

# CONTENTS

<b>Chapter 1: Key concepts of service management .....</b>	<b>16</b>
 Why is service management important? .....	16
 Why use ITIL® for service management?.....	17
 A brief history of ITIL .....	18
 Why has ITIL been successful? .....	19
 Value .....	21
 Service management .....	22
 Service management as a professional practice.....	23
 Organisation.....	24
 Co-creation .....	26
<b>Chapter 2: Service management roles .....</b>	<b>28</b>
 Some role considerations .....	28
 Service provider.....	29
 Stakeholder .....	29
 Service relationship .....	30
 Service consumer.....	31
 Using RACI models for role mapping .....	34
<b>Chapter 3: All about services.....</b>	<b>37</b>
 Products and services.....	37
 Outputs and outcomes.....	38

## *Contents*

	Cost and risk .....	40
	Utility and warranty .....	40
<b>Chapter 4: Service relationships.....</b>	<b>43</b>	
	Service offerings .....	43
	Service relationships .....	44
	The service relationship model .....	46
<b>Chapter 5: The four dimensions of service management.....</b>	<b>49</b>	
	Dimension 1: Organizations & people .....	52
	Dimension 2: Information & technology.....	54
	Dimension 3: Partners & suppliers .....	57
	Dimension 4: Value streams & processes .....	61
<b>Chapter 6: The Service Value System.....</b>	<b>67</b>	
<b>Chapter 7: The SVS: Opportunity, demand, value .....</b>	<b>72</b>	
<b>Chapter 8: The SVS: Guiding principles.....</b>	<b>75</b>	
	Guiding principle 1: Focus on value.....	77
	Guiding principle 2: Start where you are.....	79
Guiding principle 3: Progress iteratively with feedback .....	81	
Guiding principle 4: Collaborate and promote visibility .....	83	
Guiding principle 5: Think and work holistically .....	84	
Guiding principle 6: Keep it simple and practical .....	85	
Guiding principle 7: Optimize and automate .....	87	
The benefits of automation .....	88	
Getting ready to automate .....	89	
Service management automation .....	90	

## *Contents*

<b>Chapter 9: The SVS: Governance .....</b>	<b>96</b>
<b>Chapter 10: The SVS: The service value chain.....</b>	<b>98</b>
Activity: Plan .....	101
Activity: Improve.....	102
Activity: Engage .....	104
Activity: Design & transition.....	106
Activity: Obtain/build .....	107
Activity: Deliver & support .....	109
<b>Chapter 11: ITIL practices introduced.....</b>	<b>111</b>
From processes to practices .....	112
Process models.....	114
<b>Chapter 12: General management practices.....</b>	<b>117</b>
Continual improvement .....	118
Practice considerations .....	122
Putting continual improvement to work .....	122
Architecture management .....	124
Practice considerations.....	125
Information security management .....	126
Practice considerations .....	127
Knowledge management.....	128
Practice considerations .....	129
Measurement and reporting .....	130
Practice considerations .....	131
Organisational change management .....	132
Practice considerations .....	134
Portfolio management.....	135
Practice considerations .....	136

## *Contents*

	Project management.....	137
	Practice considerations .....	138
	Relationship management.....	138
	Practice considerations .....	139
	Risk management.....	141
	Practice considerations .....	142
	Service financial management .....	143
	Practice considerations .....	144
	Strategy management.....	145
	Practice considerations .....	146
	Supplier management.....	146
	Service integration and management .....	148
	Practice considerations .....	148
	Workforce and talent management .....	149
	Practice considerations .....	151
<b>Chapter 13: Service management practices .....</b>	<b>153</b>	
	Availability management.....	153
	Practice considerations .....	154
	Business analysis .....	155
	Process considerations .....	156
	Capacity and performance management .....	156
	Practice considerations .....	157
	Change enablement.....	158
	Practice considerations .....	160
	Incident management .....	162

## *Contents*

	Practice considerations .....	163
IT asset management.....	164	
	Practice considerations .....	166
Monitoring and event management .....	167	
	Practice considerations .....	169
Problem management.....	170	
	Practice considerations .....	172
Release management.....	173	
	Practice considerations .....	175
Service catalogue management.....	176	
	Practice considerations .....	177
Service configuration management.....	178	
	Practice considerations .....	180
Service continuity management.....	181	
	Practice considerations .....	184
Service design .....	185	
Design thinking.....	186	
	Practice considerations .....	187
The service desk.....	187	
	Practice considerations .....	189
Service level management .....	190	
	Practice considerations .....	191
Service request management.....	193	
	Practice considerations .....	194
Service validation and testing .....	195	
	Practice considerations .....	196
<b>Chapter 14: Technical management practices .....</b>	<b>197</b>	

## *Contents*

Deployment management .....	197
 Practice considerations .....	198
Infrastructure and platform management.....	198
 Practice considerations .....	199
Software development and management .....	200
 Practice considerations .....	201
<b>Chapter 15: Service management training and qualifications .....</b>	<b>202</b>
The ITIL qualification scheme.....	203
<b>Chapter 16: Multiple-choice exam strategies .....</b>	<b>205</b>
The ITIL Foundation certificate.....	205
Sample exams .....	206
Approaching multiple-choice exams .....	206
<b>Bibliography .....</b>	<b>208</b>
<b>Further reading.....</b>	<b>209</b>