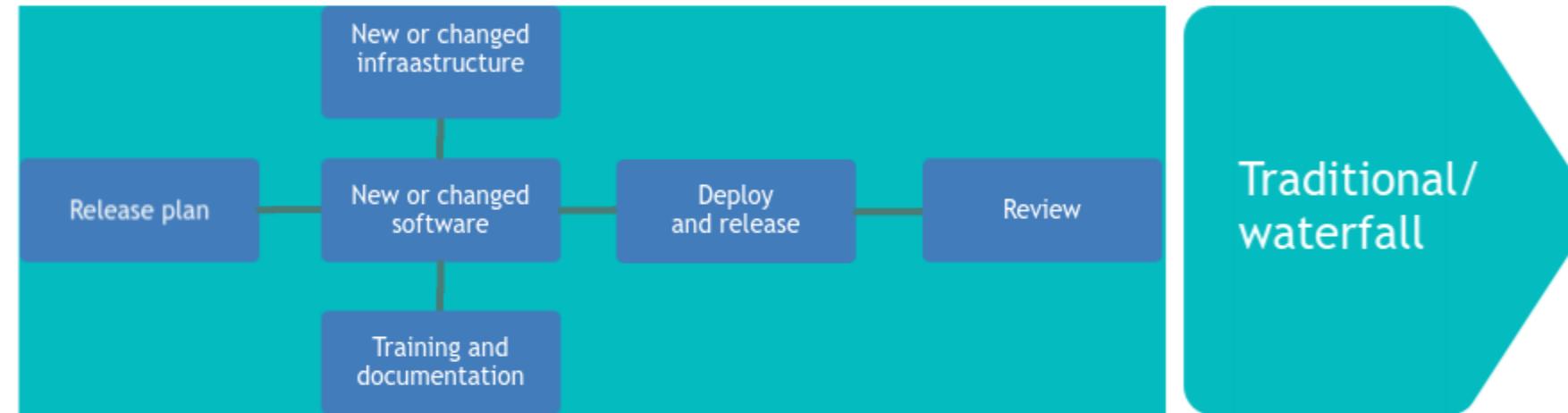


PROBLEM MANAGEMENT

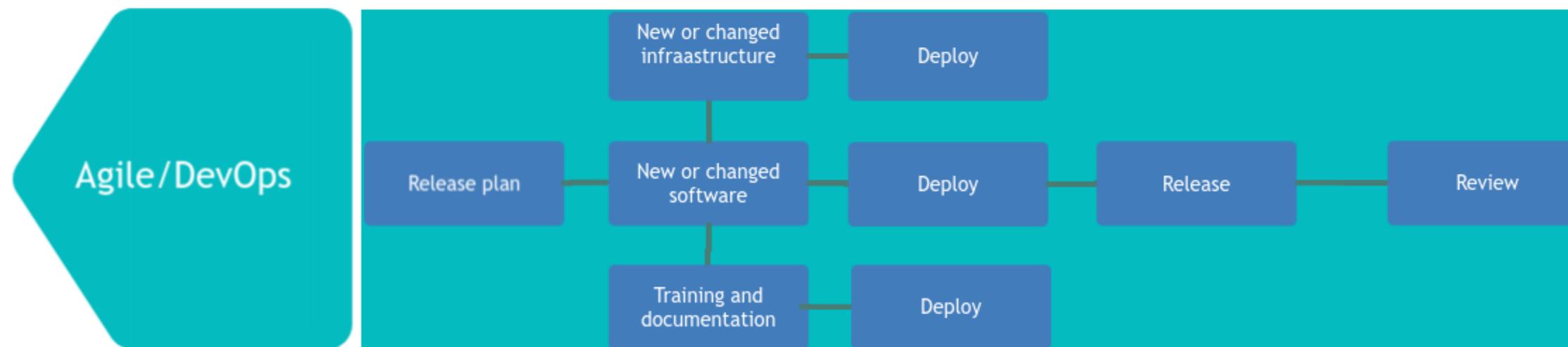
Value Chain Activity	Contribution
Improve	Effective problem management provides the understanding needed to reduce the number of incidents, and the impact of incidents that can't be prevented.
Engage	Problems that have a significant impact on services will be visible to customers and users.
Design and Transition	Problem management provides information that helps to improve testing and knowledge transfer.
Obtain/Build	Problem management activities may identify product defects that are then managed as part of this value chain activity.
Deliver and Support	Problem management makes a significant contribution by preventing incident repetition and supporting timely incident resolution.

RELEASE MANAGEMENT

- The purpose of the release management practice is to make new and changed services and features available for use.



