Thought Rock

LEARNING, FULLY LOADED.

ITIL® V3 FOUNDATION STUDY NOTES

Pass your ITIL exam with these comprehensive v3 Foundation study notes and exam tips!

Ver 4.0.0

Contents

Read Me

Hi There,

If you're reading this you've stumbled upon the best study notes you'll find for ITIL v3. By studying these notes, I scored 90% (I got 4 wrong out of 40) on the exam. Still not convinced that these notes are awesome?!

Here's how to use the notes:

Order in which you should review the study materials:

(Find items a-e bolded included in Sample Notes)

a. **Exam Tips**
b. **Overview (a mapping of the Processes/Sub-processes/Functions)**
c. **Module 1**
d. **Module 2**
e. **Module 3 – SS (Service Strategy)**
f. Module 3 – ST (Service Transition)
g. Module 3 – SD (Service Design)
h. Module 3 – SO (Service Operation)
i. Module 3 – CSI (Continual Service Improvement)
j. Overview (a mapping of the Processes/Sub-processes/Functions)

1. The first page of every note contains a list of constructs (processes / functions / etc.) that may be tested on. If you can go through the first page of every document and answer/define/understand the constructs without looking at the answers listed on the subsequent pages, you're ready to move onto the next document.
2. While these notes are close to a complete study guide, keep in mind that getting answers wrong on the practice tests is an invaluable exercise which will help you determine the constructs you still need to decipher. For example, I thought I knew what a "workaround" was, but I had to get it wrong on the practice exam to recognize I needed to understand/memorize ITIL's definition.

Best of luck! And hey, if you need help, don't hesitate to contact us (info@thoughtrock.net) regardless of whether you're taking the course through us. We'll help!

Your study partner,

Thought Rock

Visit www.thoughtrock.net/theitilexam for more details.

Quick Exam Tips

Prepping for the ITIL v3 Foundation Exam? Here are some key points to keep in mind:

1. Memorize your definitions. The questions on the exam will provide 2 out of 4 answers that make sense and are very similar when referring to a term, and so if you don't have the term memorized, you'll be stuck. Trust us; 15 questions on the exam will be just like this.
2. Understanding the interrelationships, jurisdictions, and subtle differences between the terms, processes, sub-processes & functions is just as important as understanding the constructs themselves. For example:
   - What is the difference between Availability & Capacity Management?
   - How does Operational Control differ from Technical Management?
   - What is the difference between a workaround and a resolution in the context of Incident Management?
   - What's in the Service Catalogue compared to the Service Pipeline compared to the Service Portfolio?
   - What's a Rollout compared to a Deployment?
   - Any of the roles! What does an Asset Manager do compared to a Configuration Manager? Service Owner vs. Process Owner?
   - Event vs. Alert vs. Incident?
3. When memorizing definitions, you can get stuck in the weeds. Knowing the overall structure of ITIL v3 will help you organize the information in your mind and help resolve jurisdiction questions (i.e. who does what?). So create an outline like this (we've started it off for you):

