

INSTRUCTOR GUIDE

ITIL® FOUNDATION



ITIL® 4



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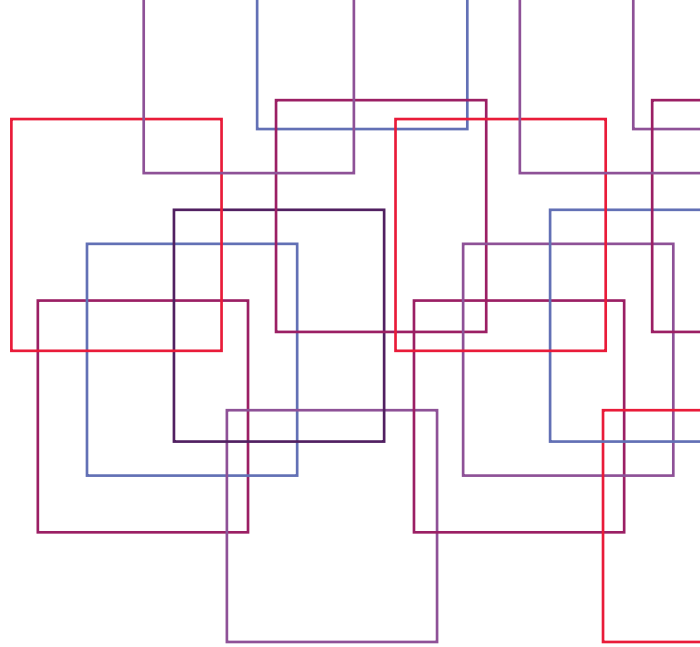
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Acknowledgements

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COURSE INTRODUCTION

Let's Get to Know Each Other

Introduce yourself in the following format:

- Name
- Company
- Role and background
- Familiarity with ITIL 4 core concepts and their practice
- Experience in application development, infrastructure development, and/or operations
- Expectations from this course

Instructor Notes:

Introduce yourself to the class. Further, ask the participants to introduce themselves. Spend around 30 minutes on the introduction round. It helps you know the participants and their background. Further, it helps you understand the questions that will raise in the classroom.