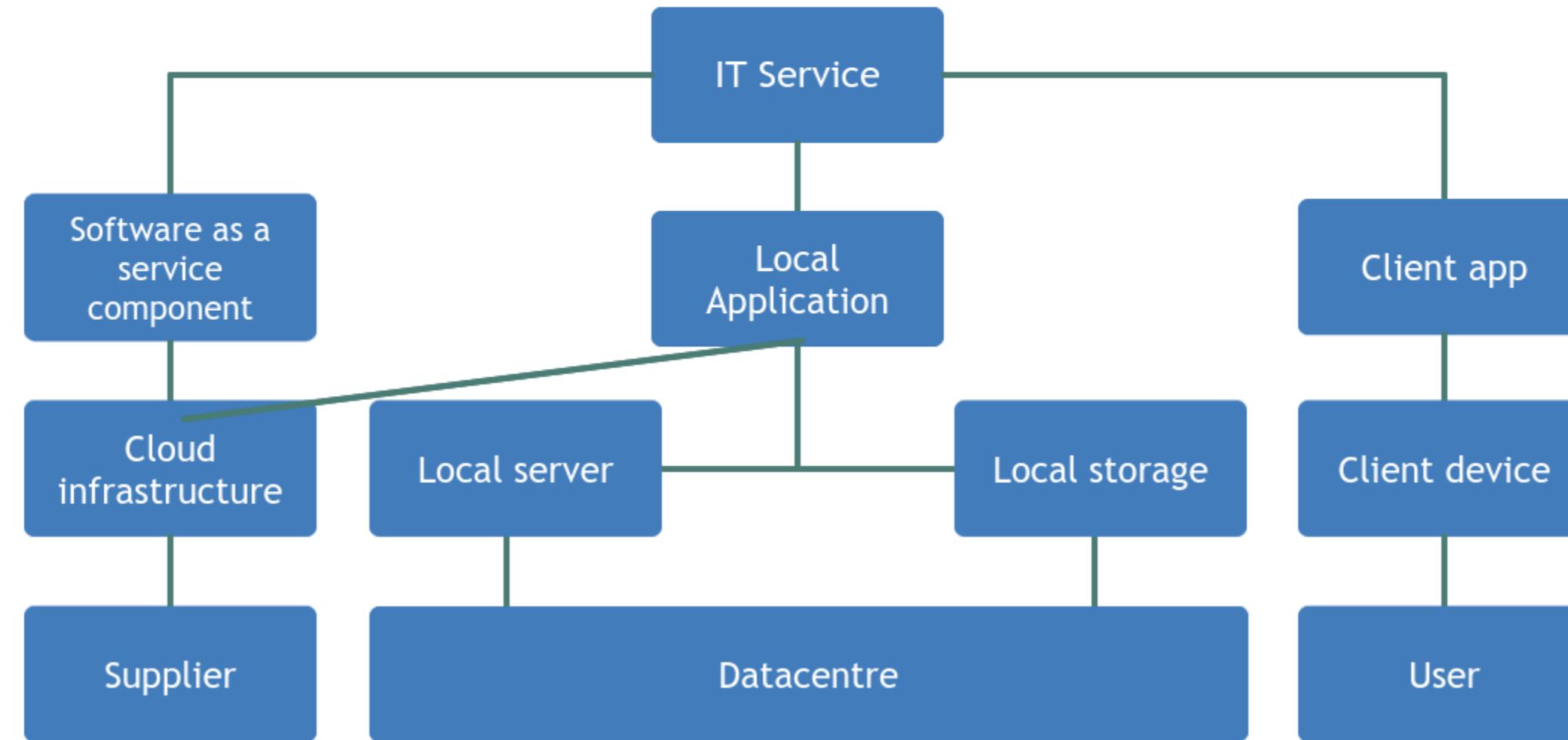
Traditional/
waterfall



Agile/DevOps

SERVICE CONFIGURATION MANAGEMENT

The purpose of the service configuration management practice is to ensure that accurate and reliable information about the configuration of services, and the CLs that support them, is available when and where it is needed.



SERVICE CONFIGURATION MANAGEMENT



A configuration item (CI) is any component that needs to be managed in order to deliver an IT service.

SERVICE CONTINUITY MANAGEMENT

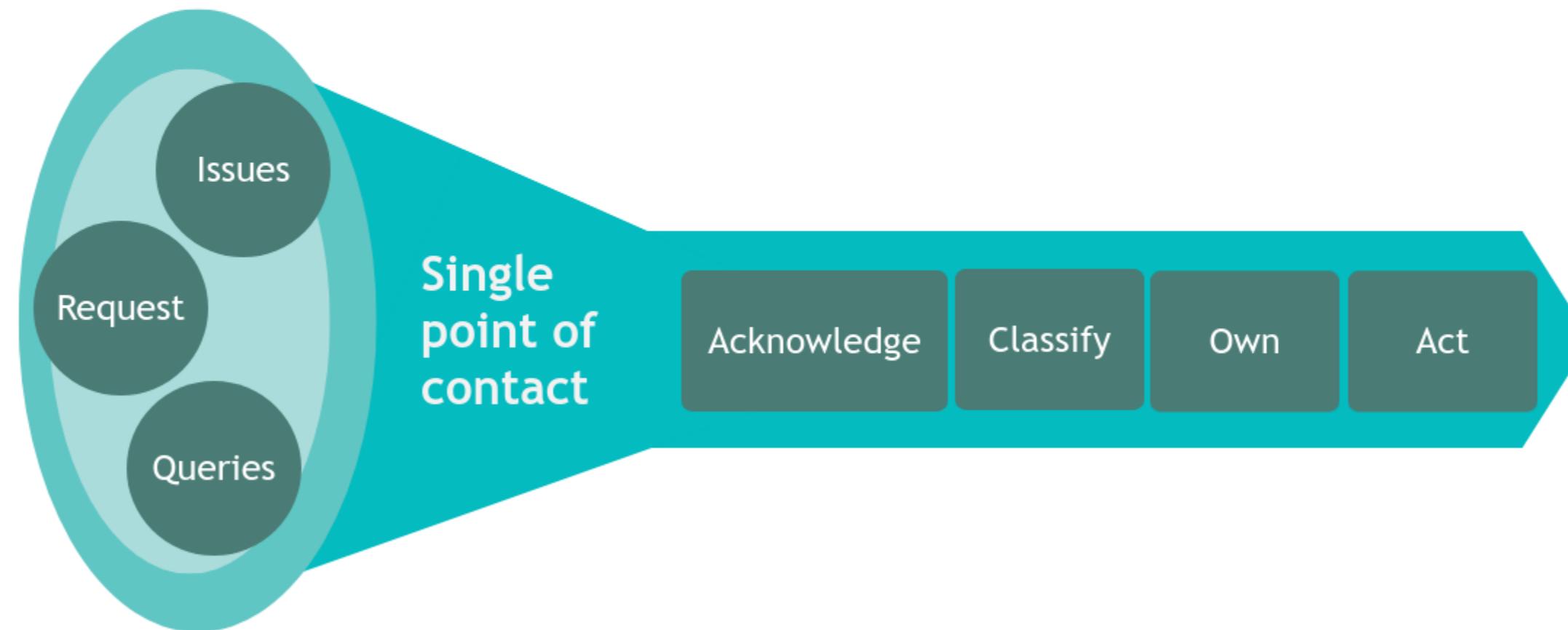
- The purpose of the service continuity management practice is to ensure that the availability and performance of a service is maintained at a sufficient level in the event of a disaster.
- The practice provides a framework for building organizational resilience with the capability of producing an effective response that safeguards the interest of key stakeholders, and the organization's reputation, brand and value-creating activities.



