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Scott Allen

Major Incident Management / Sun Life Financial

material, very slick and very easy to use, nice work!"

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ITIL® 2011 FOUNDATION STUDY NOTES

Pass your ITIL exam with these comprehensive 2011 Foundation study notes and exam tips!



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Read Me

Hi There,

If you're reading this you've stumbled upon the best study notes you'll find for ITIL 2011. Our students have had great success with our online course using these notes. 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 4 SD (Service Design)
- g. Module 5 ST (Service Transition)
- h. Module 6 SO (Service Operation)
- i. Module 7 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, 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!

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ITIL 2011 Foundation - Study Notes

Quick Exam Tips

Prepping for the ITIL 2011 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 2011 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
- 3.1. Financial Management
 Service Design
- 1.1. Change Management
- 2.1. Etc.



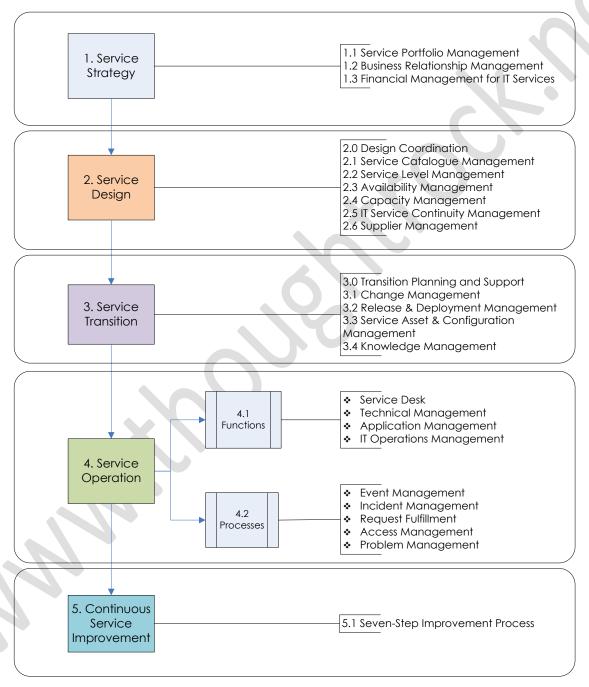
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Core Lifecycle Stages Flow



ITIL® 2011 Foundation Overview



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Module 1: Introducing ITIL 2011

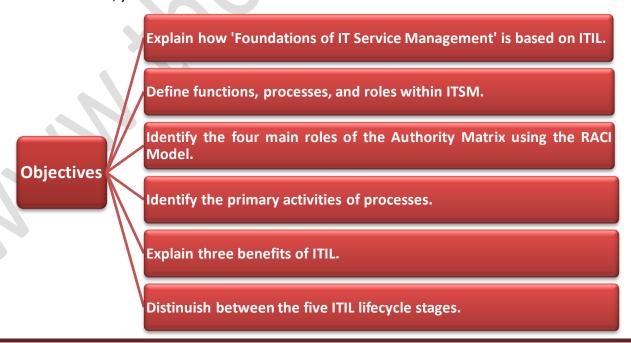
Outline

- 1. Module 1 Introducing ITIL
 - 1.1 ITSM -Defined
 - Provides (3)
 - Doesn't Include
 - Objectives
 - 1.2 ITIL
 - 1.3 Best Practice
 - 1.4 ITIL Core Lifecycle
 - 1.5 Functions vs. Processes
 - 1.6 Authority Matrix
 - How it helps
 - RACI model
 - 1.7 Customers and Stakeholders
 - 1.8 Process Owner vs. Service Owner
 - 1.9 Process manager vs. Process Practitioner
 - 1.10 Technology Tools
 - 1.11 Services

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:





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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.
	 Set of organizational capabilities/resources to add value to services/goods Capabilities are skills and require raw materials; resources are the raw materials
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)
	 Successful Because: Vendor Neutral Non-Prescriptive Best Practice in ITSM
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 Practice	Best = superior outcomes to normal practices in wide industry use. Sources include:
	 Public frameworks Standards Proprietary knowledge of organizations and individuals
How ITIL can help add value	 Documenting, negotiating, & solidifying customer/business targets



Term	Definition/Point
rem	Regularly assess customer's perceptions via feedback
	Ensure IT personnel adapt to business
	5 stages
ITIL Core Lifecycle	 Service Strategy – strategic approach to ITSM Service Design –holistic approach to thoroughly designing services with the 4Ps and 5 Design Aspects Service Transition – develops/improves capabilities for new/changing IT services into ops; focuses on moving from objective to how to achieve it Service Operation – deliver/support IT services per SLAs; effective/efficiency key CSI - provide structure stability strength to service mgmt capabilities with principles methods & tools
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 – Set of coordinated activities combining capabilities & resources to produce value-add outcome to stakeholder
	Integrated processes through which organizations can meet goals with efficiency and effectiveness.
	Primary characteristics of processes:
ITIL Processes	 Measurable Specific results Stakeholders Specific events Inputs activities output
	Clarifies activities to do:
Authority Matrix	 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.



