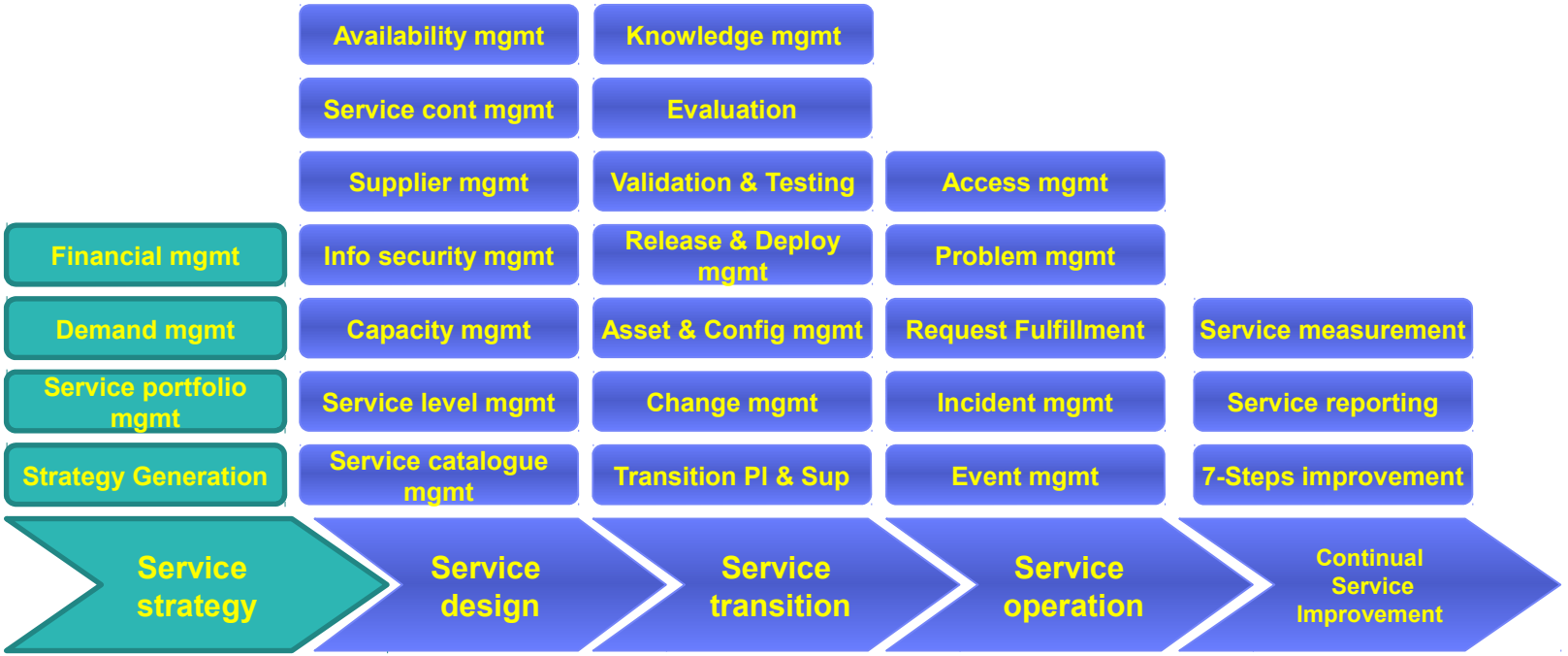
ITIL v3 (Lecture II)
Service Management as a Practice

Processes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Request Fulfillment
Service measurement
Service portfolio mgmt
Service level mgmt
Change mgmt
Incident mgmt
Service reporting
Strategy Generation
Service catalogue mgmt
Transition Pl & Sup
Event mgmt
7-Steps improvement
Service strategy
Service design
Service transition
Service operation
Continual Service Improvement

Service Portfolio Management

A Service Portfolio describes a provider's services in terms of business value. It articulates business needs and the provider's response to those needs. By acting as the basis of a decision framework, a Service Portfolio either clarifies or helps to clarify the following strategic questions:

- Why should a customer buy these services?
- Why should they buy these services from us?
- What are the pricing or chargeback models?
- What are our strengths and weaknesses, priorities and risk?
- How should our resources and capabilities be allocated?

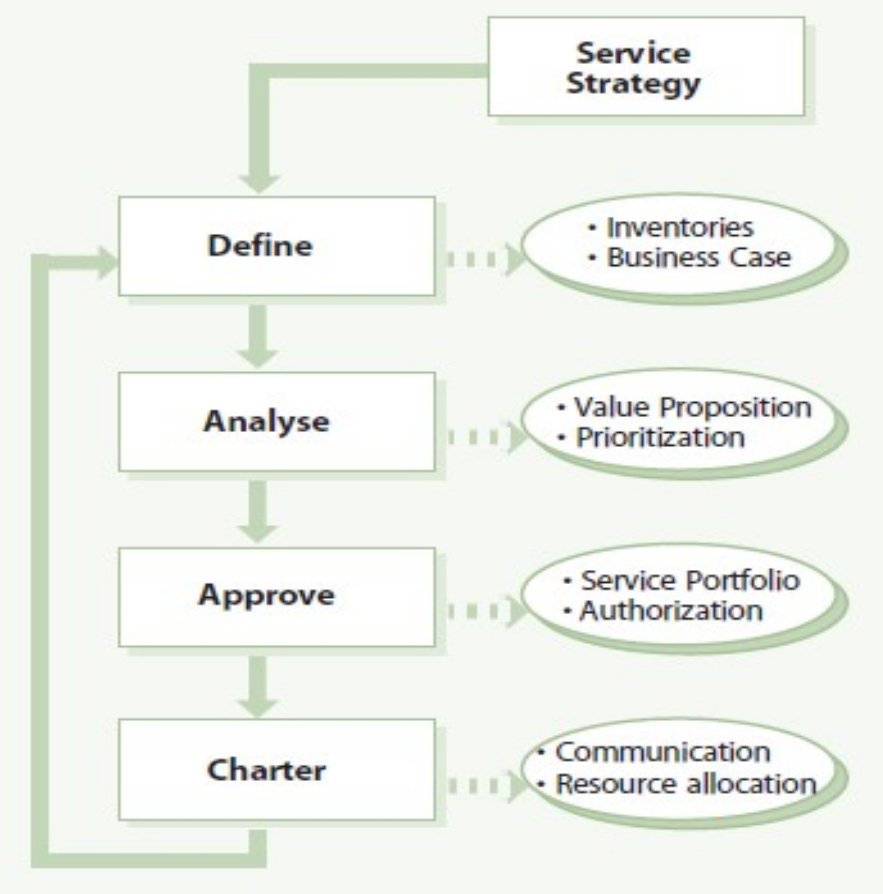
Service Portfolio Management

Service Portfolio Management is a dynamic method for governing investments in service management across the enterprise and managing them for value.

It should include the following work methods:

- Define: inventory services, ensure business cases and validate portfolio data
- Analyse: maximize portfolio value, align and prioritize and balance supply and demand
- Approve: finalize proposed portfolio, authorize services and resources
- Charter: communicate decisions, allocate resources and charter services.

Service Portfolio Management - Method



Finacial Management

The landscape of IT is changing as strategic business and delivery models evolve rapidly, product development cycles shrink, and disposable designer products become ubiquitous. IT organizations are increasingly incorporating Financial Management in the pursuit of:

- Enhanced decision making
- Speed of change
- Service Portfolio Management
- Financial compliance and control
- Operational control
- Value capture and creation

Finacial Management

Financial Management generates meaningful critical performance data used to answer important questions for an organization:

- Is our differentiation strategy resulting in higher profits or revenues, lower costs, or greater service adoption?
- Which services cost us the most, and why?
- What are our volumes and types of consumed services, and what is the correlating budget requirement?
- How efficient are our service provisioning models in relation to alternatives?
- Does our strategic approach to service design result in services that can be offered at a competitive ‘market price’, substantially reduce risk or offer superior value?
- Where are our greatest service inefficiencies?
- Which functional areas represent the highest priority opportunities for us to focus on as we generate a Continual Service Improvement strategy?