*A disaster is a sudden unplanned event that causes great damage or serious loss to an organization.

SERVICE DESK

The purpose of the service desk practice is to capture demand for incident resolution and service requests. It should also be the entry point/single point of contact for the service provider with all of its users.



SERVICE DESK

With increased automation and the gradual removal of technical debt, the focus of the service desk is to provide support for 'people and business' rather than simply technical issues.

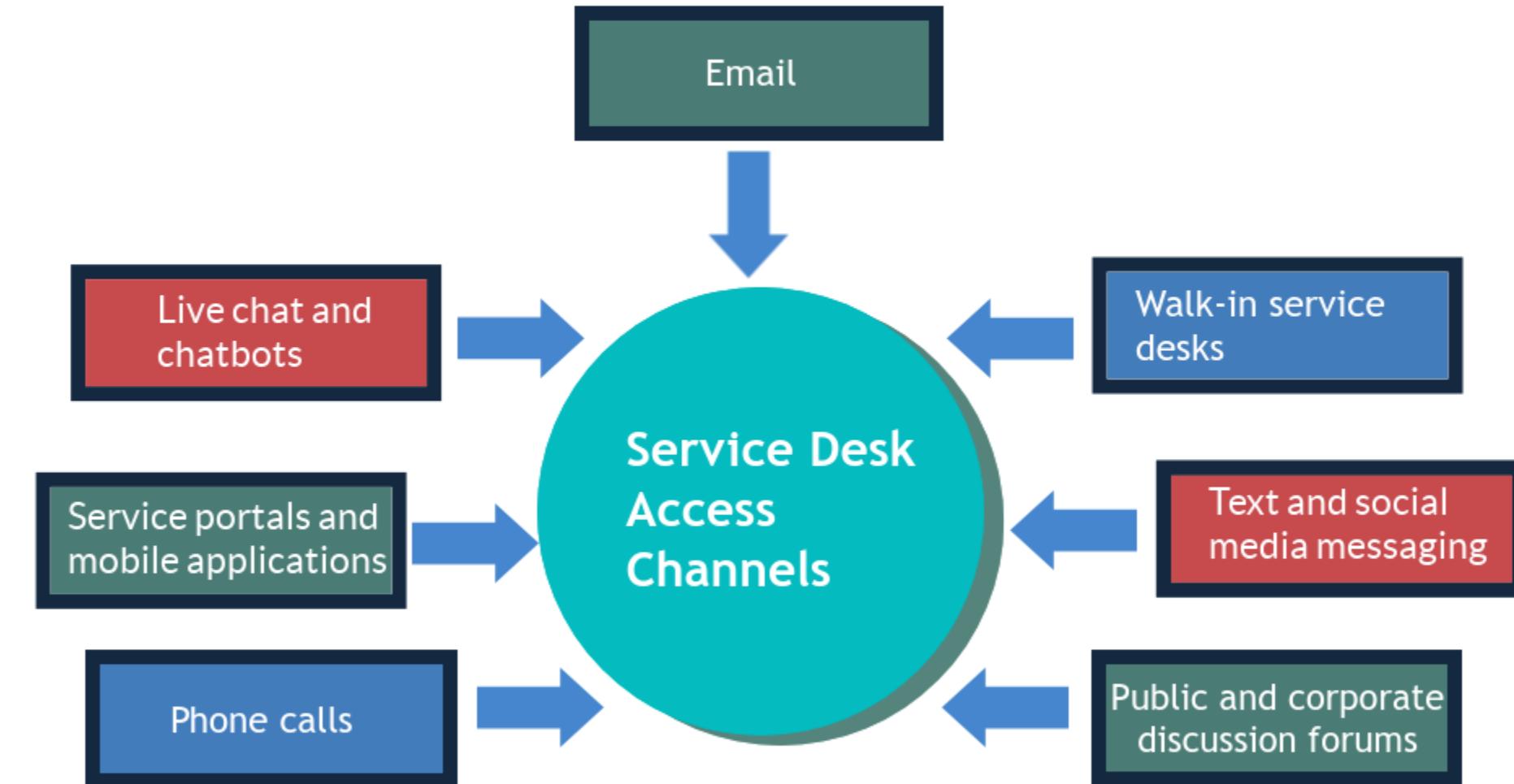
Major influence on user experience and how the service provider is perceived by users.