Definition/Point
 Internal Customers work at same business as Service Provider External Customers work at different business from Service Provider Internal Stakeholders are internal to the Service Provider External Stakeholders are external to the Service Provider, such as Users, Customers, and Suppliers
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
 Process Manager accountable for the operational management of a process Process Practitioner responsible for carrying out one or more process activities
 Workflow KB Testing BI Discovery Actions required before selecting tools
 Means of giving value by allowing outcomes sans ownership Enable – provides employee with computer; enables to work By enabling them to work, software and network access are embedded Internal Services are delivered within the same organization External Services are delivered to external customers Three Types of Services: Core Service is primary outcome



Term	Definition/Point
	Enabling Services are necessary to deliver Core
	Enhancing Services add the excitement factor



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Module 2: Overview Core Lifecycle Stages

Outline Core Lifecycle Stages

Service Strategy

- 1. Purpose
- 2. Objectives
- 3. Scope
- 4. Value to Business
- 5. Two Levels of activity for ITSM
- 6. Three Questions
- 7. Resources vs. capabilities definitions + how they're used by each lifecycle stage
- 8. Utility vs. Warranty [review] + how relevant in transition, operation, CSI

Service Design

- 1. Purpose def + consists of (3)
- 2. Objectives
- 3. Scope
- 4. Value to Business
- 5. Main Goal (1) + Designing services (4) + Balance that must be struck
- 6. How Resources & Capabilities used in SS & SD
- 7. Five aspects of SD
- 8. Four P's
- 9. SDP contains...

Service Transition

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

Service Operation

- 1. Purpose
- 2. Objectives
- 3. Scope
- 4. Value to Business
- 5. Four main functions



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Continual Service Improvement

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- 1. Purpose
- 2. Objectives
- 3. Scope
- 4. Value to Business
- 5. Governance
- 6. Deming cycle
- 7. CSI Approach
- 8. CSI Register

Learning Objectives

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

Overview & Objectives

Identify the purpose for each of the five lifecycle stages.

Explain how ITIL best practices can be helpful in resolving an incident by listening in on a mock ITIL class.

Service Strategy

Term/Theory	Definition/Point
Purpose	Establishes overall strategy for IT
Objectives	 Ensure organization can handle cost/risk well Set expectations of performance Id/select/prioritize business opportunities
Scope	 Define a strategy of services to offer Define a strategy of how to manage those services
Value to Business	Link service provider activities to business outcomes
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



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.
	 Customer Preferences Customer Perceptions Business Outcomes
Three Value Areas	Patterns of Business Activity (PBA) - Services are designed to enable PBAs which in turn achieve business outcomes.



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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.
Objectives	More effective and efficient service solutions aligned to the business.
Scope	 Functional requirements Requirements within service level agreements (SLAs) Business benefits Overall design constraints
Value to Business	Deliver quality, cost-effective services and to ensure that the business requirements are being met consistently.
Resources and Capabilities	 <u>Service Strategy</u> manages consumption of resources and capabilities. <u>Service Design</u> produces designs using the allocated resources and capabilities.
Five Aspects to Service Design	Results-driven approach: 1. Service Solutions 2. Management Systems and Tools 3. Technology Architectures and Management Architectures 4. Process required 5. Measurement Methods and Metrics
4 Ps & Service Design	 People Products/Technology Processes Partners/Supplies
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 service. Includes functional/architectural requirements Consults other stages



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Service Transition

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

Overview & Objectives

Identify the main goals and objectives of Service Transition.

Explain what value Service Transition provides to the business.

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
Purpose	Ensure that new, modified or retired services meet the expectations of the business
Objectives	<u>Primary:</u> delivery service vision in a relevant, timely, quality and cost-effective manner. <u>Tertiary:</u>
	 Plan/manage res to establish service Ensure minimal impact on production
	 Increase stakeholder satisfaction Increase proper use of services
Scope	 The development and improvement of capabilities including release planning, building, testing, evaluation and deployment Introducing, Retiring, or Transferring new or changed services
Value to Business	 Enable projects to estimate the cost, timing, resource requirement and risks more accurately Result in higher volumes of successful change
Resources and Capabilities	Service Transition must test against resources and capabilities.



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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



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Service Operation

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

Overview & Objectives

Identify the main goals and objectives of Service Operation.

Define the role of communication in Service Operation.

Ta /Tla a a	Definition/Deint
Term/Theory	Definition/Point
Service Operation	Day-to-day work for the service
Purpose	Primary purpose is deliver/support is services at agreed levels effectiveness/efficiency, providing value to stakeholder.
Objectives	 Support the delivery of IT Services Monitor performance and assess IT Services Manage the people, processes, and technology that deliver and support IT Services
Scope	 The Services Themselves Service Management Processes Technology People
Value to Business	Where processes/activities are executed/delivered/assessed by customers.
Functions	Four main functions:
	 Service Desk – Single Point of Contact (SPOC) for users when service disruption, service requests, or some RFC's. Technical Mgmt – detailed tech skills to support ongoing operation (key role in design/testing/release/improvement of it services). Operations Control – responsibility for daily operational activities to manage IT infrastructure; breaks down into IT ops control & IT facilities Mgmt. Application Mgmt – detailed tech skills/resources to manage apps through SDLC.
	Required consistent accountability/responsibility via role definition.