Finacial Management – Service Accounting

Traditional Chart of Accounts

Applying Invoice to Chart of Accounts

Salary	60,000
Server Maintenance	25,000
Hardware Depreciation	15,000
TOTAL	**100,000**

Servcie-Oriented Accounting for IT

Service Oriented Cost Accounting and Idenfitication

Service Maintenance Invoice **25,000**
* Service: Collaboration Service A
* Cost Type: Hardware
* Classifications:
[x] Operational vs. Capital
Direct vs. [x] Indirect
[x] Fixed vs. Variable
* Unit Basis for Charging serial number

Hardware Depreciation **15,000**
* Service: Financial Reporting
* Cost Type: Hardware
* Classifications:
Operational vs. [x] Capital
Direct vs. [x] Indirect
[x] Fixed vs. Variable
* Unit Basis for Charging user extension

Salary **60,000**
* Service: Service Enhancement Project ABC
* Cost Type: Labour
* Classifications:
Operational vs. [x] Capital
[x] Direct vs. Indirect
Fixed vs. [x] Variable
* Unit Basis for Charging personnel ID

Total Service-Oriented Accounting Entries 100,000
(Same 100,000, but service-oriented accounting treatment)

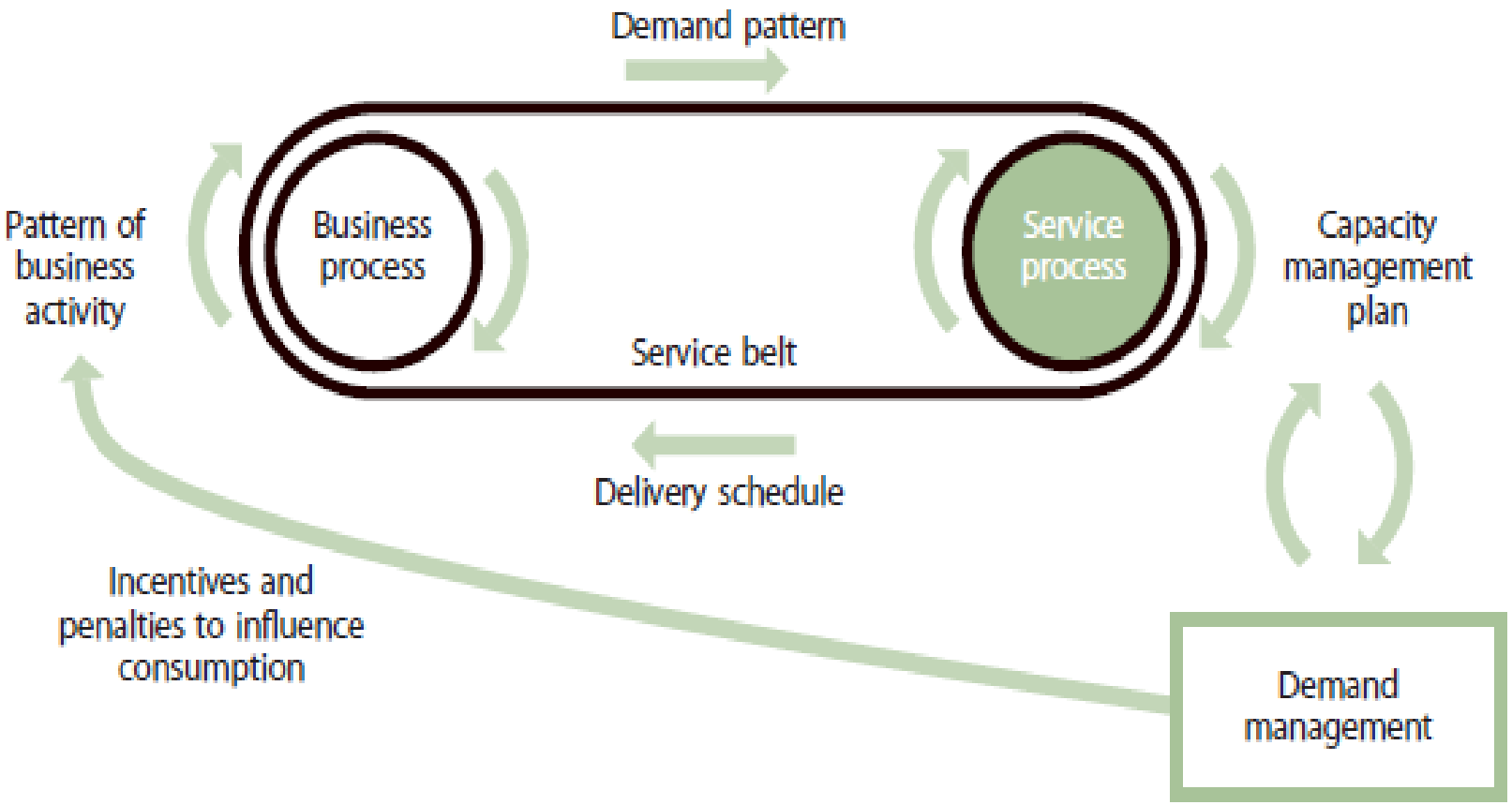
Demand Management

Demand Management is a critical aspect of service management - Poorly managed demand is a source of risk.

- Excess capacity generates cost without creating value
  - There are instances in which a certain amount of unused capacity is necessary to deliver service levels. Such capacity is creating value through the higher level of assurance made possible with higher capacity. Such capacity cannot be considered idle capacity because it is in active use for a purpose.
- Insufficient capacity has impact on the quality of services delivered and limits the growth of the service.

Service level agreements, forecasting, planning, and tight coordination with the customer can reduce the uncertainty in demand but cannot entirely eliminate it.

Demand Management



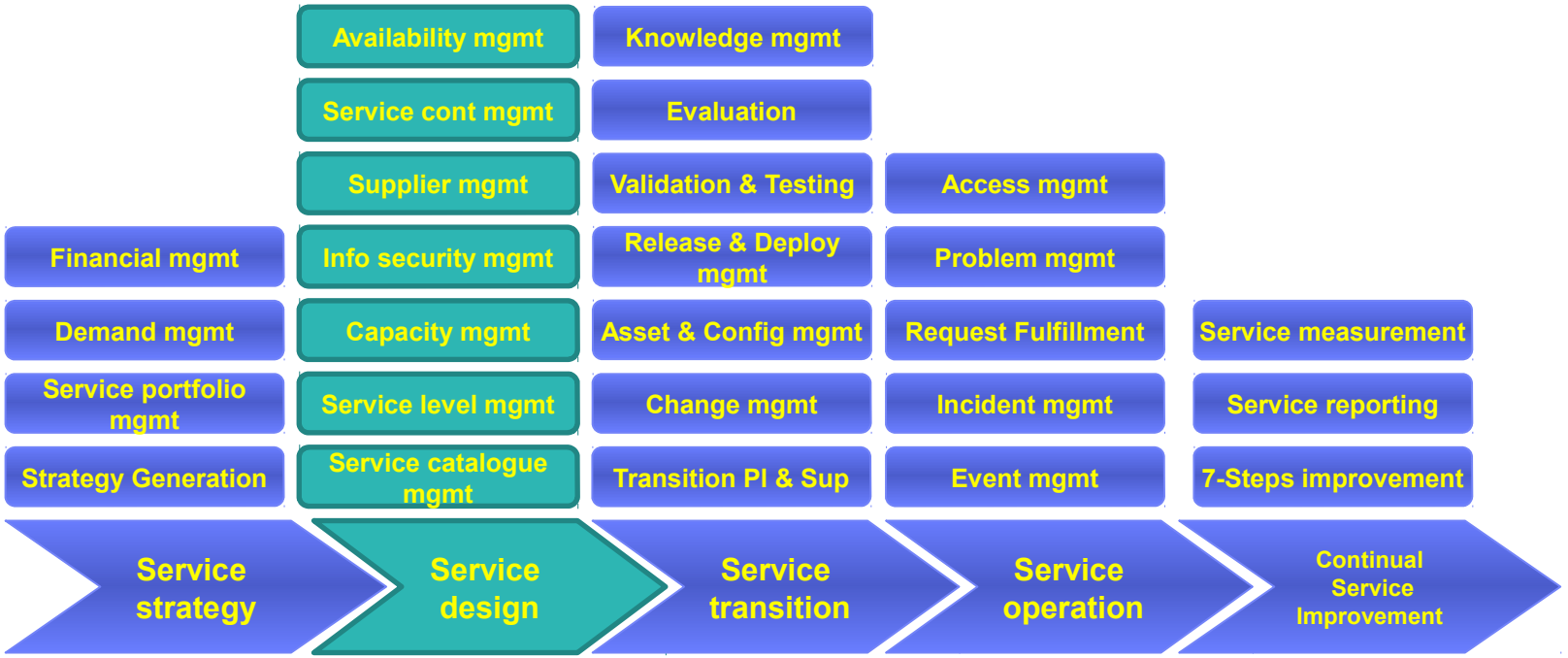
Demand Management

Business processes are the primary source of demand for services. Patterns of business activity (PBA) influence the demand patterns seen by the service providers. PBA is for Capacity Management.

Benefits for analysing PBA are in the form of inputs to SM functions and processes such as the following:

- Service Design can then optimize designs to suit demand patterns
- Service Catalogue can map demand patterns to appropriate services Service Portfolio Management can approve investments in additional capacity, new services, or changes to services
- Service Operation can adjust allocation of resources and scheduling
- Service Operation can identify opportunities to consolidate demand by grouping closely matching demand patterns
- Financial Management can approve suitable incentives to influence demand

Service Design Processes



Service Continuity Management - Purpose/goal/

The goal of ITSCM is to support the overall Business Continuity Management process by ensuring that the required IT technical and service facilities (including computer systems, networks, applications, data repositories, telecommunications, environment, technical support and Service Desk) can be resumed within required, and agreed, business timescales.

Service Continuity Management - Objectives

- Maintain a set of IT Service Continuity Plans and IT recovery plans that support the overall Business Continuity Plans (BCPs) of the organization
- Complete regular Business Impact Analysis (BIA) exercises to ensure that all continuity plans are maintained in line with changing business impacts and requirements
- Conduct regular Risk Analysis and Management exercises, particularly in conjunction with the business and the Availability Management and Security Management processes, that manage IT services within an agreed level of business risk

Service Continuity Management - Objectives

- Provide advice and guidance to all other areas of the business and IT on all continuity- and recovery-related issues
- Ensure that appropriate continuity and recovery mechanisms are put in place to meet or exceed the agreed business continuity targets
- Assess the impact of all changes on the IT Service Continuity Plans and IT recovery plans
- Ensure that proactive measures to improve the availability of services are implemented wherever it is cost-justifiable to do so
- Negotiate and agree the necessary contracts with suppliers for the provision of the necessary recovery capability to support all continuity plans in conjunction with the Supplier Management process.