   Service Strategy

   1.1. Service Portfolio

   2.1. Demand Management

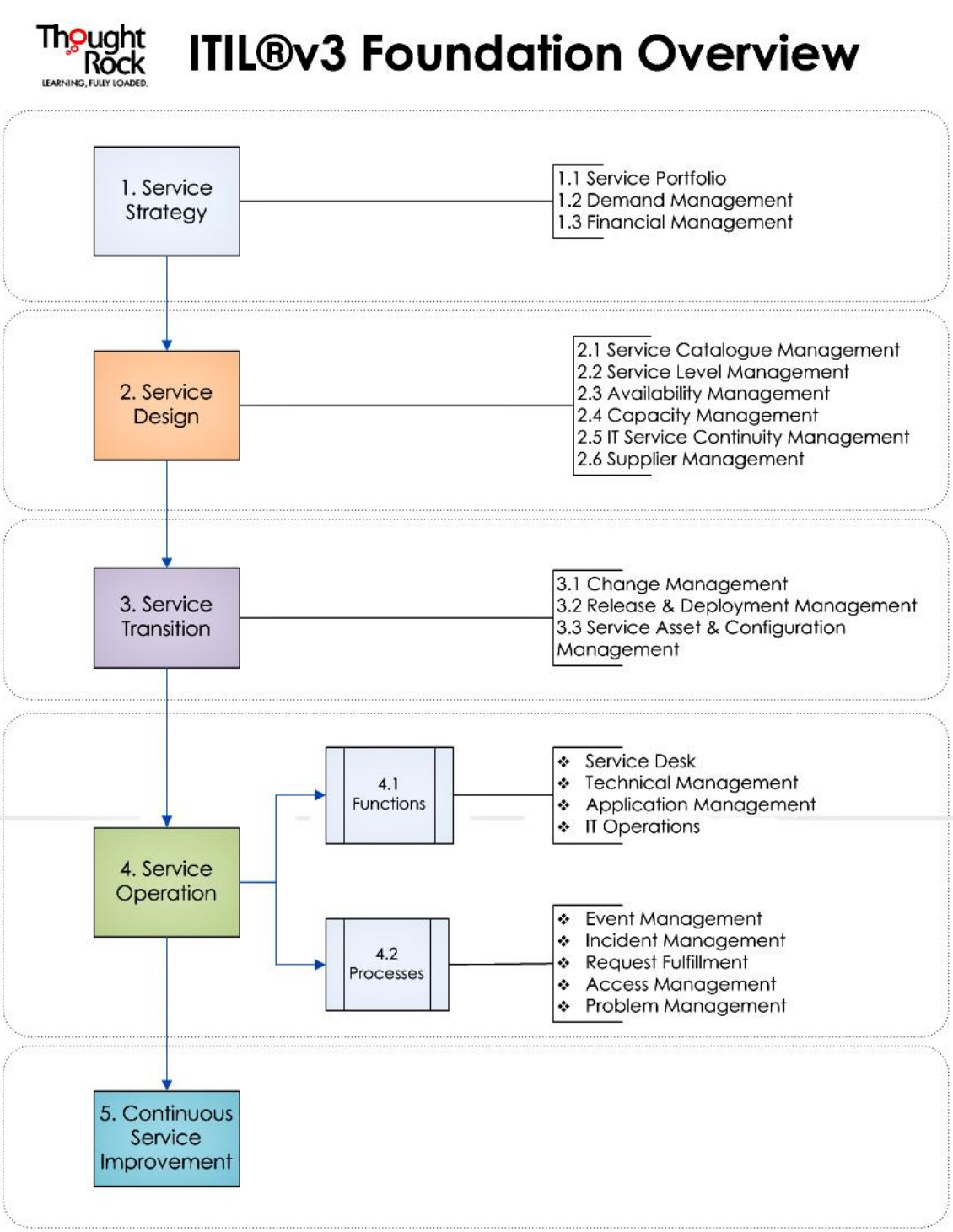
   3.1. Financial Management

   Service Design

   1.1. Change Management

   2.1. Etc.

Core Lifecycle Stages Flow



Module 1: Introducing ITIL v3

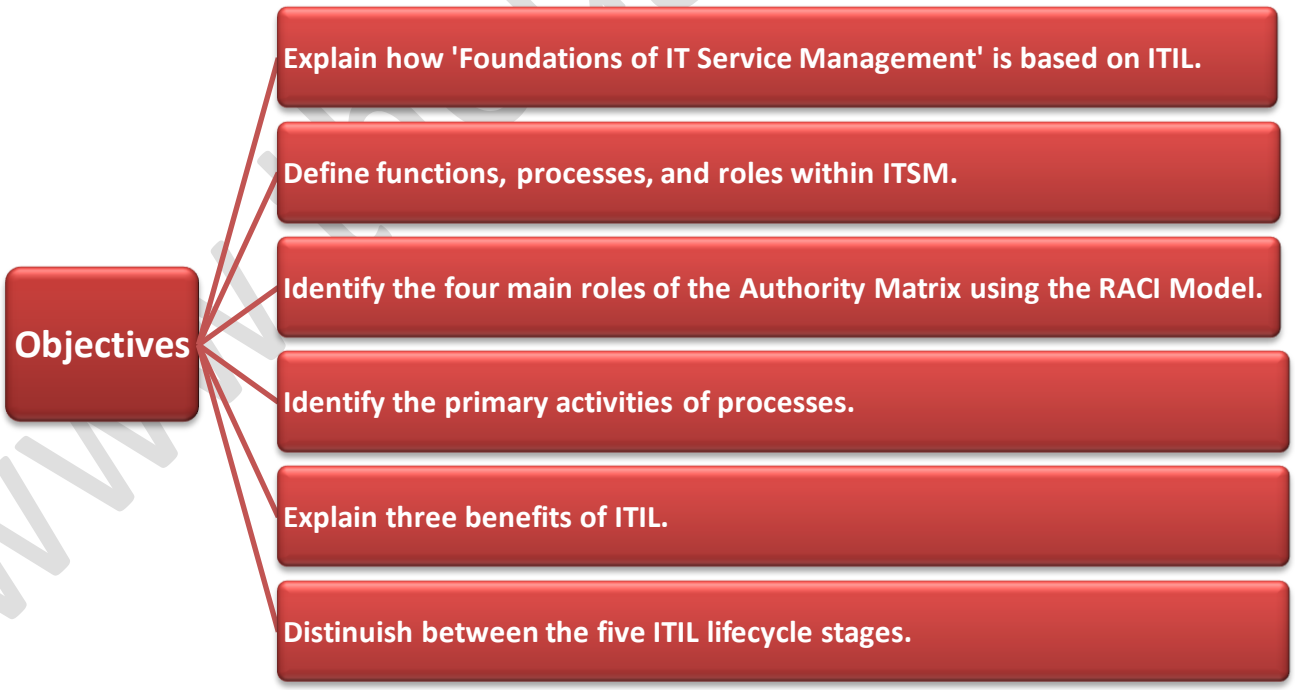
Outline

1. **Module 1 - Introducing ITIL**
   - 1.1 ITSM –Defined
     - Provides (3)
     - Doesn't Include
     - Objectives
   - 1.2 ITIL
   - 1.3 Best vs. Good Practice
   - 1.4 ITIL Core Lifecycle
   - 1.5 Resources vs. Capabilities
   - 1.6 Functions vs. Processes
   - 1.7 Process Owner vs. Service Owner
   - 1.8 Authority Matrix
     - How it helps
     - RACI model
   - 1.9 Technology Tools

Learning Objectives

This course is divided into modules. Each module has objectives, activities, and a quiz. This first module provides an overview of ITIL and ITSM. Take a minute to read the objectives for this module.

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



General Terms and Definitions Matrix

Term	Definition/Point
ITSM	A process-centered approach to delivery IT services that meets business needs according to performance targets.
ITIL	**Provides:** • Best practices for ITSM • Common language • Drives continual improvement Doesn't include methodology to implement **Objective:** • Contribute value to the organization by alignment of IT & business. • Increase efficiency (cost/time) • Improve effectiveness (meet quality requirements)
ITIL Lifecycle	Focus: • Understanding IT service needs • Improving quality service provisioning • Providing cost justifiable service quality • Identifying roles/responsibilities • Using KB approach • Identifying KPI's
Best vs. Good Practice	Best = superior outcomes to normal practices Now more widespread, ITIL practices are standards; outcomes expected; good practice
Service Mgmt Vision	Act like a business, create vision with goals, budget, metrics Vision - Where do we want to be? Purpose of vision statement: • Clarify direction of IT support • Motivate people in right direction • Coordinate actions of people • Outline POV of Sr. Mgmt.