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Continual Service Improvement

- 1. Purpose
- 2. Objectives
- 3. Scope
- 4. Value to Business
- 5. Address 3 things

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

Overview & Objectives

Identify the main goals and objectives of Continuous Service Improvement.

Explain the value Continual Service Improvement provides to the business.

Explain the order of the Deming Cycle and the CSI Model.

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	Provides guidance in evaluating/improving the quality of services by measuring, reporting, and improving service management
Improvement	processes/services.
Purpose	 Primary: align/realign to changing biz needs by implementing improvements.



Continual Service Improvement		
	Looking for ways to improve alignment/effectiveness/efficiency.	
Objectives	Review, analyze, and make recommendations on processes in each lifecycle stage & op services.	
Scope	 Address 3 areas: Overall Health of ITSM Alignment of portfolio of services with biz Maturity of IT services 	
Value to Business	 Lead to a gradual and continual improvement in service quality, where justified Ensure that IT services remain continuously aligned to business requirements 	
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:	
	 Plan – formulate goal/theory; define how to measure success and plan. Do – execute plan. Check – monitor outcomes vs. expected results and look for lessons learned. Act – integrate lessons learned, adjust theory/method, and determine what more we must learn. 	
CSI Approach	Embrace vision by understanding business objective.	
	<u>Baseline assessments</u> - Assess current situation (as is); baseline analysis of current position. Measurable targets.	
	<u>Service & Improvement targets</u> - Understand/agree on priorities based	



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Continual Service Improvement		
	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 	
CSI Register	The CSI register provides a coordinated, consistent view of many improvement activities.	

Exam Recap Summary

Exam Recap Service Strategy (SS):

- Identify purpose, objectives, scope and value.
- Define and explain concept of resources and capabilities.
- Define and explain Value Composition with Utility & Warranty.

Exam Recap Service Design (SD):

- Comprehend the purpose, objectives, scope and value.
- 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 purpose, objectives, scope and value.
- Understand the value that Service Transition provides to the business.

Exam Recap Service Operation (SO):

• Identify the purpose, objectives, scope and value.



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• Explain the value that Service Operation provides to the business.

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• Define and explain the role of communication in Service Operation.

Exam Recap Continual Service Improvement (CSI):

- Explain the purpose, objectives, scope and value.
- Explain the Deming and CSI Models.
- Explain Governance.
- Define CSI Register.



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Module 3: Service Lifecycle Processes

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 Business Relationship Management (BRM)
 - 3.1 Purpose, objectives, and scope
 - 3.2 Differences between SLM and BRM
- 4 Financial Management
 - 4.1 Purpose and objectives
 - 4.2 Three main activities
 - 4.3 Two main cycles
 - 4.4 Service Valuation and goal

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.



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

Overview & Objectives

Identify the purpose of the Financial Management process.

Understand the Business Relationship Management process.

Term/Theory	Definition/Point
Service Strategy	 Service Portfolio Financial Mgmt Business Relationship 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 Risk Management Offerings and packages Costs and pricing
Business Case	Decision support/planning tool; helps predict outcome of proposed action/justifies investment.



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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.
Business Relationship Management	 Purpose: To establish and maintain a business relationship between the service provider and customer, and to identify customer needs. The primary measure is customer satisfaction. Objectives include: Understand the customer's perspective for services and priorities Understand the customer and their business outcome drivers Proactively understand changes to the customer environment
	 Scope: BRM is the primary process for strategic customer communication with all departments in the service provider, including application development teams within the service provider's organization. BRM depends on several service management processes/functions SLM compared to BRM:
	 The SLM process exists to ensure that agreed achievable levels of service are provided to the customer and users. The BRM process is focused on a more strategic perspective: Identification of customers' needs and ensuring that the service provider is able to meet them Focuses on the overall relationship between the service provider and their customer



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Financial Management

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- Secure the appropriate level of funding to design, develop and deliver services that meet the strategy of the organization.
- Act as a gatekeeper that ensures that the service provider does not commit to services that they are not able to provide.
- Maintains the balance of supply and demand between the service provider and customers through appropriate charges / pricing.

ROI, VOI, cost-benefit analysis, costing models, IT budget, user charges support the business decision to provide or not provide a service.

3 main activities

- Budgeting
- IT accounting
- Charging

2 main cycles

- Planning Cycle (annual)
- Operational Cycle (monthly or quarterly)

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

Understand and State the objectives for:

- Business Relationship Management Process
- Financial Management Process

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"Just want to say that this on-line ITL course is awesome. I'm reviewing the course before my exam tomorrow and I love the course's ability to navigate through quickly and review the material, very slick and very easy to use, nice work!"

Scott Allen Major Incident Management / Sun Life Financial

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