Practical understanding of the wider organization - the empathetic link between the service provider and users.

The service desk can focus on excellent customer experience when personal contact is needed.

Support and development teams need to work in close collaboration with the service desk.

SERVICE DESK



SERVICE DESK

Supporting technologies for a centralized service desk

Intelligent telephony systems

Workflow systems

Workforce management/resource planning systems

Knowledge base

Call recording and quality control

Remote access tools

Dashboard and monitoring tools

Configuration management systems

A virtual service desk allows agents to work from multiple, geographically-dispersed locations. It requires more sophisticated technology, allowing access from multiple locations and complex routing and escalation.

SERVICE DESK

The service desk may not need to be highly technical, although some are.



SERVICE DESK

Value Chain Activity	Contribution
Improve	Service desk activities are constantly monitored and evaluated to support continual improvement, alignment and value creation. Feedback from users is collected by the service desk to support continual improvement.
Engage	The service desk is the main channel for tactical and operational engagement with users.
Design and Transition	The service desk provides a channel for communicating with users about new and changed services. Service desk staff participate in release planning, testing and early life-support.
Obtain/Build	Service desk staff can be involved in acquiring service components used to fulfill service requests and resolve incidents.
Deliver and Support	The service desk is the coordination point for managing incidents and service requests.

SERVICE LEVEL MANAGEMENT

The purpose of the service level management practice is to set clear business-based targets or service performance, so that the delivery of a service can be properly assessed, monitored and managed against these targets.

It provides the end-to-end visibility of the organization's services:

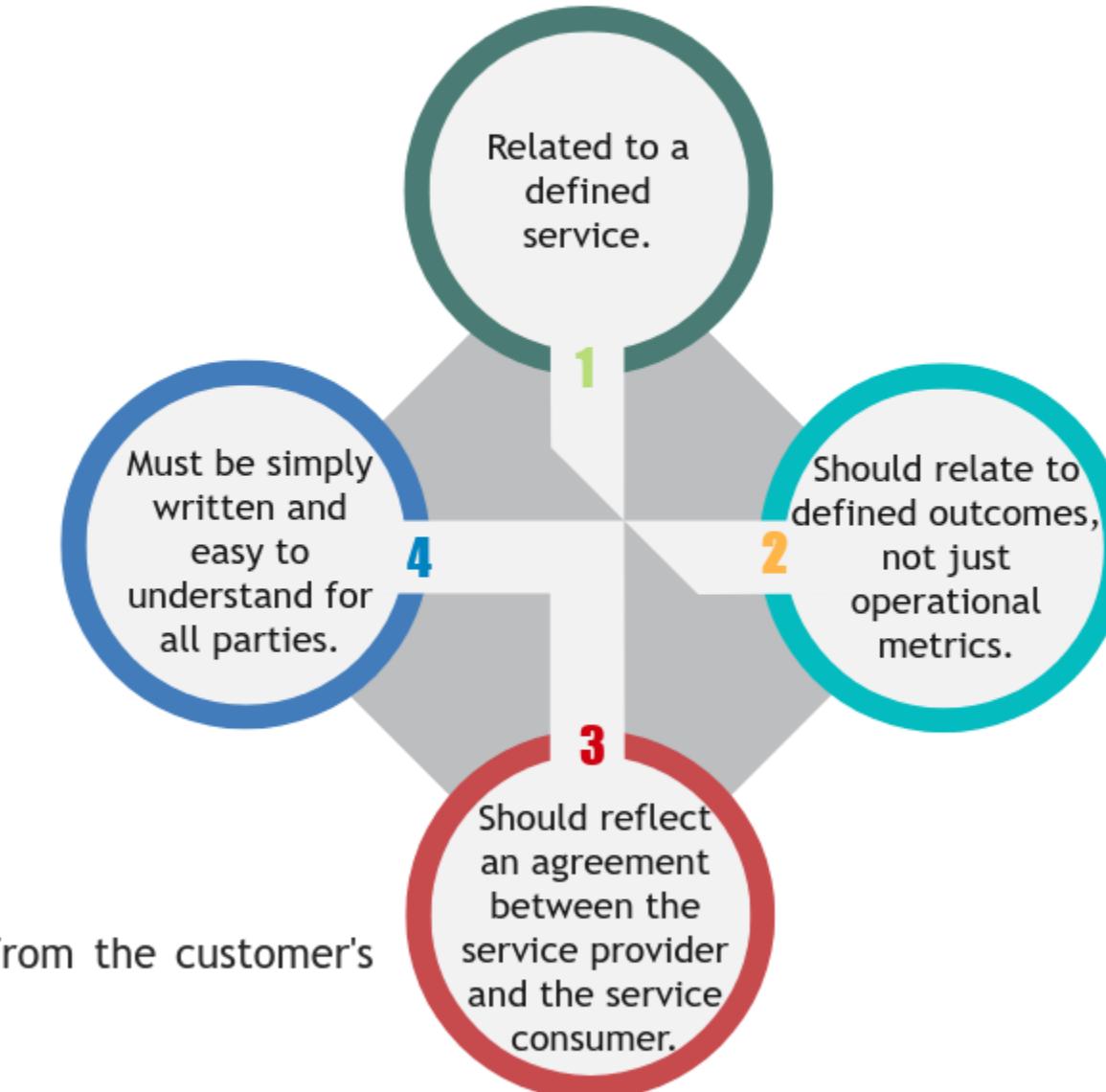


SERVICE LEVEL MANAGEMENT



SLA is a tool to measure the performance of services from the customer's point of view.