Service Continuity Management – KPI‘s

IT services are delivered and can be recovered to meet business objectives:

- Regular audits of the ITSCM Plans to ensure that, at all times, the agreed recovery requirements of the business can be achieved
- All service recovery targets are agreed and documented in SLAs and are achievable within the ITSCM Plans
- Regular and comprehensive testing of ITSCM Plans
- Regular reviews are undertaken, at least annually, of the business and IT continuity plans with the business areas

Service Continuity Management – KPI‘s

- Negotiate and manage all necessary ITSCM contracts with third party
- Overall reduction in the risk and impact of possible failure of IT services.

Awareness throughout the organizations of the plans:

- Ensure awareness of business impact, needs and requirements throughout IT
- Ensure that all IT service areas and staff are prepared and able to respond to an invocation of the ITSCM Plans
- Regular communication of the ITSCM objectives and responsibilities within the appropriate business and IT service areas.

Information Security Management - goal

The goal of the ISM process is to align IT security with business security and ensure that information security is effectively managed in all service and Service Management activities

For most organizations, the security objective is met when:

- Information is available and usable when required, and the systems that provide it can appropriately resist attacks and recover from or prevent failures (availability)
- Information is observed by or disclosed to only those who have a right to know (confidentiality)
- Information is complete, accurate and protected against unauthorized modification (integrity)
- Business transactions, as well as information exchanges between enterprises, or with partners, can be trusted (authenticity and non-repudiation).

Information Security Management - Scope

The ISM process should be the focal point for all IT security issues, and must ensure that an Information Security Policy is produced, maintained and enforced that covers the use and misuse of all IT systems and services. ISM needs to understand the total IT and business security environment, including the:

- Business Security Policy and plans
- Current business operation and its security requirements
- Future business plans and requirements
- Legislative requirements
- Obligations and responsibilities with regard to security contained within SLAs
- The business and IT risks and their management.

Information Security Management - ISP

The policy should cover all areas of security, be appropriate, meet the needs of the business and should include:

- An overall Information Security Policy
- Use and misuse of IT assets policy
- An access control policy
- A password control policy
- An e-mail policy
- An internet policy
- An asset disposal policy.
- An anti-virus policy
- An information classification policy
- A document classification policy
- A remote access policy
- A policy with regard to supplier access of IT service,
- information and components

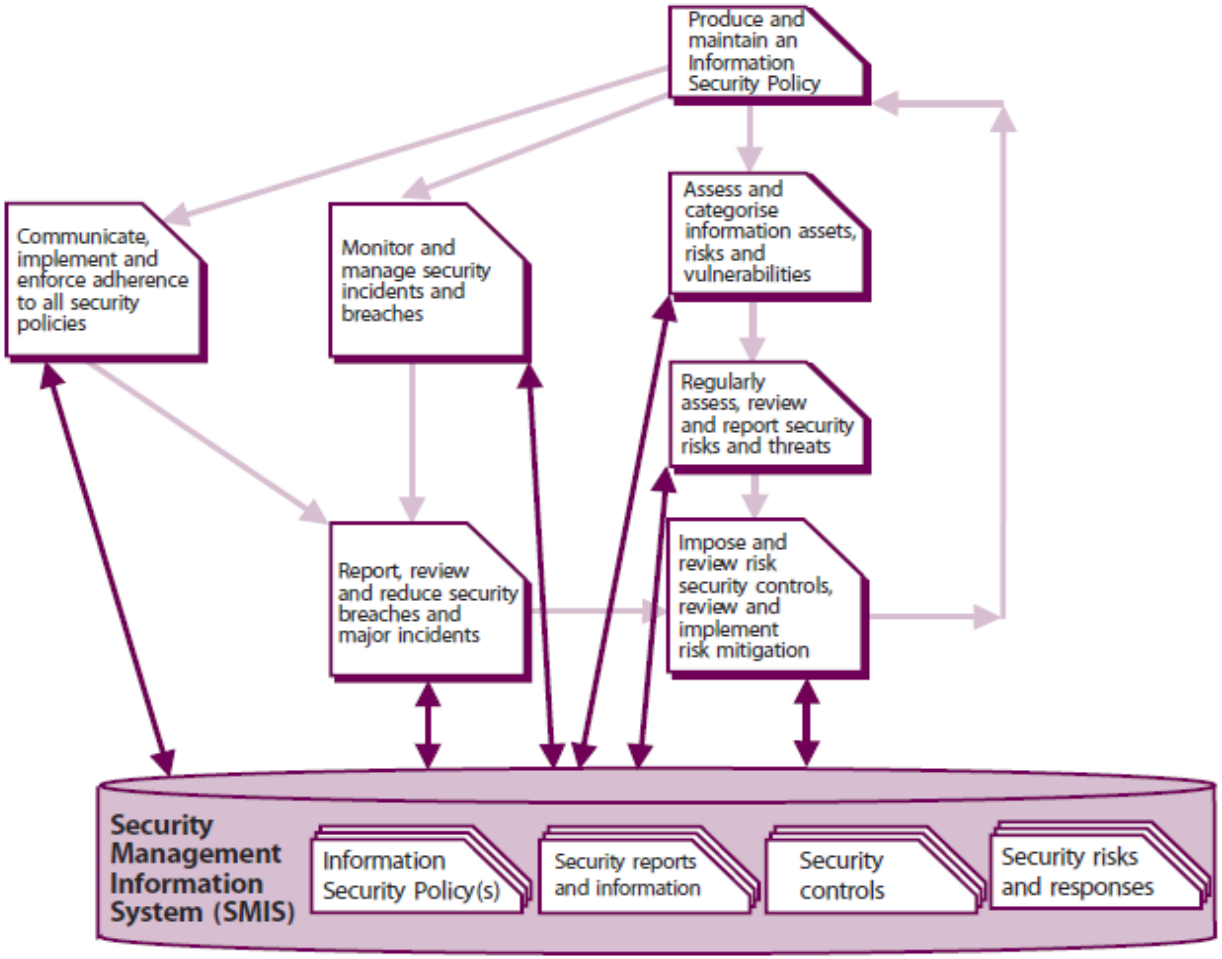
Information Security Management - KPI

- **Business protected against security violations:**
  - Percentage decrease in security breaches reported to the Service Desk
  - Percentage decrease in the impact of security breaches and incidents
  - Percentage increase in SLA conformance to security clauses.
- **The determination of a clear and agreed policy, integrated with the needs of the business: decrease in the number of non-conformances of the ISM process with the business security policy and process.**
- **Security procedures that are justified, appropriate and supported by senior management:**
  - Increase in the acceptance and conformance of security procedures
  - Increased support and commitment of senior management.

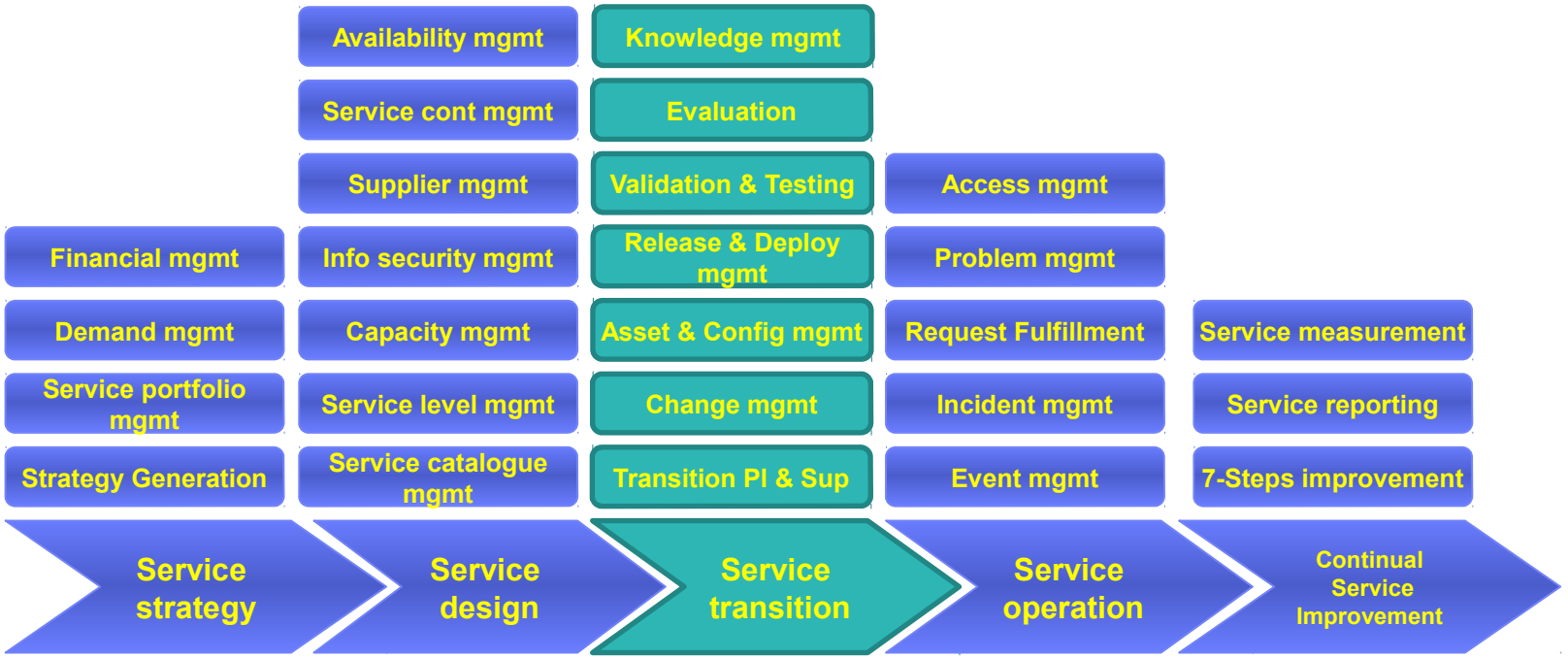
Information Security Management - KPI

- **A mechanism for improvement:**
  - The number of suggested improvements to security procedures and controls
  - Decrease in the number of security nonconformance detected during audits and security testing.
- **Information security is an integral part of all IT services and all ITSM processes: increase in the number of services and processes conformant with security procedures and controls.**
- **Effective marketing and education in security requirements, IT staff awareness of the technology supporting the services:**
  - Increased awareness of the security policy and its contents, throughout the organization
  - Percentage increase in completeness of the technical Service Catalogue against IT components supporting the services
  - Service Desk supporting all services.