Term	Definition/Point
How ITIL can help add value	• Documenting, negotiating, & solidifying customer/business targets. • Regularly assess customer's perceptions via feedback. • Ensure IT personnel adapt to business
ITIL Core Lifecycle	5 stages I. **Service Strategy** – s'c approach to ITSM II. **Service Design** – overall business change process; s'c objective portfolio of services/assets III. **Service Transition** – develops/improves capabilities for new/changing IT services into ops; focuses on moving from objective to how to achieve it IV. **Service Operation** – deliver/support IT services per SLAs; effective/efficiency key V. **CSI** ☺ - provide structure stability strength to service mgmt capabilities with principles methods & tools
ITSM	• Set of organizational capabilities/resources to add value to services/goods • Capabilities are skills and require raw materials; resources are the rm Request – approval – ticket created – appropriate team notified - individual does things to close ticket; Joan owns ticket and interacts with Joe/Sarah to close ticket.
Function, Roles, Processes	• Function – units carrying out things; contain on BOK; provide structure • Roles – staff involved in process/service delivery; key roles are Process Owner vs. Service Owner • Processes – activities to accomplish objective; combines resources/capabilities (p/t) to create outputs which creates value.

Term	Definition/Point
Process vs. Service Owner	Process Owner – Helpdesk Mgr; ensuring all activities are undertaken Process Owner role: • Defining processes • Assisting in process design • Review process strategy Service Owner - Initiation, transition, ongoing maintenance /support of service (fulfillment); ensures customers are satisfied. Service Owner role: • Single point of contact (SPOC) • Ensuring delivery meets requirements • Identifies opportunities for improvement • Works with other owners
Authority Matrix	Clarifies activities to do. • Responsibility – execution of process/activities • Accountable – ownership of quality/end result • Consulted – involvement through input of knowledge • Informed – receiving info. about process execution/quality Only 1 person is accountable for an activity; multiple may be responsible. Accountability must remain with 1 person for all activities in a process.
Technology tools	• Workflow • KB • Testing • BI • Discovery Actions required before selecting tools
Process Definition	Set of coordinated activities combining capabilities & resources to produce value-add outcome to stakeholder.

Term	Definition/Point
ITIL	Integrated processes through which organizations can meet goals with efficiency and effectiveness. Primary characteristics of processes: • Measurable • Specific results • Stakeholders • Specific events • Inputs activities output If process defined • What to do? - Build CPU • Expected result? - CPU works • Measure delivery – me ask you How do outputs become inputs of another process?
Benefits of defined processes for services	• Integration/alignment of processes • Transparency of ops • Lower costs/shorter cycles • Predictable results • Demonstrated confidence to customers
Service	• Means of giving value by allowing outcomes sans ownership • Enable – provides employee with computer; enables them to work • By enabling them to work, software and network access are embedded

Module 2: Overview Core Lifecycle Stages

Outline Core Lifecycle Stages

Service Strategy

1. Purpose
2. Two Levels of activity for ITSM
3. Three Questions + Three other objectives
4. Resources vs. capabilities definitions + how they're used by each lifecycle stage
5. Utility vs. Warranty [review] + how relevant in transition, operation, CSI

Service Design

1. Purpose – def + consists of (3)
2. Main Goal (1) + Designing services (4) + Balance that must be struck
3. How Resources & Capabilities used in SS & SD
4. Five aspects of SD
5. Four P's
6. SDP – contains…

Service Transition

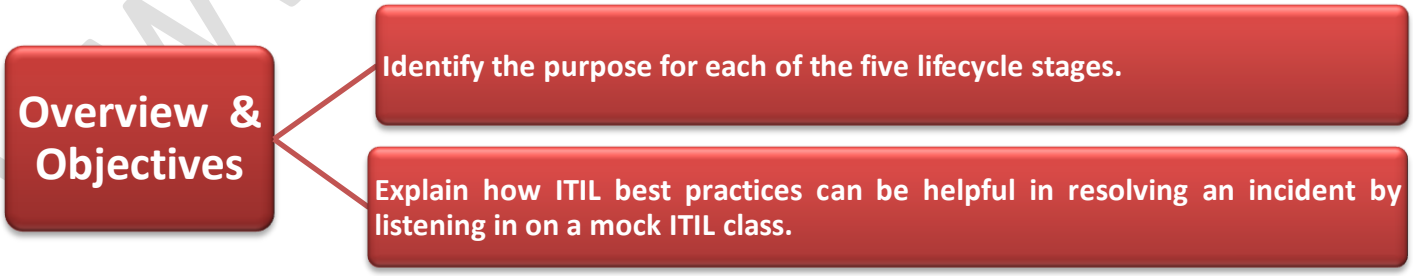
1. Purpose + feature
2. Org level vs. service level
3. Goals (4)
4. Objectives
5. Relevance to res/cap
6. Key aspects of SDP (4)