Key requirements for successful SLAs

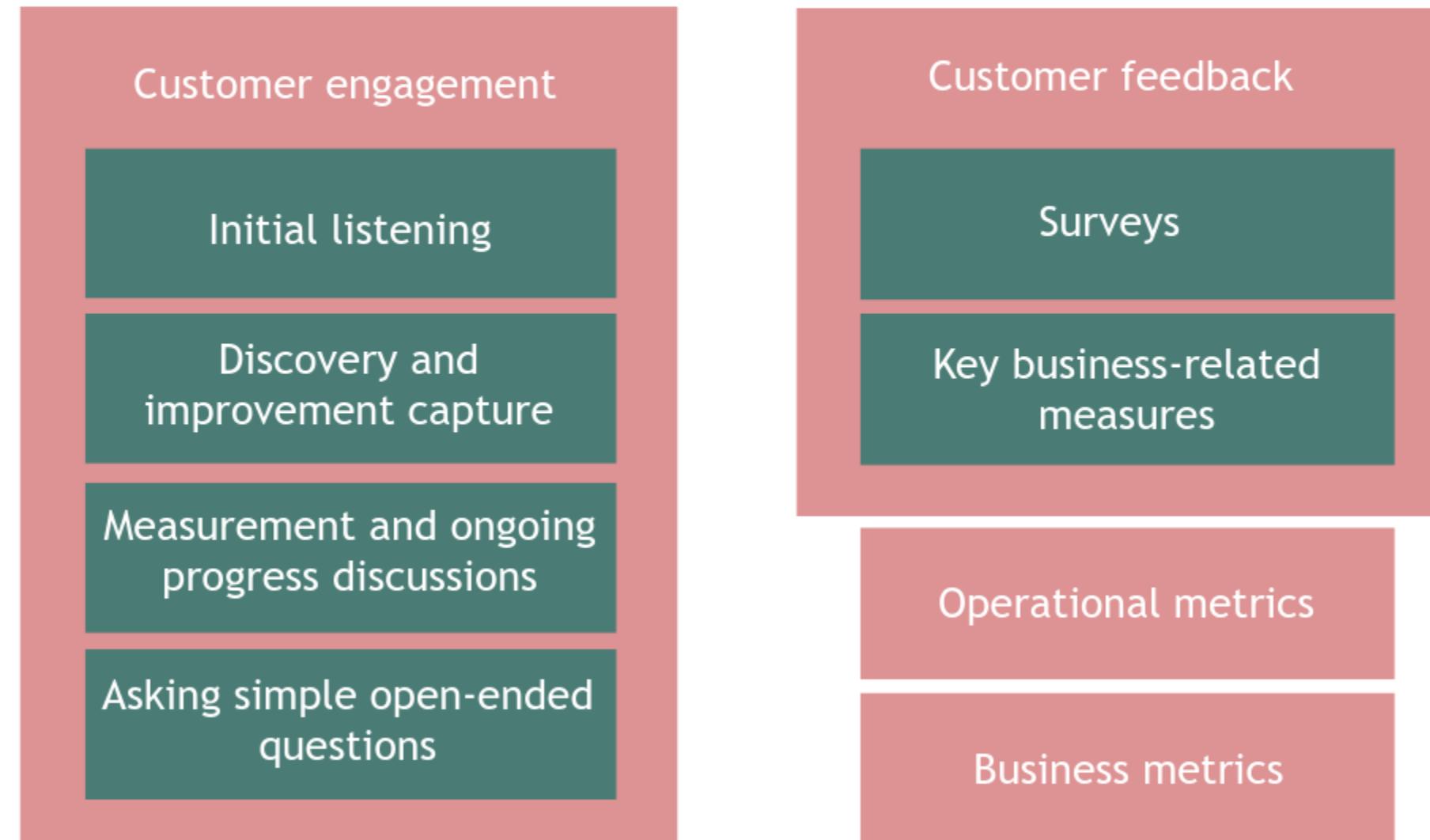


SERVICE LEVEL MANAGEMENT



SERVICE LEVEL MANAGEMENT

Information sources:



SERVICE LEVEL MANAGEMENT

Value Chain Activity	Contribution
Plan	Service level management supports planning of product and service portfolios and the service offerings with information about the actual service performance and trends.
Improve	Service level management can be a driving force for service improvement.
Engage	Service level management ensures ongoing engagement with customers and users through feedback processing and continual service review.
Design and Transition	Service level management provides an input to the design and development of new and changed services.
Obtain/Build	Service level management provides objectives for components and service performance, as well as for measurement and reporting capabilities of the products and services.
Deliver and Support	Service level management communicates service performance objectives to the operations and support teams and collects their feedback as an input for service improvement.