Information Security Management



Processes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Continual Service Improvement

Evaluation Management - Objectives

The goal of evaluation is to set stakeholder expectations correctly and provide effective and accurate information to Change Management to make sure changes that adversely affect service capability and introduce risk are not transitioned unchecked.

The objective is to:

- Evaluate the intended effects of a service change and as much of the unintended effects as is reasonably practical given capacity, resource and organizational constraints
- Provide good quality outputs from the evaluation process so that Change Management can expedite an effective decision about whether a service change is to be approved or not.

Evaluation Management – Policies

The following policies apply to the evaluation process:

- Service Designs or service changes will be evaluated before being transitioned.
- Any deviation between predicted and actual performance will be managed by the customer or customer representative by accepting the change even
- though actual performance is different to what was predicted; rejecting the change; or requiring a new change to be implemented with revised predicted
- performance agreed in advance. No other outcomes of evaluation are allowed.
- An evaluation shall not be performed without a customer engagement package.

Evaluation Management - Principals

The following principles shall guide the execution evaluation process:

- As far as is reasonably practical, the unintended as well as the intended effects of a change need to be identified and their consequences understood and considered.
- A service change will be fairly, consistently, openly and, wherever possible, objectively evaluated.

Evaluation Management - KPI

The customer/business KPIs are:

- Variance from service performance required by customers (minimal and reducing)
- Number of incidents against the service (low and reducing).

The internal KPIs include:

- Number of failed designs that have been transitioned (zero)
- Cycle time to perform an evaluation (low and reducing).

Asset and Configuration Management - Purpose

The purpose of SACM is to:

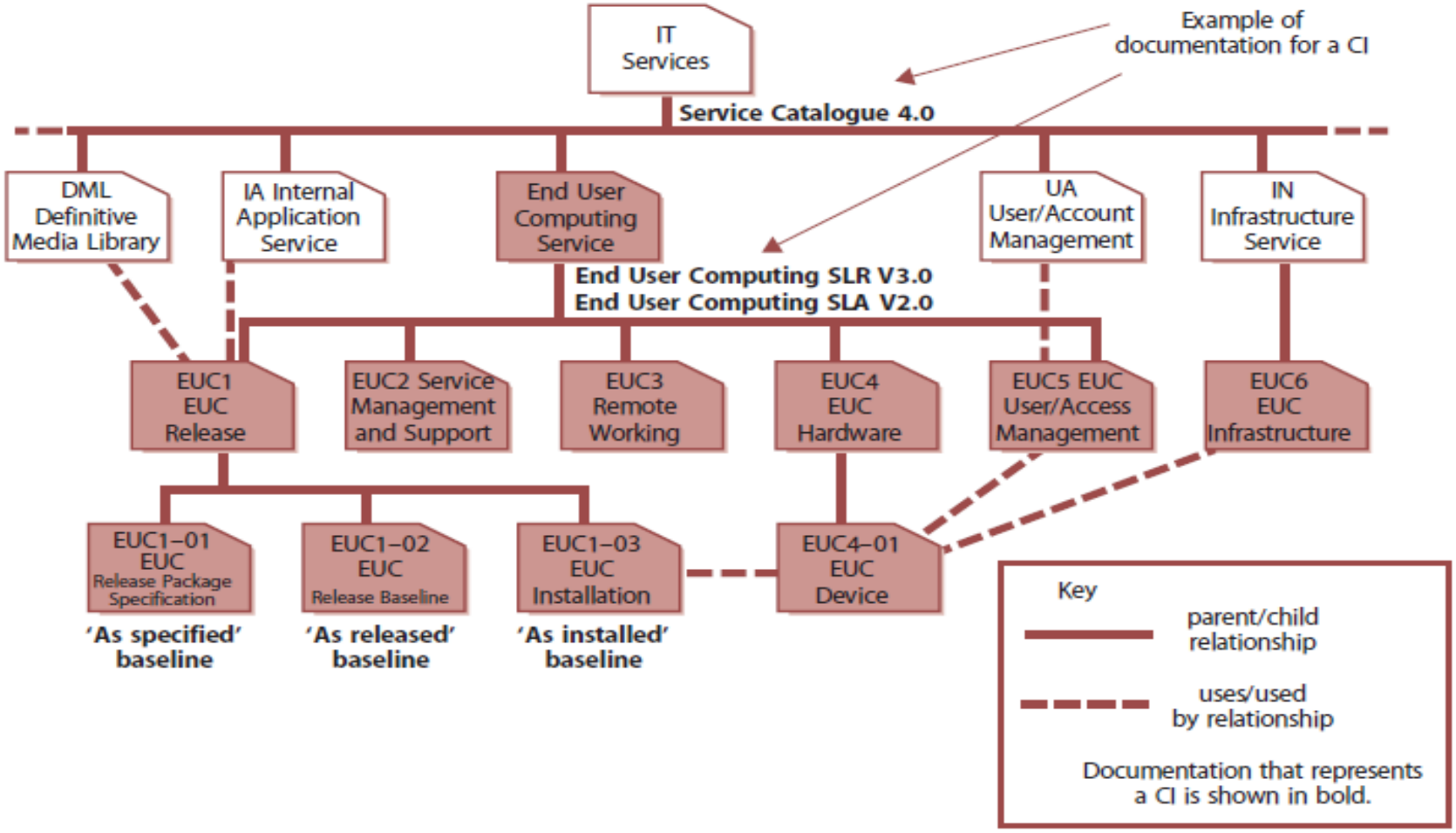
- Identify, control, record, report, audit and verify service assets and configuration items, including versions, baselines, constituent components, their attributes,
- and relationships
- Account for, manage and protect the integrity of service assets and configuration items (and, where appropriate, those of its customers) through the
- service lifecycle by ensuring that only authorized components are used and only authorized changes are made
- Protect the integrity of service assets and configuration items (and, where appropriate, those of its customers) through the service lifecycle
- Ensure the integrity of the assets and configurations required to control the services and IT infrastructure by establishing and maintaining an accurate and complete Configuration Management System.

Asset and Configuration Management - Goal

The goals of Configuration Management are to:

- Support the business and customer's control objectives and requirements
- Support efficient and effective Service Management processes by providing accurate configuration information to enable people to make decisions at the right time, e.g. to authorize change and releases, resolve incidents and problems faster.
- Minimize the number of quality and compliance issues caused by improper configuration of services and assets
- Optimize the service assets, IT configurations, capabilities and resources.

Asset and Configuration Management



Asset and Configuration Management - KPI

In order to optimize the cost and performance of the service assets and configurations the following measures are applicable:

- Percentage improvement in maintenance scheduling over the life of an asset (not too much, not too late)
- Degree of alignment between provided maintenance and business support
- Assets identified as the cause of service failures
- Improved speed for incident management to identify faulty CIs and restore service
- Impact of incidents and errors affecting particular CI types, e.g. from particular suppliers or development groups, for use in improving the IT services
- Percentage re-use and redistribution of under-utilized resources and assets

Asset and Configuration Management - KPI

- Degree of alignment of insurance premiums with business needs
- Ratio of used licences against paid for licences (should be close to 100%)
- Average cost per user for licences (i.e. more effective charging options achieved)
- Achieved accuracy in budgets and charges for the assets utilized by each customer or business unit
- Percentage reduction in business impact of outages and incidents caused by poor Asset and Configuration Management
- Improved audit compliance.

Transition and Planning Support - Purpose

The purpose of the Transition Planning and Support activities is to:

- Plan appropriate capacity and resources to package a release, build, release, test, deploy and establish the new or changed service into production
- Provide support for the Service Transition teams and people
- Plan the changes required in a manner that ensures the integrity of all identified customer assets, service assets and configurations can be maintained as they evolve through Service Transition
- Ensure that Service Transition issues, risks and deviations are reported to the appropriate stakeholders and decision makers
- Coordinate activities across projects, suppliers and service teams where required.

Transition and Planning Support - Goal

The goals of Transition Planning and Support are to:

- Plan and coordinate the resources to ensure that the requirements of Service Strategy encoded in Service Design are effectively realized in Service Operations
- Identify, manage and control the risks of failure and disruption across transition activities.

