Thought Rock

LEARNING, FULLY LOADED.

ITIL® 2011 FOUNDATION STUDY NOTES

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

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Contents

Read Me 3
Quick Exam Tips 4
Core Lifecycle Stages Flow 5
Module 1: Introducing ITIL 2011 6
Outline 6
Learning Objectives 6
General Terms and Definitions Matrix 7
Module 2: Overview Core Lifecycle Stages 11
Outline Core Lifecycle Stages 11
Learning Objectives 12
Service Strategy 12
Service Design 14
Service Transition 15
Service Operation 17
Continual Service Improvement 18
Continual Service Improvement Outline 18
Exam Recap Summary 20
Module 3: Service Lifecycle Processes 22
Service Strategy 22
Service Strategy Outline 22

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!

Your study partner, **Thought Rock**

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

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

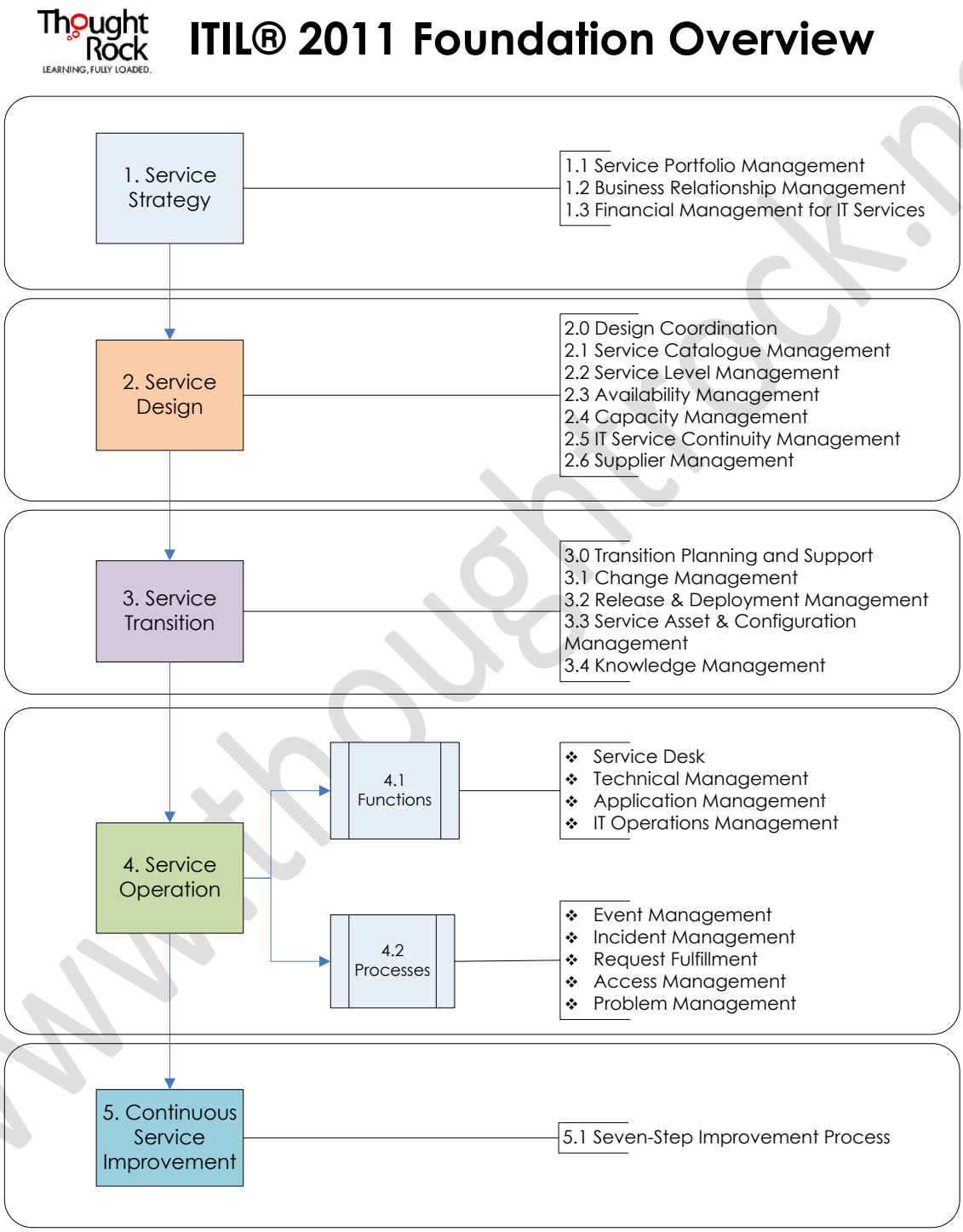
3.1. Financial Management

Service Design

1.1. Change Management

2.1. Etc.

Core Lifecycle Stages Flow



Module 1: Introducing ITIL 2011

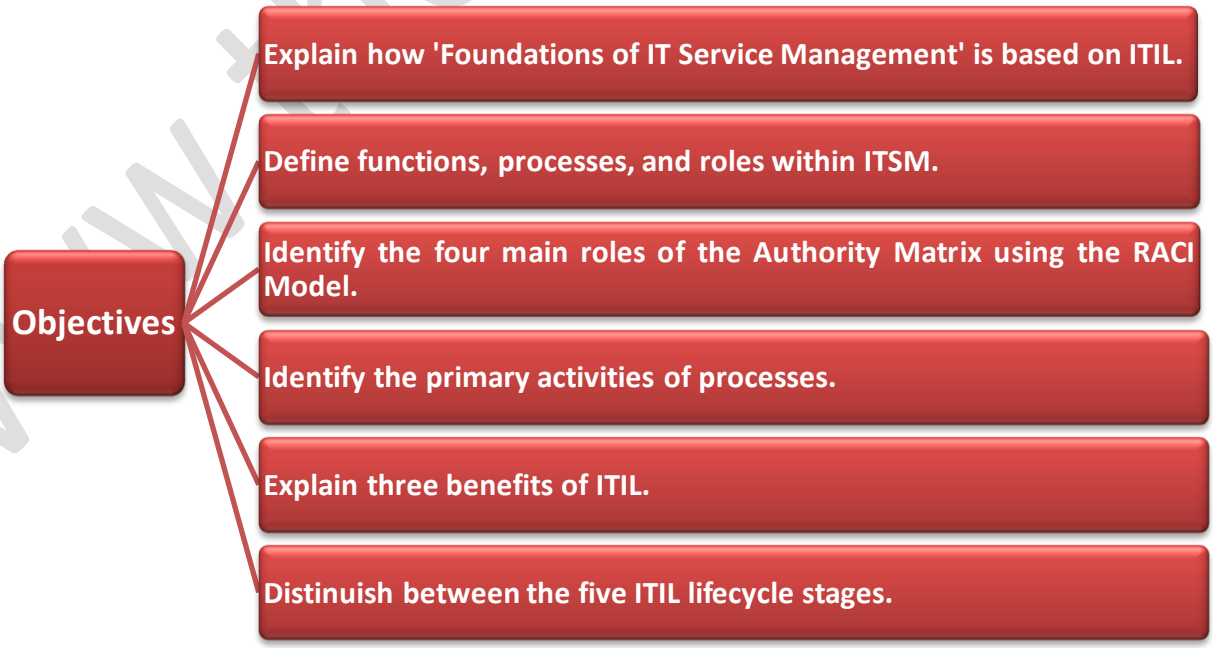
Outline

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:



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
	• Regularly assess customer's perceptions via feedback • Ensure IT personnel adapt to business
ITIL Core Lifecycle	5 stages I. **Service Strategy** – strategic approach to ITSM II. **Service Design** –holistic approach to thoroughly designing services with the 4Ps and 5 Design Aspects 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
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
ITIL Processes	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
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.

Term	Definition/Point