SERVICE REQUEST MANAGEMENT

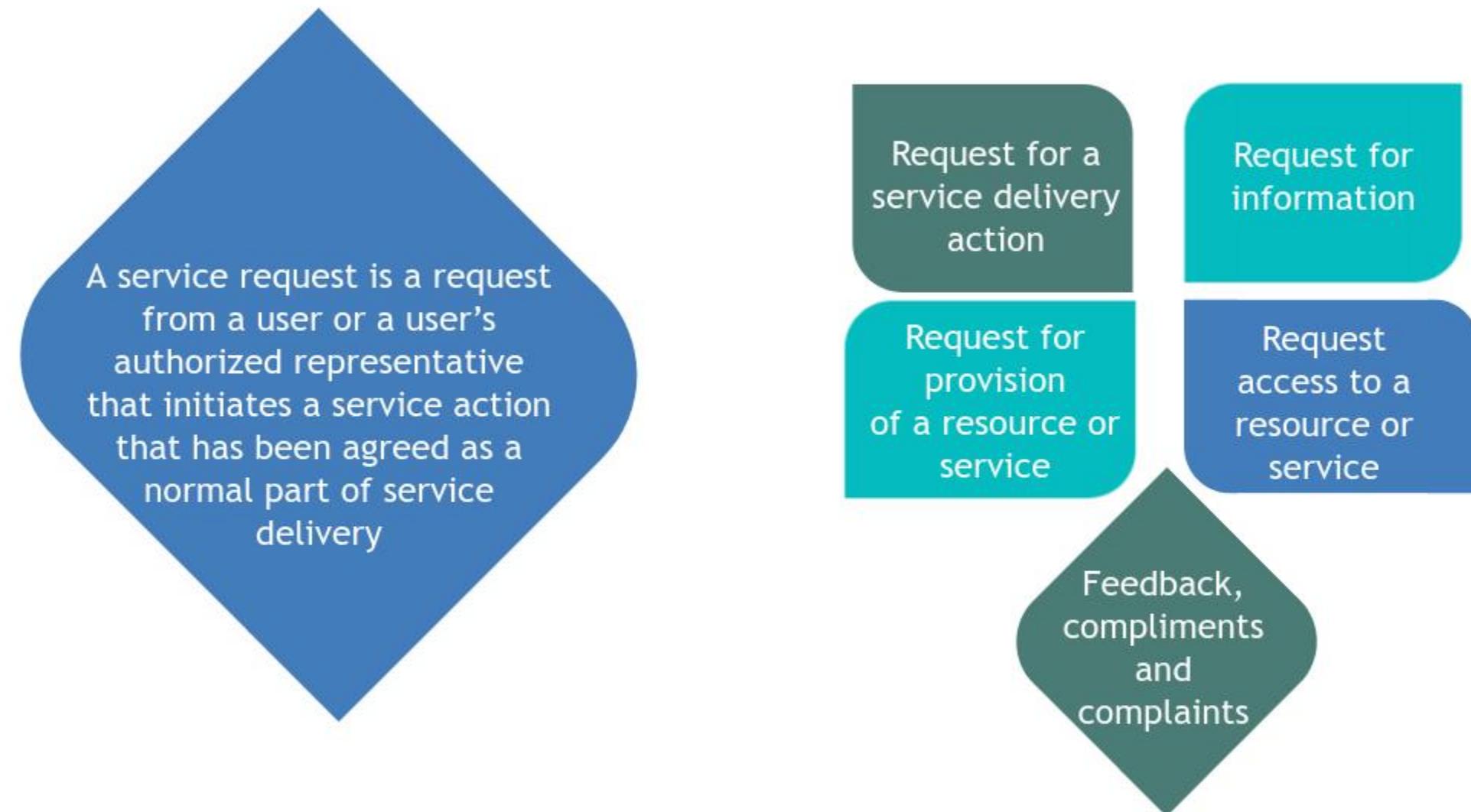
The purpose of the service request management practice is to support the agreed quality of a service by handling all agreed user-initiated service requests in an effective and user-friendly manner.

Service requests are pre-defined and pre-agreed upon and can usually be formalized with clear, standard procedures.



Service requests are a normal part of service delivery, not a failure or degradation of service, which are handled as incidents.

SERVICE REQUEST MANAGEMENT



Fulfillment of service request may include changes to services or their components; usually, these are standard of changes.

SERVICE REQUEST MANAGEMENT

Service requests and their fulfillment should be standardized and automated to the greatest degree possible.

Opportunities for improvement should be identified and implemented to produce faster fulfillment times and take additional advantage of automation.

Policies should be established regarding what service requests will be fulfilled with limited or even no additional approvals so the fulfillment can be streamlined.

The expectations of users regarding fulfillment times should be clearly set, based on what the organization can realistically deliver.

Policies and workflows are needed to redirect service requests that should actually be managed as incidents or changes.

Some service requests require authorization according to financial, information security or other policies.

SERVICE REQUEST MANAGEMENT

Service request management depends on well designed processes and procedures, which are operationalized through tracking and automation tools.

Service request may have simple workflows or quite complex workflows

Steps to fulfill requests should be well-known and proven

The service provider can agree to fulfillment times and provide clear status communication to users

Some service requests can provide a self-service experience - completely fulfilled with automation

Leverage existing workflow models whenever possible to improve efficiency and maintainability.