Transition and Planning Support - Scope

The scope of the Service Transition Planning and Support activities includes:

- Incorporating design and operation requirements into the transition plans
- Managing and operating Transition Planning and Support activities
- Maintaining and integrating Service Transition plans across the customer, service and contract portfolios
- Managing Service Transition progress, changes, issues, risks and deviations
- Quality review of all Service Transition, release and deployment plans
- Managing and operating the transition processes, supporting systems and tools
- Communications with customers, users and stakeholders
- Monitoring and improving Service Transition performance.

Transition and Planning Support - KPI

Primary key performance indicators (KPIs) for Transition Planning and Support include:

- The number of releases implemented that met the customer's agreed requirements in terms of cost, quality, scope, and release schedule (expressed as a percentage of all releases)
- Reduced variation of actual vs predicted scope, quality, cost and time
- Increased customer and user satisfaction with plans and communications that enable the business to align their activities with the Service Transition plans
- Reduction in number of issues, risks and delays caused by inadequate planning.

Transition and Planning Support - KPI

Other KPIs for an effective transition and support process include:

- Improved Service Transition success rate through improved scope and integration of the planning activities
- Better management information on the predicted vs actual performance and cost of Service Transition
- Improved efficiency and effectiveness of the processes and supporting systems, tools, knowledge, information and data to enable the transition of new and changed services, e.g. sharing tool licences
- Reduction in time and resource to develop and maintain integrated plans and coordination activities
- Project and service team satisfaction with the Service Transition practices.

Knowledge Management – Goal/Objectives

The purpose of Knowledge Management is to ensure that the right information is delivered to the appropriate place or competent person at the right time to enable informed decision.

The objectives of Knowledge Management include:

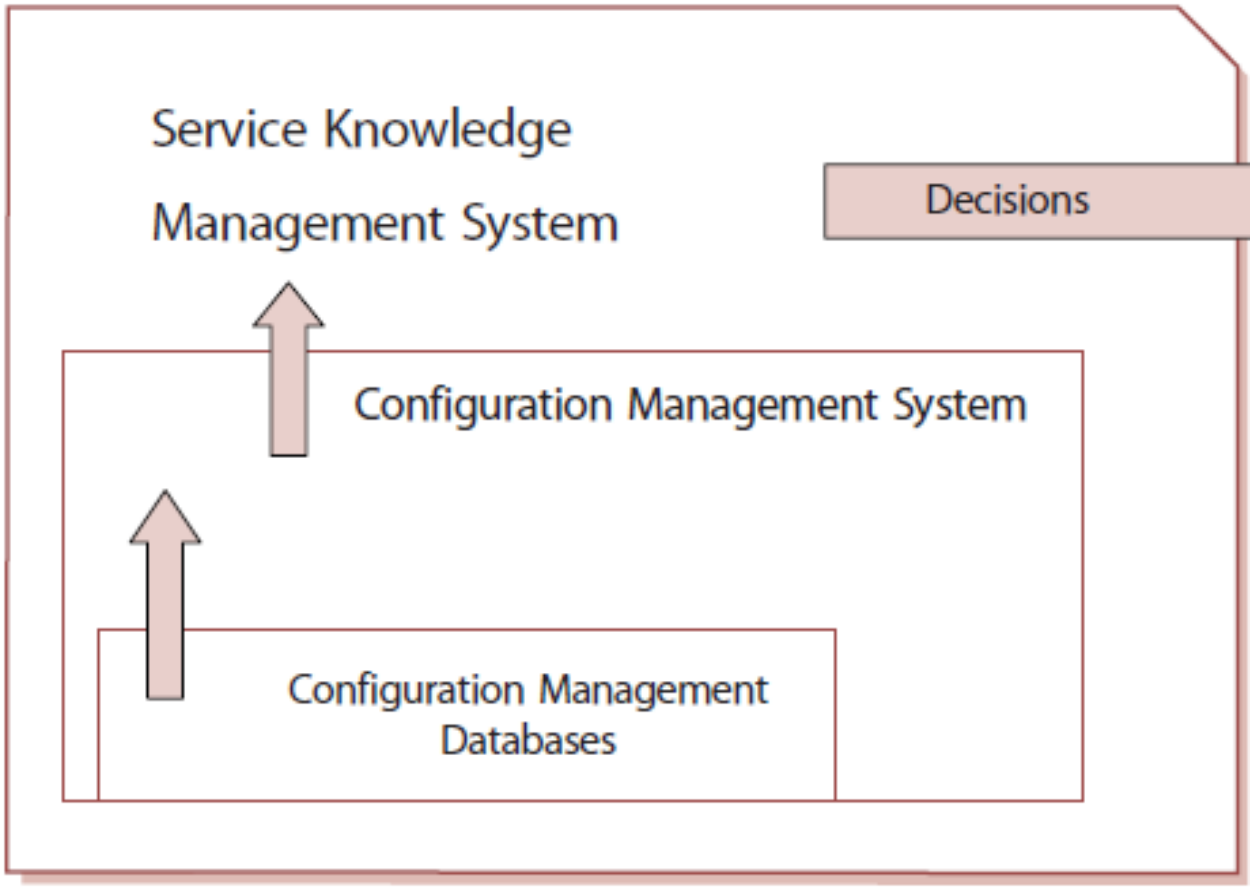
- Enabling the service provider to be more efficient and improve quality of service, increase satisfaction and reduce the cost of service
- Ensuring staff have a clear and common understanding of the value that their services provide to customers and the ways in which benefits are realized from the use of those services
- Ensuring that, at a given time and location, service provider staff have adequate information on:
  - Who is currently using their services
  - The current states of consumption
  - Service delivery constraints
  - Difficulties faced by the customer in fully realizing the benefits expected from the service.

Knowledge Management - Principals

Knowledge Management is typically displayed within the Data–to–Information–to–Knowledge–to–Wisdom (DIKW) structure.

- **Data** is a set of discrete facts about events.
- **Information** comes from providing context to data.
- **Knowledge** is composed of the tacit experiences, ideas, insights, values and judgements of individuals.
- **Wisdom** gives the ultimate discernment of the material and having the application and contextual awareness to provide a strong common sense judgement.

Knowledge Management - Relationship



Knowledge Management - KPI

Typical measures for an IT service provider's contribution are:

- Successful implementation and early life operation of new and changed services with few knowledge-related errors
- Increased responsiveness to changing business demands, e.g. higher percentage of queries and question solved via single access to internet/intranet through use of search and index systems such as Google
- Improved accessibility and management of standards and policies
- Knowledge dissemination
- Reduced time and effort required to support and maintain services
- Reduced time to find information for diagnosis and fixing incidents and problems
- Reduced dependency on personnel for knowledge.

Validation and Testing Management - Goal

The underlying concept to which Service Testing and Validation contributes is quality assurance.
The purpose of the Service Validation and Testing process is to:

- Plan and implement a structured validation and test process that provides objective evidence that the new or changed service will support the customer's business and stakeholder requirements, including the agreed service levels
- Quality assure a release, its constituent service components, the resultant service and service capability delivered by a release
- Identify, assess and address issues, errors and risks throughout Service Transition.

Validation and Testing Management - KPI

The business will judge testing performance as a component of the Service Design and transition stages of the service lifecycle. Specifically, the effectiveness of testing in delivering to the business can be judged through:

- Early validation that the service will deliver the predicted value that enables early correction
- Reduction in the impact of incidents and errors in live that are attributable to newly transitioned services
- More effective use of resource and involvement from the customer/business
- Reduced delays in testing that impact the business
- Increased mutual understanding of the new or changed service
- Clear understanding of roles and responsibilities associated with the new or changed service between the customers, users and service provider
- Cost and resources required from user and customer involvement (e.g. user acceptance testing).

Validation and Testing Management – KPI (internal)

The testing function and process itself must strive to be effective and efficient, and so measures of its effectiveness and costs need to be taken. These include:

- Effort and cost to set up a testing environment
- Effort required to find defects – i.e. number of defects (by significance, type, category etc.) compared with testing resource applied
- Reduction of repeat errors – feedback from testing ensures that corrective action within design and transition (through CSI) prevents mistakes from being repeated in subsequent releases or services
- Reduced error/defect rate in later testing stages or production
- Re-use of testing data
- Percentage incidents linked to errors detected during testing and released into live
- Percentage errors at each lifecycle stage
- Number and percentage of errors that could have been discovered in testing

Validation and Testing Management – KPI (internal)

- Number and percentage of errors that could have been discovered in testing
- Testing incidents found as percentage of incidents occurring in live operations
- Percentage of faults found in earlier assessment stages
  - since remedial costs accelerate steeply for correction in later stages of transition
- Number of known errors documented in earlier testing phases

Release and Deployment Management - Purpose

Release and Deployment Management aims to build, test and deliver the capability to provide the services specified by Service Design and that will accomplish the stakeholders' requirements and deliver the intended objectives.