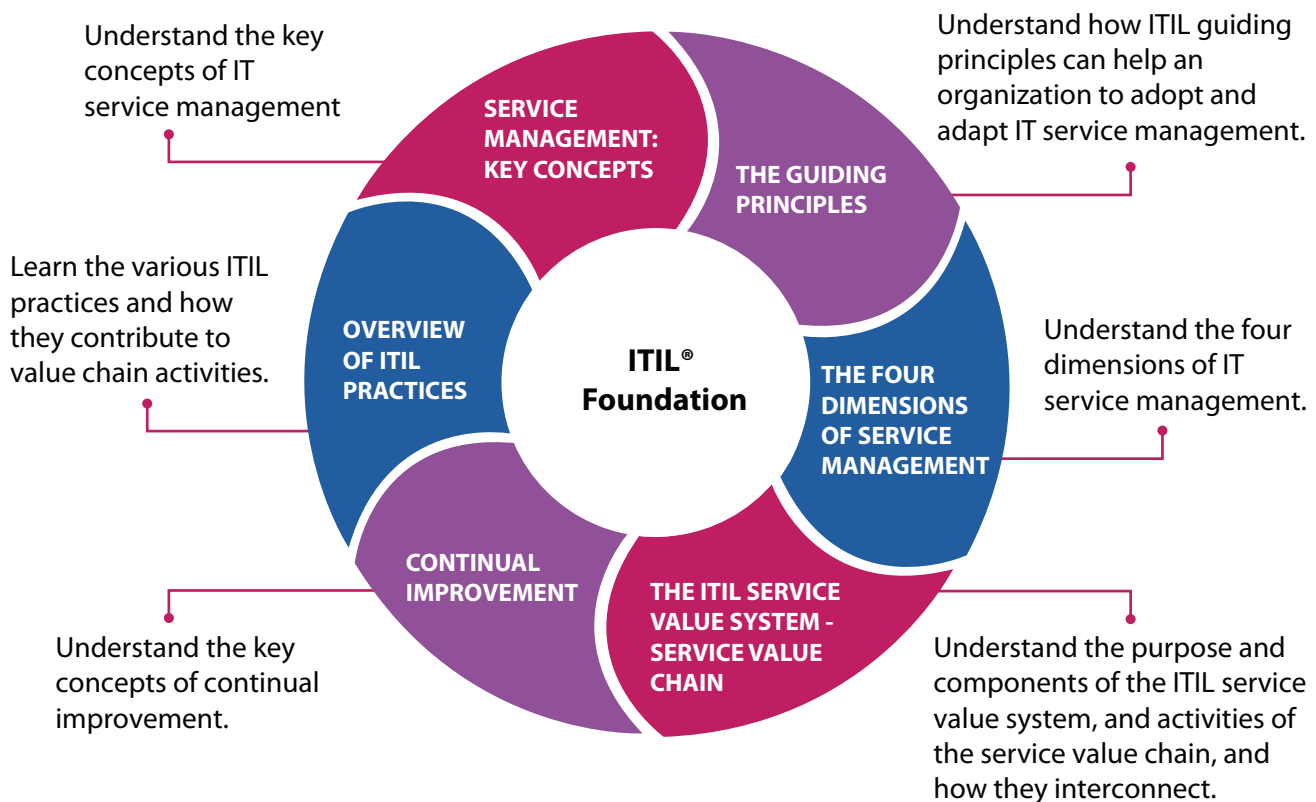
Tell the participants to write down their expectations from the course on a sticky note and attach it to a wall. Discuss the expectations mentioned on stickies, group the stickies, and ensure that throughout the training you tag the topics that have been addressed.

Course Overview

This 2-day course provides learners an extensive introduction to the core concepts of ITIL 4. With the help of ITIL 4 concepts and terminology, group discussions, case study-based activities, and examples included in the course, you will acquire the ITIL 4 Foundation certification from the accredited training organization.

This course is designed to provide learners an extensive understanding of the ITIL 4 principles and to show how they can improve their work and the work of their organization as a whole with the ITIL 4 guidance. The course will inspire you to serve as a change champion by sharing and using what you have learned, and continue to learn, about ITIL 4 to lead and mentor others.

Course Learning Objectives



At the end of the course, you will be able to:

- Understand the key concepts of ITIL service management.
- Understand how ITIL guiding principles can help an organization to adopt and adapt ITIL service management.
- Understand the four dimensions of ITIL service management.
- Understand the purpose and components of the ITIL service value system, and activities of the service value chain, and how they interconnect.
- Understand the key concepts of continual improvement.

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- Learn the various ITIL practices and how they contribute to value chain activities.

Course Structure



Course Modules



Videos



Case Study

Case Study
Discussions and
ActivitiesExam
InformationAdditional
Components

Course Agenda

	Module	Subject	Start	End	Total Time (In hours)
Day 1	01	Introduction and Recap of ITIL 4 based on pre-reading	09:00	10:00	01:00
	02	Service Management: Key Concepts - Part 1	10:00	10:30	00:30
		<i>Morning Tea</i>	10:30	10:45	00:15
	02	Service Management: Key Concepts - Part 2	10:45	11:40	00:55
	03	The Guiding Principles - Part 1	11:40	12:40	01:00
		<i>Lunch</i>	12:40	13:30	00:50
	03	The Guiding Principles - Part 2	13:30	14:10	00:40
	04	The Four Dimensions of Service Management	14:10	15:20	00:70
		<i>Afternoon Tea</i>	15:20	15:35	00:15
	05	The Service Value System and Service Value Chain	15:35	16:40	00:65
		Questions / Debrief Day 1 / Homework	16:40	17:00	00:20
		Total (Less Lunch and Tea)			06:40
		Total			08:00

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Instructor Notes:

Please share this slide on the first day of the training before starting Module 02 of the course.