Service Operation

1. Primary purpose
2. Four main functions

Learning Objectives

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



Service Strategy

Term/Theory	Definition/Point
Purpose	Establishes overall strategy for IT
Two Levels of Activity for ITSM	• Org level – sets direction for IT via strategy and objectives to achieve vision • Service level – policies/objectives to ensure value creation
Questions Answered	• How create value? • How to define quality? • How to efficiently allocate resources across services
Other Objectives	• Ensure organization can handle cost/risk well • Set expectations of performance • Id/select/prioritize business opportunities
Resources vs. capabilities + How they fit in Lifecycle	Capabilities turn resources into goods/services. • Service Strategy manages consumption of resources and capabilities by service. • Service Design uses resources and capabilities. • Service Transition tests against resources and capabilities. • Service Operation allocates resources and capabilities. • CSI measure/assesses both resources and capabilities.
Utility & Warranty	Utility – fit for purpose: • What is delivered • What customer gets • What gains performance customer gets • Functional requirements for service Warranty – fit for use (parameters):It must perform within stated parameters • Both Utility & Warranty are tested/validated in transition • Utility & Warranty delivered in Operations • CSI measures/assesses planned utility & warranty vs. actual delivered in operations.
Marketing Perspective	• Customer Preferences • Customer Perceptions • Customer required attributes

Service Design

Term/ Theory	Definition/Point
Purpose	Design of new/changed services for introduction to production • Arch • Processes • Documentation Ensures functional/mgmt/operational requirements are considered.
Main goal	Build for all services a Service Design package that contains all aspects. Other goals: Designing services that meet business objectives with: • efficiency/effectiveness • security/resilience • measurements/metrics Balance: • Ensure functional & performance targets are met. • Strives to provide more efficiency/effectiveness solutions by coordinating all design activities for IT services to ensure consistency.
Resources and Capabilities	• Service Strategy manages consumption of resources and capabilities. • Service Design produces designs using the allocated resources and capabilities.
Five Aspects to Service Design	Results-driven approach 1. Design used service model from strategy to design services for OP. 2. Design of solution (including functional requirements, resources, and capabilities) must be agreed on. 3. Design of SM systems/tools for control/mgmt 4. Design of technology arch/systems to provide services 5. Design of measurement systems/metrics
4 Ps & Service Design	• People • Products/Technology • Processes • Partners/Supplies

Term/Theory	Definition/Point
SDP	• Details of all aspects of a service through all stages of lifecycle; produced keeping in mind 5 aspects, 4 p's, and DM options. • Passed from Service Design to Service Transition. • All details for implementing, evaluating and maintaining a service. • Includes functional/architectural requirements • Consults other stages

Service Transition

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

Term/Theory	Definition/Point

Input	• Transitioning new/changed IT services to operation.
	• Internal service (move from what's required) to concept of how it's implemented.
	• Organizational level: Develops capabilities and resources to allow IT to transition to reality.
	• Service level:
	  • Resources/capabilities convert DS requirements into portfolio
	  • Require good set of processes to implement in operations.
	  • Provides control; allow you to speed up/slow down.

Goals	• Set customer expectations of performance/usage to new/changed service (SLA). • Enable customer to integrate release into biz processes/services. • Reduce variations in predicted/actual performance of transitioned services by keeping customer informed. • Reduce known errors / minimize risks from transitioning new/changed services into production. • Ensure they can be used in accordance with service requirements.
Objectives	Primary: delivery service vision in a relevant, timely, quality and cost-effective manner. Tertiary: • Plan/manage res to establish service • Ensure minimal impact on production • Increase stakeholder satisfaction • Increase proper use of services
Resources and Capabilities	Service Transition must test against resources and capabilities.