The purpose of Release and Deployment Management is to:

- Define and agree release and deployment plans with customers and stakeholders
- Ensure that each release package consists of a set of related assets and service components that are compatible with each other
- Ensure that integrity of a release package and its constituent components is maintained throughout the transition activities and recorded accurately in the CMS
- Ensure that all release and deployment packages can be tracked, installed, tested, verified, and/or uninstalled or backed out if appropriate

Release and Deployment Management

- Ensure that all release and deployment packages can be tracked, installed, tested, verified, and/or uninstalled or backed out if appropriate
- Ensure that organization and stakeholder change is managed during the release and deployment activities.
- Record and manage deviations, risks, issues related to the new or changed service and take necessary corrective action
- Ensure that there is knowledge transfer to enable the customers and users to optimize their use of the service to support their business activities
- Ensure that skills and knowledge are transferred to operations and support staff to enable them to effectively and efficiently deliver, support and maintain the service according to required warranties and service levels

Release and Deployment Management - Objective

The objective of Release and Deployment Management is to ensure that:

- There are clear and comprehensive release and deployment plans that enable the customer and business change projects to align their activities with these plans
- A release package can be built, installed, tested and deployed efficiently to a deployment group or target environment successfully and on schedule
- A new or changed service and its enabling systems, technology and organization are capable of delivering the agreed service requirements, i.e. utilities, warranties and service levels
- There is minimal unpredicted impact on the production services, operations and support organization
- Customers, users and Service Management staff are satisfied with the Service Transition practices and outputs, e.g. user documentation and training.

Release and Deployment Management - KPI

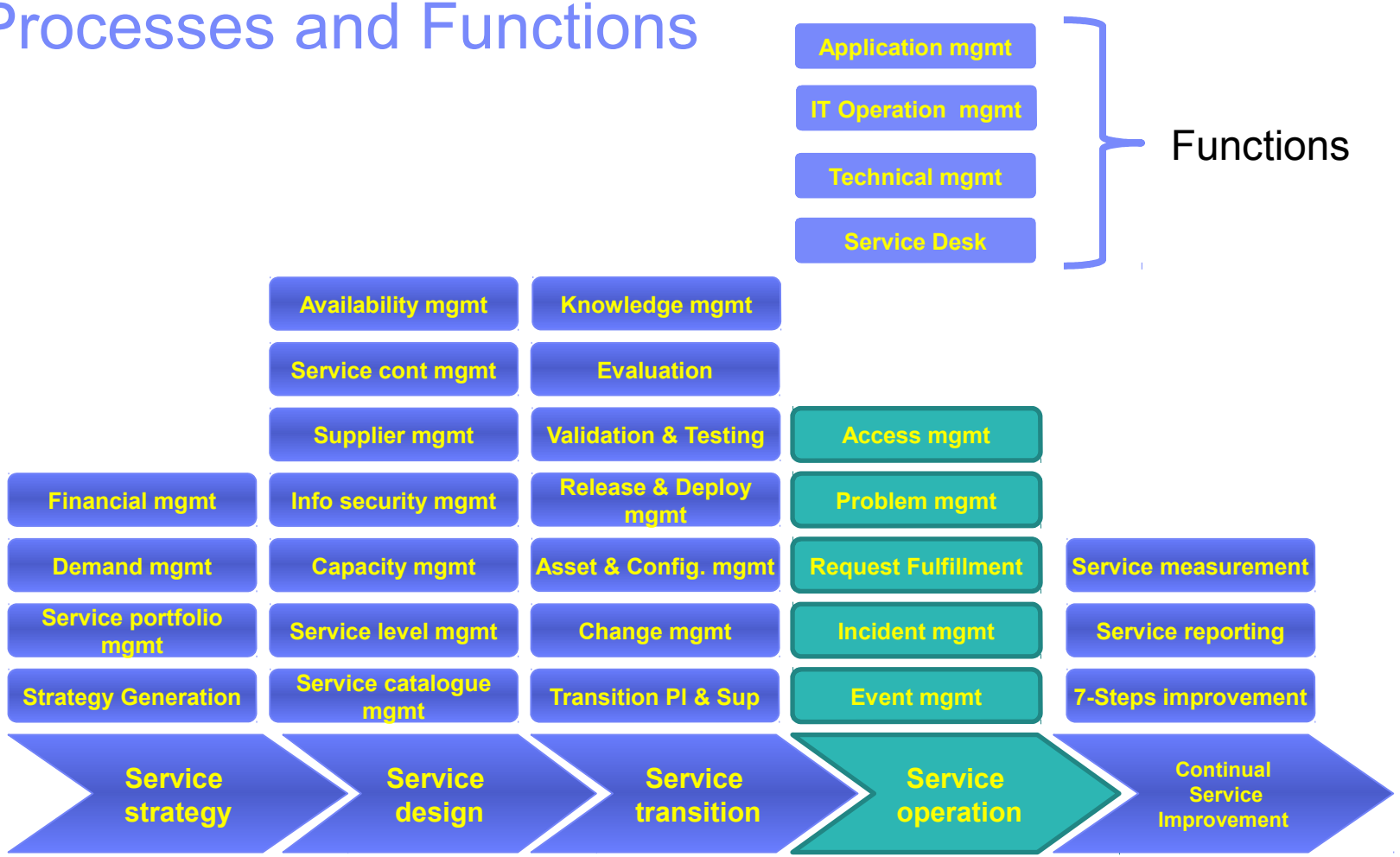
- Business view
  - Variance from service performance required by customers (minimal and reducing)
  - Number of incidents against the service (low and reducing)
  - Increased customer and user satisfaction with the services delivered
  - Decreased customer dissatisfaction – service issues resulting from poorly tested or untested services increases the negative perception on the service provider organization as a whole

- Provider view
  - Reduced resources and costs to diagnose and fix incidents and problems in deployment and production
  - Increased adoption of the Service Transition common framework of standards, re-usable processes and supporting documentation
  - Reduced discrepancies in configuration audits compared with the real world.

Release and Deployment Management – Risk

- Poorly defined scope and understanding of dependencies in earlier lifecycle stages leading to scope creep during release and deployment
- Using staff that are not dedicated to release and deployment activities, especially if the effort is a significant amount of their time
- Management:
  - Management incompetence
  - Inadequate corporate policies, e.g. security, software licensing
  - Inadequate adoption of management practices
  - Poor leadership
- Finances:
  - Shortage of finances
  - Delays move deployment into different financial year
  - Lack of clarity on funding for changes/fixes during transition

Processes and Functions



Access Management - Purpose/goal/objective

- Access Management is the process of granting authorized users the right to use a service, while preventing access to non-authorized users. It has also been referred to as Rights Management or Identity Management in different organisations.

- Access Management provides the right for users to be able to use a service or group of services. It is therefore the execution of policies and actions defined in Security and Availability Management.

Access Management - Scope

- effectively the execution of both Availability and Information Security Management.
- ensures that users are given the right.
- process that is executed by all Technical and Application Management functions.
- there is likely to be a single control point of coordination, usually in IT Operations Management or on the Service Desk.
- can be initiated by a Service Request through the Service Desk.

Access Management - Metrics

Metrics that can be used to measure the efficiency and effectiveness of Access Management include:

- Number of requests for access (Service Request, RFC, etc.)
- Instances of access granted, by service, user, department, etc.
- Instances of access granted by department or individual granting rights
- Number of incidents requiring a reset of access rights
- Number of incidents caused by incorrect access settings.

Request Fulfillment - Purpose/goal/objective

Request Fulfilment is the processes of dealing with Service Requests from the users. The objectives of the Request Fulfilment process include:

- To provide a channel for users to request and receive standard services for which a pre-defined approval and qualification process exists
- To provide information to users and customers about the availability of services and the procedure for obtaining them
- To source and deliver the components of requested standard services (e.g. licences and software media)
- To assist with general information, complaints or comments.