SERVICE REQUEST MANAGEMENT

Value Chain Activity	Contribution
Improve	Service request management can provide a channel for improvement initiatives, compliments and complaints from users. It also contributes to improvement by providing trend, quality and feedback information about fulfillment of requests.
Engage	Service request management includes regular communication to collect user-specific requirements, set expectations, and to provide status updates.
Design and Transition	Standard changes to services can be initiated and fulfilled as service requests.
Obtain/Build	The fulfillment of service requests may require acquisition of pre-approved service components.
Deliver and Support	Service request management makes a significant contribution to normal service delivery. This activity of the value chain is most concerned with ensuring users continue to be productive, and sometimes heavily depends on the fulfillment of their requests.

REVIEW

You should now be able to:

- Recall the purpose of the following practices:
 - Availability management
 - Capacity and performance management
 - Monitoring and event management
 - Release management
 - Service configuration management
 - Service continuity management
- Recall definitions of key terms related to the ITIL practices, including: availability, IT asset, event, configuration item, change, incident, problem, and known error
- Explain the following practices in detail, including how they fit within the service value chain:
 - Change control
 - Incident management
 - Problem management
 - Service desk
 - Service level management
 - Service request management

ITIL 4

Foundation

5.3 Technical Management Practices



TECHNICAL MANAGEMENT PRACTICES



Technical management practices have been adopted from technology management domains for service management purposes by expanding or shifting their focus from technology solutions to IT services.

- **Deployment Management**
- Infrastructure and platform management
- Software development and management

DEPLOYMENT MANAGEMENT

- The purpose of the deployment management practice is to move new or changed hardware, software, documentation, processes or any other component to live environments.
- It may also be involved in deploying components to other environments for testing or staging.

LEARNING OBJECTIVES



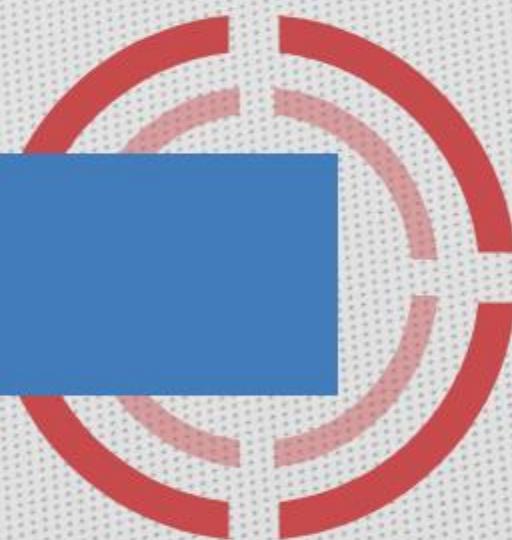
By the end of the module, you will be able to;

- Recall the purpose of 18 critical ITIL practices
- Recall definitions of key terms related to ITIL practices, including: availability, IT asset, event, configuration item, change, incident, problem and known error
- Explain the following practices in detail, including how they fit within the service of value chain:
 - Continual improvement
 - Change control
 - Incident management
 - Problem management
 - Service request management
 - Service desk
 - Service level management