Term/Theory	Definition/Point
Key aspects of SDP required by ST team	Journey from as is → required. • Applicable services packages • Service specs/models • Arch design required to deliver • Definition/design of each release • Detailed design of how service components will be assembled • Release/deployment plans
Conclusion	SDP completed

Service Operation

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

Term/Theory	Definition/Point
Service Operation	Day-to-day work for the service
Goal/Objective	• Primary purpose is deliver/support is services at agreed levels effectiveness/efficiency, providing value to stakeholder. • High quality = high cost; balance must be struck • Day to day realization of previous stages' work. Develops cap/res allowing IT org to deliver/support service to customer. Also needs to monitor managed people process technology
Value of Service Operation	Where processes/activities are executed/delivered/assessed by customers.
Functions	Four main functions: 1. Service Desk – Single Point of Contact (SPOC) for users when service disruption, service requests, or some RFC's. 2. Technical Mgmt – detailed tech skills to support ongoing operation (key role in design/testing/release/improvement of it services). 3. Operations Control – responsibility for daily operational activities to manage IT infrastructure; breaks down into IT ops control & IT facilities Mgmt. 4. Application Mgmt – detailed tech skills/resources to manage apps through SDLC. Required consistent accountability/responsibility via role definition.

Continual Service Improvement

1. Primary purpose
2. Address 3 things
3. Key objective

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

Continual Service Improvement Outline

1. Outline
2. Deming and CSI Models
3. Key Elements of Measurements
   - CSF
   - KPI
   - Metrics
   - Measurements

Continual Service Improvement	
Term/Theory	**Definition/Point**
Outlines	Integrate with all processes
Continual Service Improvement	Provides guidance in evaluating/improving the quality of services by measuring, reporting, and improving service management processes/services.
Purpose	• Primary: align/realign to changing biz needs by implementing improvements. • Looking for ways to improve alignment/effectiveness/efficiency.

Continual Service Improvement	
Goal	Address 3 areas: • Overall Health of ITSM • Alignment of portfolio of services with biz • Maturity of IT services
Key objectives	Review, analyze, and make recommendations on processes in each lifecycle stage & op services.
IT Governance	IT must now comply with new rules and legislation. IT must continually demonstrate compliance through numerous internal and independent audits. The reasons for this gain in IT governance are many including: • Sarbannes-Oxley Act 2002 • ISO 2000 for ITTTTSM • COBIT an IT Audit Framework • PMBOK (a methodology for Project Management) IT is asked to do more with less and to create additional value while maximizing the use of existing resources. These increasing pressures coincide perfectly with the basic premise of ITIL; that IT is a service business.
Deming cycle	Mgmt philosophy for establishing quality, productivity, and competitive position. 1. Plan – formulate goal/theory; define how to measure success and plan. 2. Do – execute plan. 3. Check – monitor outcomes vs. expected results and look for lessons learned 4. Act – integrate lessons learned, adjust theory/method, and determine what more we must learn.
CSI model	B. Vision - Embrace vision by understanding business objective. • Baseline assessments - Assess current situation (as is); baseline analysis of current position. Measurable targets. • Service & Improvement targets - Understand/agree on priorities based on vision. Detail CSI plan by implementing ITSM processes • Measurement & Metrics - Verify metrics are in place to see if milestones reached/processes compliant. Ensure momentum is created to ensure it keeps on trucking.
Key elements of measurements	• CSF • Key Performance Indicator (KPI) • Metrics • Measurements • Vary on qualitative and quantitative

Exam Recap Summary

Exam Recap Service Strategy (SS):

- Identify goals and objectives of SS
- Define and explain concept of resources and capabilities.
- Define and explain Value Composition with Utility & Warranty

Exam Recap Service Design (SD):

- Comprehend the main goals and objectives of the Design lifecycle.
- Comprehend and briefly explain what value Service Design offers to the business.
- Understand the importance of people, processes, products and partners in all aspects of Service Design.
- Discuss the five major aspects of Service Design.
- Define and explain the concept of the Service Design Package.

Exam Recap Service Transition (ST):

- Identify the main goals and objectives of Service Transition.
- Understand the value that Service Transition provides to the business.