Request Fulfillment – Value/Scope

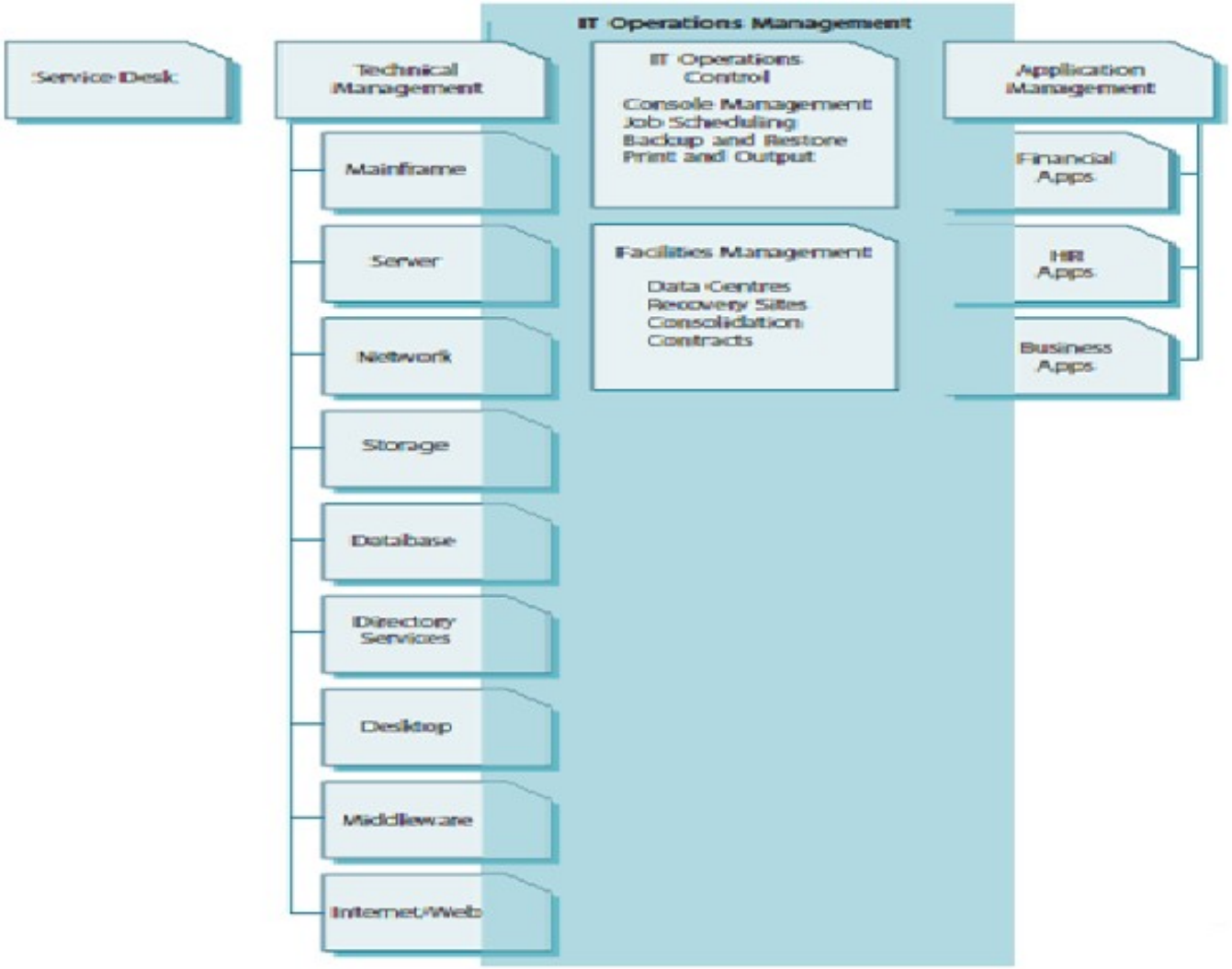
- The value of Request Fulfilment is to provide quick and effective access to standard services which business staff can use to improve their productivity or the quality of business services and products.
- The process needed to fulfil a request will vary depending upon exactly what is being requested – but can usually be broken down into a set of activities that have to be performed.
- The organization can chose to widen the scope of the Service Desk to expand upon just IT-related issues and use the desk as a focal point for other types or request for service
- In some organization Request are handeled as particular type of inicident, an incident is usually an unplanned event whereas a Service Request is usually something that can and should be planned

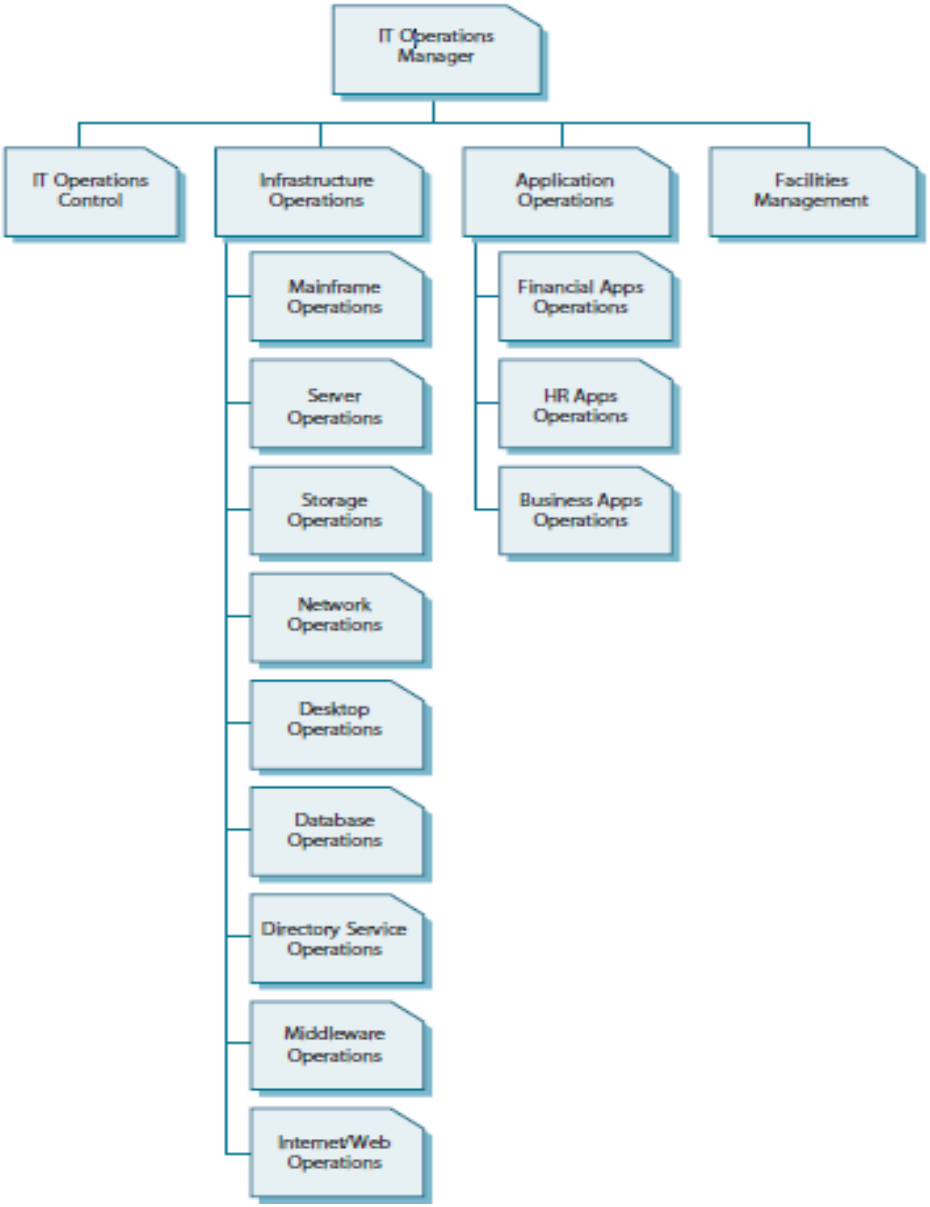
Request Fulfillment - Metrics

The metrics needed to judge the effectiveness and efficiency of Request Fulfilment will include the following (each metric will need to be broken down by request type, within the period):

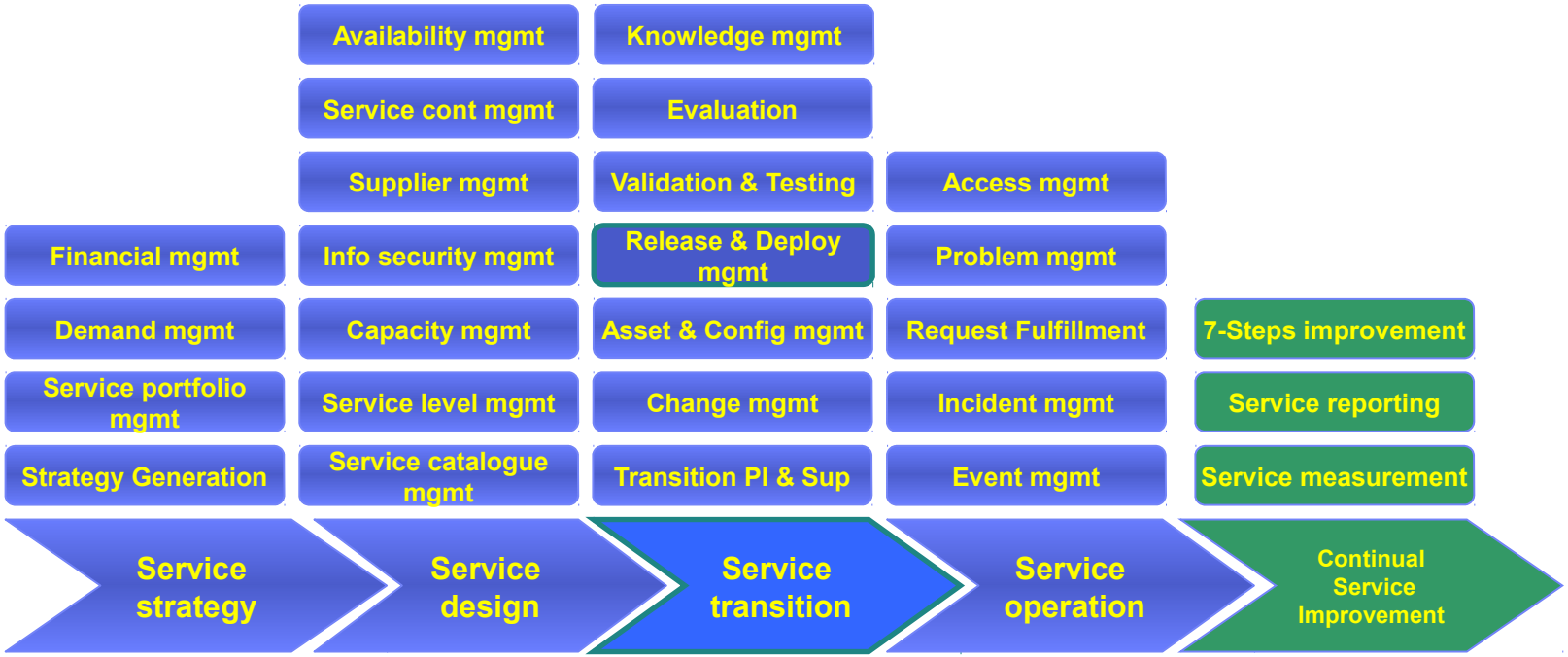
- The total number of Service Requests (as a control measure)
- Breakdown of service requests at each stage (e.g. logged, WIP, closed, etc.)
- The size of current backlog of outstanding Service Requests
- The mean elapsed time for handling each type of Service Request
- The number and percentage of Service Requests completed within agreed target times
- The average cost per type of Service Request
- Level of client satisfaction with the handling of Service Requests (as measured in some form of satisfaction survey).