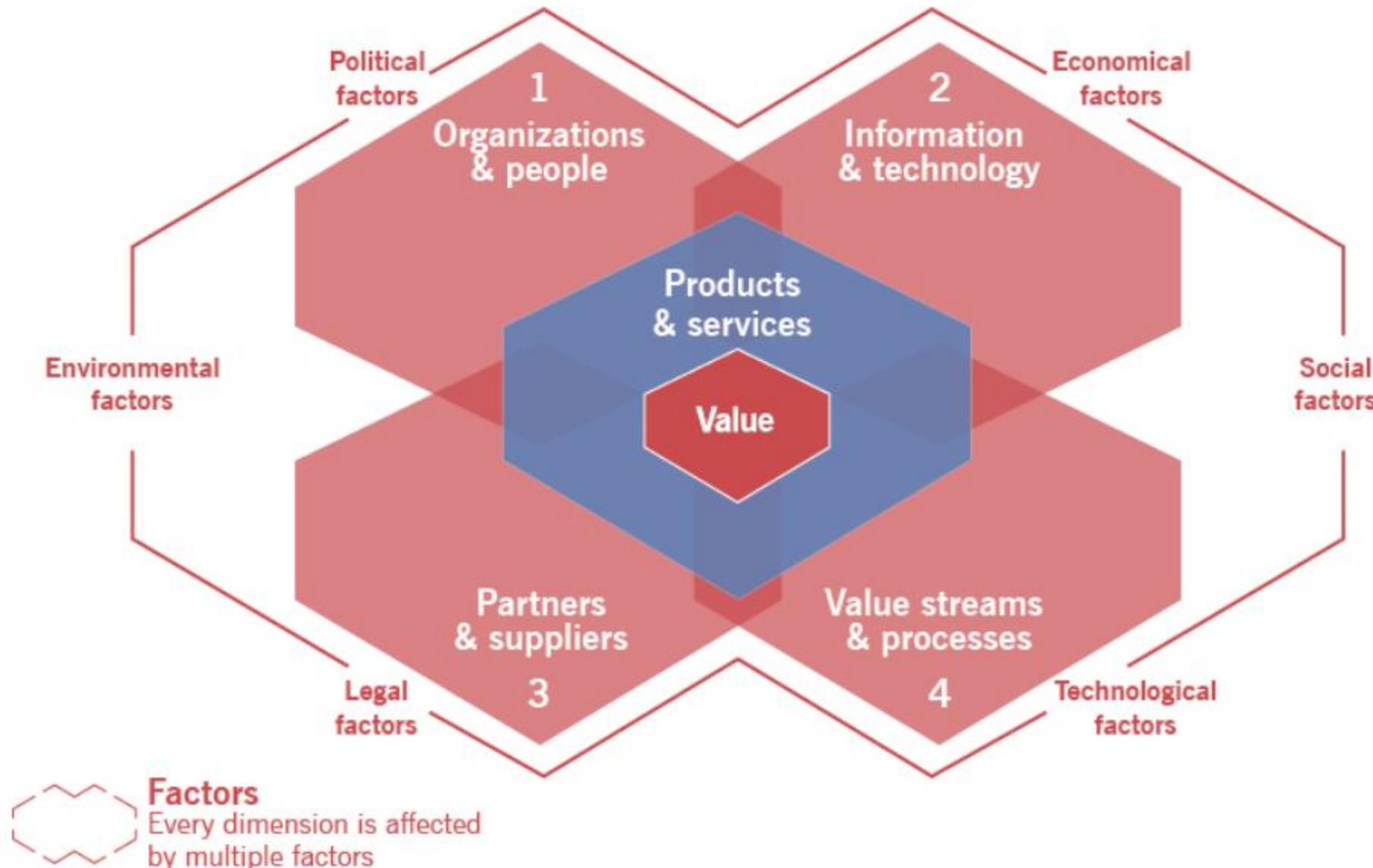
ITIL 4

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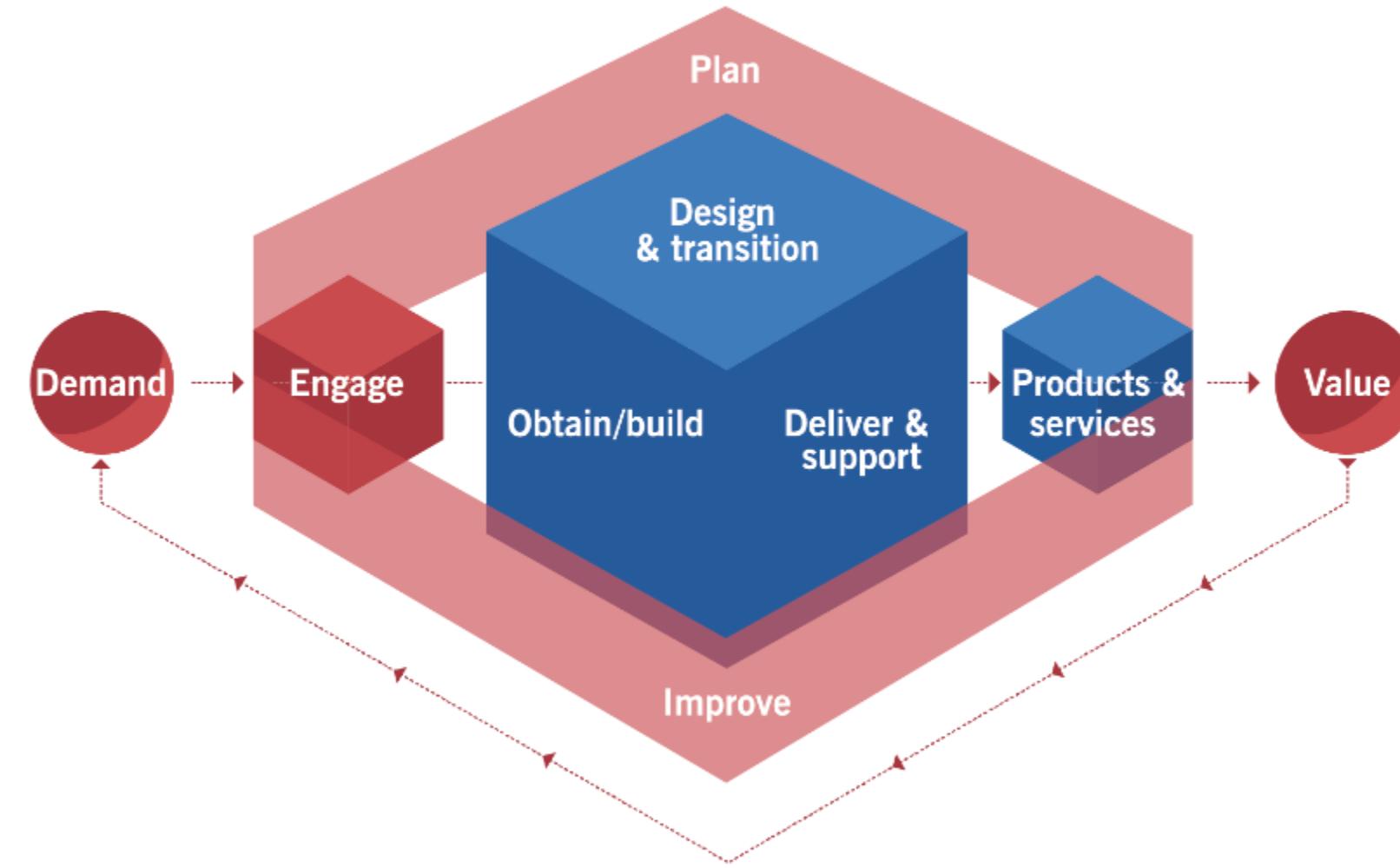
Wrap-up and Review



THE FOUR DIMENSIONS OF SERVICE MANAGEMENT



SERVICE VALUE CHAIN



SERVICE VALUE SYSTEM

