# Very heavy weighting

## 7.1 Explain the following 7 ITIL practices in detail, excluding how they fit within the service value chain: x17

See section 6.1 for details

### a) Continual improvement (5.1.2) including: The continual improvement model (4.6, fig 4.3)

|  |  |
| --- | --- |
| What is the vision? | Business vision, mission, goals, and objectives |
| Where are we now? | Perform baseline assessments |
| Where do we want to be? | Define measurable targets |
| How do we get there? | Define the improvement plan |
| Take action. | Execute improvement actions |
| Did we get there? | Evaluate metrics and KPIs |
| How do we keep the momentum going? | connect back to the 1st step. |

### b) Change control (5.2.4)

### c) Incident management (5.2.5)

### d) Problem management (5.2.8)

### e) Service request management (5.2.16)

### f) Service desk (5.2.14)

### g) Service level management (5.2.15 – 5.2.15.1)

# Medium weighting

## 2.2 Explain the use of the guiding principles (4.3): x5

### a) Focus on value (4.3.1 – 4.3.1.4)

This principle aims at creating value for service consumers. To achieve this value, organizations need to tie back the different activities (directly or indirectly) that they do in a logical way.

### b) Start where you are (4.3.2 – 4.3.2.3)

This principle focuses on considering what is already available instead of starting from scratch (or Reusability). To achieve this, analyzing the existing state is essential to identify what can be helpful in creating new value.

### c) Progress iteratively with feedback (4.3.3 – 4.3.3.3)

This principle focuses on avoiding doing everything in one batch and gathering the timely feedback. To achieve this, breaking down the work into smaller, manageable components is essential to iteratively accomplish the initiative.

### d) Collaborate and promote visibility (4.3.4 – 4.3.4.4)

This principle focuses on removing silos and building trust. To achieve this, the people of an organization need to work together and share information to the greatest degree possible.

### e) Think and work holistically (4.3.5 – 4.3.5.1)

This principle focuses on working in an integrated way. To achieve this, the various activities of an organization should focus on the delivery of value.

### f) Keep it simple and practical (4.3.6 – 4.3.6.3)

This principle focuses on simplifying the complex work methods. To achieve this, identify and eliminate processes, services, actions, or metrics that do not add any value to the outcome.

### g) Optimize and automate (4.3.7 – 4.3.7.3)

This principle focuses on optimizing the work carried out by its human and technical resources. To achieve this, organizations should automate work to the possible extent that requires minimal human intervention.

## 6.1 Recall the purpose of the following ITIL practices: x5

### Top 7 (x17)

#### i) Continual improvement (5.1.2)

Continual improvement is the practice of **identifying and improving** services, service components, or any other element involved in the efficient and effective management of products and services to **align the organization’s practices and services** with changing business needs.

#### j) Change control (5.2.4)

The change control practice maximizes successful IT changes by

* confirming measurements of risk
* consenting changes to proceed (towards approval)
* using a change schedule well.

#### k) Incident management (5.2.5)

The purpose of incident management is to reduce the undesirable impact of incidents by **restoring normal service** operations as soon as possible.

#### l) Problem management (5.2.8)

The purpose of problem management is to **minimize the probability and impact of incidents** by **analyzing** actual and possible causes of incidents and **managing workarounds** **and known errors**.

#### m) Service request management (5.2.16)

The purpose of the service request management practice is to provide the promised quality of a service by handling all **pre-defined, user-initiated service requests** in an effective and comprehensible manner.

#### n) Service desk (5.2.14)

The purpose of the service desk practice is to **understand demand for incident resolution and service requests**, act as the **point of contact** for the service provider along with its users and provide a **clear** **path for users to report issues, queries, and requests**, and **acknowledge, classify, own and act** on them.

#### o) Service level management (5.2.15)

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

### Bottom 8 (x5)

#### a) Information security management (5.1.3)

The purpose of ISM is to

* safeguard information used to run business
* understand and manage risk based on CIA principles
* maintain authentication and non-repudiation

#### b) Relationship management (5.1.9)

The purpose of RM is to

* create and improve communication between the organization and the stakeholders
* identify, analyze and monitor those relationships.

#### c) Supplier management (5.1.13)

The purpose of SM is to

* manage supplier and their performance
* improve relationships with key suppliers
* find and get new value
* reduce risk of failure

#### d) IT asset management (5.2.6)

Plans and manages the lifecycle of all assets to maximize value, control cost, deal with risk, make purchase decisions, and meet requirements.

#### e) Monitoring and event management (5.2.7)

The purpose of monitoring and event management is to

* analyze service components
* record and report changes (generate events)
* prioritize infrastructure, services, business processes, and information security events

#### f) Release management (5.2.9)

Release management practice makes new and changed services and features available for use.

#### g) Service configuration management (5.2.11)

SCM practice ensures that

* Cis and service configuration is accurate, reliable, and available
* Cis are documented
* Cis have information on interactions, relationships, and dependencies when value is important.

#### h) Deployment management (5.3.1)

The purpose of deployment management 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**.

# Light weighting

## 1.1 Recall the definition of: (2.0, 2.2.2, 2.3.1, 2.5.4) x2

### a) Service

service – 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.

### b) Utility

utility – the **functionality** offered by a product or service to meet a particular need

What it does. Fit for purpose. Must support performance or remove constraints.

### c) Warranty

warranty – the **assurance** that a product or service will meet agreed requirements

How it performs. Fit for use. Defined and agreed conditions. Typically, availability, capacity, service levels, and continuity.

### d) Customer

customer – a person who defines the requirements for a service and takes responsibility for the outcomes of service consumption.