IT Operation Functions




IT Operations Manager
IT Operations Control
Infrastructure Operations
Application Operations
Facilities Management
Mainframe Operations
Server Operations
Storage Operations
Network Operations
Desktop Operations
Database Operations
Directory Service Operations
Middleware Operations
Internet/Web Operations
Financial Apps Operations
HR Apps Operations
Business Apps Operations

Continual Service Improvement - Processes



Contracts are used to define:

A. The provision of IT services or business services by a Service Provider
B. The provision of goods and services by Suppliers
C. Service Levels that have been agreed between the Service Provider and their Customer
D. Metrics and Critical Success Factors (CSFs) in an external agreement
Answer: B

What would be the next step in the Continual Service Improvement (CSI) Model after:

1. What is the vision?
2. Where are we now?
3. Where do we want to be?
4. How do we get there?
5. Did we get there?
6. ?

A. What is the Return On Investment (ROI)?
B. How much did it cost?
C. How do we keep the momentum going?
D. What is the Value On Investment (VOI)?
Answer: C

Service Transition contains detailed descriptions of which processes?

A. Change Management, Service Asset and Configuration Management, Release and Deployment Management
B. Change Management, Capacity Management, Event Management, Service Request Management
C. Service Level Management, Service Portfolio Management, Service Asset and Configuration Management
D. Service Asset and Configuration Management, Release and Deployment Management, Request Fulfilment
Answer: A

Which of the following options is a hierarchy that is used in Knowledge Management?

A. Wisdom - Information - Data - Knowledge
B. Data - Information - Knowledge - Wisdom
C. Knowledge - Wisdom - Information - Data
D. Information - Data - Knowledge - Wisdom
Answer: B

Within Service Design, what is the key output handed over to Service Transition?

A. Measurement, methods and metrics
B. Service Design Package
C. Service Portfolio Design
D. Process definitions
Answer: B

Which of the following BEST describes a Change Authority?

A. The Change Advisory Board
B. A person that provides formal authorisation for a particular type of change.
C. A role, person or a group of people that provides formal authorisation for a particular type of change.
D. The Change Manager who provides formal authorisation for each change
Answer: C

Which of these statements about Resources and Capabilities is CORRECT?

A. Resources are types of Service Asset and Capabilities are not
B. Resources and Capabilities are both types of Service Asset
C. Capabilities are types of Service Asset and Resources are not
D. Neither Capabilities nor Resources are types of Service Asset
Answer: B

Which of these is the correct set of steps for the Continual Service Improvement Model?

A. Devise a strategy; Design the solution; Transition into production; Operate the solution; Continually Improve
B. Where do we want to be?; How do we get there?; How do we check we arrived?; How do we keep the momentum going?
C. Identify the required business outcomes; Plan how to achieve the outcomes; Implement the plan; Check the plan has been properly implemented; Improve the solution
D. What is the vision?; Where are we now?; Where do we want to be?; How do we get there?; Did we get there?; How do we keep the momentum going?
Answer: D

Which of the following is NOT one of the five individual aspects of Service Design?

A. The design of the Service Portfolio, including the Service Catalogue
B. The design of new or changed services
C. The design of Market Spaces
D. The design of the technology architecture and management systems
Answer: C

Which of the following statements is INCORRECT?
The Service Owner:

A. Is responsible for the day-to-day monitoring and operation of the service they own
B. Is responsible for continual improvement and the management of change affecting the service they own
C. Is a primary stakeholder in all of the underlying IT processes which support the service they own
D. Is accountable for a specific service within an organization
Answer: A

A Process Owner has been identified with an "I" in a RACI matrix. Which of the following would be expected of them?

A. Tell others about the progress of an activity
B. Perform an activity
C. Be kept up to date on the progress of an activity
D. Manage an activity
Answer: C

Which of the following is MOST concerned with the design of new or changed services?

A. Change Management
B. Service Transition
C. Service Strategy
D. Service Design
Answer: D

Which of the following is NOT a benefit of using public frameworks and standards?

A. Knowledge of public frameworks is more likely to be widely distributed
B. They are always free ensuring they can be implemented quickly
C. They are validated across a wide range of environments making them more robust
D. They make collaboration between organizations easier by giving a common language
Answer: B

Which of the following BEST describes the goal of Access Management?

A. To provide a channel for users to request and receive standard services
B. Provides the rights for users to be able to use a service or group of services
C. To prevent Problems and resulting Incidents from happening
D. To detect security events and make sense of them
Answer: B

Which of the following is an objective of Release and Deployment Management?

A. To standardize methods and procedures used for efficient and prompt handling of all Changes
B. To ensure all changes to Service Assets and Configuration Items (CIs) are recorded in the Configuration Management System (CMS)
C. To ensure that overall business risk of Change is optimized
D. To define and agree release and deployment plans with customers and stakeholders
Answer: D

Ensuring that the confidentiality, integrity and availability of the services are maintained to the levels agreed on the Service Level Agreement (SLA) is the responsibility of which role?

A. The Service Level Manager
B. The Configuration Manager
C. The Change Manager
D. The Information Security Manager
Answer: D

In terms of adding value to the business, which of the following describes Service Operation's contribution?

A. The cost of the service is designed, predicted and validated
B. Measures for optimization are identified
C. Service value is modelled
D. Service value is actually seen by customers
Answer: D

A consultant has made two recommendations to you in a report:

1. To include legal terminology in your Service Level Agreements(SLAs)
2. It is not necessary to be able to measure all the targets in an SLA

Which of the recommendations conform to Service Level Management good practice?

A. 1 only
B. 2 only
C. Both of the above
D. Neither of the above

Answer: D

Which stage of the Change Management process deals with what should be done if the change is unsuccessful?

A. Remediation Planning
B. Categorization
C. Prioritization
D. Review and Close
Answer: A

Which of the following is the BEST description of a relationship in Service Asset and Configuration Management?

A. Describes the topography of the hardware
B. Describes how the Configuration Items (CIs) work together to deliver the services
C. Defines which software should be installed on a particular piece of hardware
D. Defines how version numbers should be used in a release
Answer: B

Which of the following would a Major Problem Review examine?

1. Things that were done correctly
2. Those things that were done incorrectly
3. How to prevent recurrence
4. What could be done better in the future

A. 1 only
B. 2 and 3 only
C. 1, 2 and 4 only
D. All of the above
Answer: D

Which process is responsible for eliminating recurring incidents and minimizing the impact of incidents that cannot be prevented?

A. Service Level Management
B. Problem Management
C. Change Management
D. Event Management
Answer: B

Which process will regularly analyze incident data to identify discernable trends?

A. Service Level Management
B. Problem Management
C. Change Management
D. Event Management
Answer: B

Which process is primarily supported by the analysis of Patterns of Business Activity (PBA)?

A. Availability Management
B. Demand Management
C. Financial Management
D. Service Level Management
Answer: B

As a strategic tool for assessing the value of IT services, Financial Management applies to which of the following service provider types?

1. An internal service provider embedded within a business unit
2. An internal service provider that provides shared IT services
3. An external service provider

A. All of the above
B. 1 and 2 only
C. 1 and 3 only
D. 2 and 3 only
Answer: A

Which of the following statements is CORRECT?

A. IT Service Continuity Management can only take place once Business Continuity Management has been established
B. Where Business Continuity Management is established, business continuity considerations should form the focus for IT Service Continuity Management
C. Business Continuity Management and IT Service Continuity Management must be established at the same time
D. IT Service Continuity Management is not required when IT is outsourced to a third party provider
Answer: B

Configuration Management Databases (CMDBs) and the Configuration Management System (CMS) are both elements of what larger entity?

A. The Asset Register
B. The Service Knowledge Management System
C. The Known Error Database
D. The Information Management System
Answer: B

Which of the following is NOT an objective of Continual Service Improvement?

A. Review and analyse Service Level Achievement results
B. Identify activities to improve the efficiency of service management processes
C. Improve the cost effectiveness of IT services without sacrificing customer satisfaction
D. Conduct activities to deliver and manage services at agreed levels to business users
Answer: D

Which of the following Availability Management activities are considered to be proactive as opposed to reactive?

1. Risk assessment
2. Testing of resilience mechanisms
3. Monitoring of component availability

A. All of the above
B. 1 and 2 only
C. 1 and 3 only
D. 2 and 3 only
Answer: B

Customer perceptions and business outcomes help to define what?

A. The value of a service
B. Customer satisfaction
C. Total Cost of Ownership (TCO)
D. Key Performance Indicators (KPIs)
Answer: A

Undertaking a gap analysis is a key activity within which part of the Deming Cycle for improving services and service management processes?

A. Plan
B. Do
C. Check
D. Act
Answer: A