Customers and stakeholders	• 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 vs. Service Owner	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/Practitioner	• Process Manager accountable for the operational management of a process • Process Practitioner responsible for carrying out one or more process activities
Technology tools	• Workflow • KB • Testing • BI • Discovery Actions required before selecting tools
Service	• 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

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

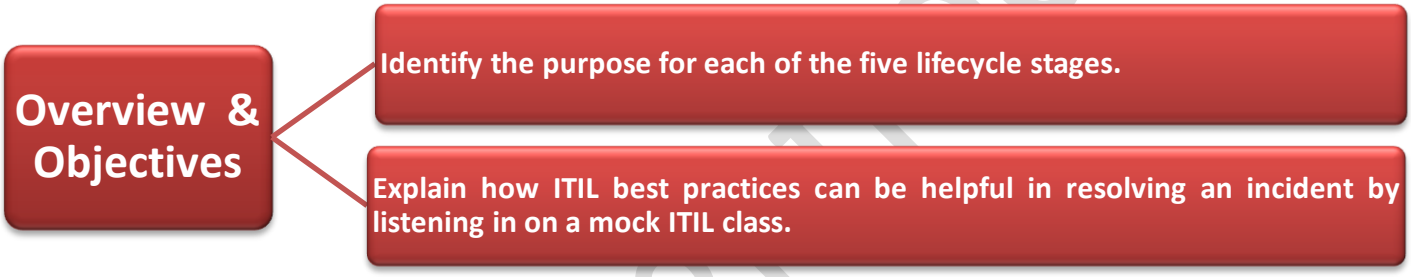
1. Purpose
2. Objectives
3. Scope
4. Value to Business
5. Four main functions

Continual Service Improvement

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:



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

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	• 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. 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

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

Purpose	• Ensure that new, modified or retired services meet the expectations of the business
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
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.

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

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.

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: 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 Approach	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

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.

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

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.

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

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.

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

Financial Management	• 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