### e) User

user – a person who uses services

### f) Service management

Service management – a **set of specialized organizational capabilities** for enabling value to customer in the form of services

### g) Sponsor

sponsor – a person who authorizes budget for **service consumption**

## 1.2 Describe the key concepts of creating value with services: x2

2.1, 2.1.1, 2.2 and all subsections of 2.5

### a) Cost

cost – the amount of money spent on a specific activity or resource

Two types – those removed by the service (value proposition) and those imposed on the consumer

### b) Value

value – the perceived benefits, usefulness, and importance of something.

### c) Organization

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

### d) Outcome

outcome – a **result** for a stakeholder **enabled by one or more outputs**

outcome-based thinking – producing practical solutions that deliver valuable outcomes. The thinking focuses on eliminating processes, services, actions, or metrics, that do not contribute to adding any value to the outcome.

### e) Output

output – a tangible or intangible **deliverable** of an activity

### f) Risk

risk – a possible event that could harm or loss, or make it more difficult to achieve objectives

Two types – those removed by the service (value proposition) and those imposed on the consumer

### g) Utility

utility – the **functionality** offered by a product or service to meet a particular need

What it does. Fit for purpose. Must support performance or remove constraints.

### h) Warranty

warranty – the **assurance** that a product or service will meet agreed requirements

How it performs. Fit for use. Defined and agreed conditions. Typically, availability, capacity, service levels, and continuity.

## 1.3 Describe the key concepts of service relationships: (2.3.2, 2.4, 2.4.1) x1

### a) Service offering

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

### b) Service relationship management

Service relationship management – joint activities performed by a service provider and a service consumer to ensure continual value co-creation based on agreed and available service offerings.

A service relationship.

### c) Service provision

service provision – activities performed by a service provider to provide services

A service relationship.

### d) Service consumption

Service consumption – activities performed by a service consumer to consume services

A service relationship.

## 2.1 Describe the nature, use and interaction of the guiding principles (4.3, 4.3.8 ) x1

## 3.1 Describe the four dimensions of service management (3): x2

### a) Organizations and people (3.1)

Characteristics for organizational effectiveness for providing a service:

* **well-defined organizational structure** – reporting lines, roles and responsibilities, systems of authority (line, staff, functional), communication model
* **healthy organizational culture** – vision, values, norms, systems, symbols, language, assumptions, beliefs, habits
* **common organizational objective** – must be understood as their contribution to creating value
* **up-to-date organizational skills and competencies** – management and leadership styles (motivation), communication and collaboration model (transparency), skilled people

### b) Information and technology (3.2)

* Information management – define the info
* information exchange – define availability, reliability, accessibility, timeliness, information accuracy, and exchange. Architecture.
* challenges – protection, management, archiving, disposal – security and regulatory compliance

### c) Partners and suppliers (3.3)

Organizational relationships

* goods supply
* service delivery
* service partnership

**SIAM** – Service Integration and Management – an integration middleman who manages with the process

**Factors affecting supplier strategy** – external constraints, subject matter expertise, demand patterns, strategic focus, cost concerns, corporate culture, and resource scarcity.

### d) Value streams and processes (3.4-3.4.2)

value stream – a **series of steps** than an organization takes to **create and deliver products and services** to a consumer.

process – a set of interrelated or interacting **activities that transform inputs into outputs**. They define the sequence of actions and their dependencies and takes one or more defined inputs and turns them into defined outputs.

Characteristics of value streams – improved performance, better understanding, increased productivity, continual improvement

## 4.1 Describe the ITIL service value system (4.1) x1

service value system – an explanation of how the components and activities of the organization work together as a system to enable value creation.

The Service Value System is an organizational scope business model based on a **backbone of the service value chain**, triggered by **demand**/opportunity (potential demand), aided by **inputs**, resulting in **value** physically represented by **outputs**. The chain is controlled by **governance** and **practices** and aided through **guiding principles** and **continual improvement**.

## 5.1 Describe the interconnected nature of the service value chain and how this supports value streams (4.5) x1

service value chain – an operating model that defines the **key activities** required to **respond to demand and enable value creation** through the formation and management of **products and services**.

The Service Value Chain is the backbone of the SVS triggered by demand and resulting in value.

## 5.2 Describe the purpose of each value chain activity (4.5.1-4.5.6) : x1

### Generic

#### a) Plan

The plan activity is strategic and ensures a **shared vision and status** for all dimensions, products, and services.

#### b) Improve

The improve activity is about continuous improvement.

### Specific / iterative

#### c) Engage

The engage activity is requirements oriented and provides an **understanding of the stakeholder’s needs**, transparency, and maintaining good **communication**.

#### d) Design & transition

The design and transition activity **ties products and services back to stakeholder expectations** for quality, costs, and time-to-market.

#### e) Obtain/build

The obtain and build activity **ensures components are available when and where needed** and will meet the requirements.

#### f) Deliver & support

The deliver and support activity ensures delivery and support supporting all requirements.

## 6.2 Recall definitions of the following ITIL terms: (5.2.4, 5.2.5, 5.2.6, 5.2.7, 5.2.8, 5.2.11) x2

### a) IT asset

IT asset – any **valuable component** that can contribute to delivery of an IT product or service

### b) Event

event – any change of state that has significance for the management of a configuration item or IT service. Events are typically recognized through notifications created by an IT service, CI, or monitoring tool.

### c) Configuration item

configuration item – any **component that needs to be managed** in order to deliver an IT service

### d) Change

change - an **addition, deletion, or modification** of anything that could have a direct or indirect effect on services.

### e) Incident

incident – an **unplanned interruption** to a service, or reduction in the quality of a service

### f) Problem

problem – a **cause, or potential cause**, or one or ore incidents

### g) Known error

known error – a **problem** that has been **analyzed** and has **not been resolved**