Exam Recap Service Operation (SO):

- Identify the main goals and objectives of Service Operation.
- Explain the value that Service Operation provides to the business.
- Define and explain the role of communication in Service Operation.

Exam Recap Continual Service Improvement (CSI):

- Explain the mail goals and objectives of CSI.
- Explain the Deming and CSI Models.
- Explain Governance.

Module 3: Service Lifecycle Stages

Service Strategy

Service Strategy Outline

1. Outline
- 1.1 Key decisions (3)

2 Service Portfolio
- 2.1 Contains (4)
- 2.2 Service Catalog
  - What is it?
  - Contains (4)
- 2.3 Service Pipeline
- 2.4 Retired Services

3 Service Portfolio
- 3.1 Responsible for[1]
- 3.2 Challenge
- 3.3 Activity-based Demand Management
- 3.4 Analyzes (3)
- 3.5 Key objectives
- 3.6 Risk

4 Financial Management
- 4.1 Three main activities
- 4.2 Service Valuation and goal

[1] Understanding customer demand for it services and provisioning capacity accordingly.

What's the difference between Service Portfolio & Service Catalogue?

The Service Portfolio is composed of all services committed to IT customers – current, under development and future—as part of continual service improvement. The Service Catalogue is that portion of the Services Portfolio that is currently available to IT customers, so it's a subset of it.

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

Term/Theory	Definition/Point
Service Strategy	• Service Portfolio • Financial Mgmt • Demand Mgmt.
Service Portfolio	Entered into Service Portfolio; acts as basis of decision framework. • Key questions? • Why buy services? • Why buy from us? • Pricing model? • Strengths/priorities/risks Once go decision made and entered into Service Catalogue, Service Design architects the services for transition. Service Portfolio • Description • Value proposition • Business cases • Priorities • Risks • Offerings and packages • Costs and pricing
Business Case	Decision support/planning tool; helps predict outcome of proposed action/justifies investment.

Service Catalogue	Service Catalogue(s) • Services • Supported products • Polices • Ordering ad request Procedures • Support terms and conditions • Entry points and escalations • One component of Service Portfolio. • Projection of services actual/projected capabilities. It's published to customers; supports sale/delivery. • Includes information about: deliveries, prices, contact points, ordering and request processes. • Service Pipeline – initial stage of new services; document listing all services under consideration/development. • Retired Services – final stage in lifecycle of all services; repository of offerings/lessons learned when delivering services in the past; permanent removal of IT services or CI from production, pricing and chargeback.
Demand Management	• Unique patterns of business activity become identified. • Demand Mgmt is responsible for understanding customer demand for IT and provision capacity accordingly. • Aims to ensure capacity when required. • Challenge of synchronous production/consumption. • Activity based Demand Mgmt – ties business activity as primary demand for IT services. • PDA – patterns of biz activity. PDA's helps us define op requirements and Service Level Packages. • SLP – a definite level of U&W associated with a SLP Demand Mgmt – looking at: • User • Top Utility features • Warranty – speed Key Objectives of Demand Management • Understand customer service requirements are met and identify how these vary with business cycles. • Ensure the capacity aspect of warranty and utility offered matches the customer need. • Ensure appropriate levels of service are provided without creating unnecessary excess capacity. • Tactically adjusting the provisioning of service capacity levels and/or influencing customer demand for service capacity.

Financial Management	ROI, VOI, cost-benefit analysis, costing models, IT budget, user charges support go/no go on business objectives. 3 main activities • Budgeting • IT accounting • Charging Other key activities: Service Valuation – means to a mutual agreement with business regarding services what components, actual cost. Key Goals - Produce value for services that are fair to business and improvement mgmt of demand/consumption via demand modeling. Service Investment & CBA – value of services + costs incurred to provide service. Demand modeling – anticipated usage by biz and provisioning requirements from IT. Encapsulated within SP elements of the business case & risk assessment. SLP – contains all work done so far. SD uses to create SD.

Exam Recap Service Strategy

Define and explain the following concepts:

- Service Portfolio
- Service Catalog
- Business Case
- Risk

State the objectives for:

- Demand Management Process
- Financial Management Process