Day 2	Module	Subject	Start	End	Total Time (In hours)
		Review of Day 1 / Homework	09:00	09:30	00:30
	05	The ITIL Service Value System - Service Value Chain (Contd.)	09:30	10:10	00:40
		<i>Morning Tea</i>	10:10	10:25	00:15
	06	Continual Improvement	10:25	11:10	00:45
	07	Overview of ITIL Practices – Part 1	11:10	12:10	00:60
		<i>Lunch</i>	12:10	13:00	00:50
	07	Overview of ITIL Practices – Part 2	13:00	14:30	00:90
		<i>Afternoon Tea</i>	14:30	14:45	00:15
	07	Overview of ITIL Practices – Part 3	14:45	16:00	00:75
		Day 2 Wrap up / Exam Preparation Guide/ Mock Exam / Advice	16:00	17:00	01:00
		Total (Less Lunch and Tea)			06:40
		Total			08:00

Instructor Notes:

Please share this slide on the second day of the training just after the recap.

Introduction to IT Service Management in the Modern World



<https://player.vimeo.com/video/300692621>

Instructor Notes:

Give a brief introduction of the IT Service Management (ITSM) to the participants. This video talks about the digital transformation and the evolution of ITSM practices, introducing ITIL 4.

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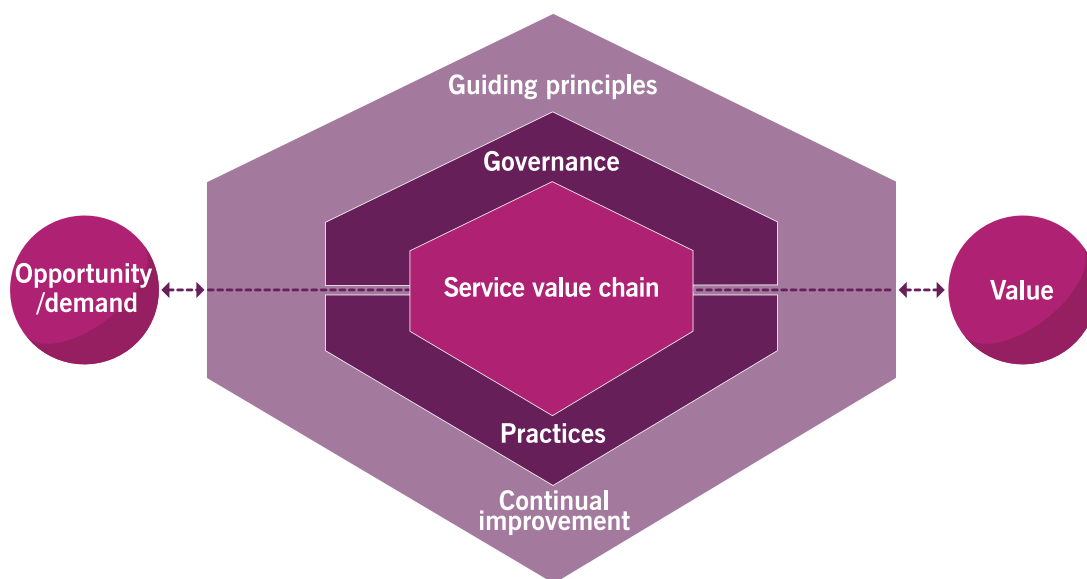
Introduction to ITIL 4

ITIL 4 provides a practical and flexible approach to support various organizations on their journey to the new world of digital transformation.

ITIL 4 provides an end-to-end digital operating model for the delivery and operation of IT-enabled products and services and enables IT teams to continue play an important role in a wider business strategy. ITIL 4 also provides a holistic end-to-end approach that integrates frameworks such as Lean, Agile, and DevOps.

Structure and Benefits of ITIL 4

The following figure shows the structure of the Service Value System.



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The key components of the ITIL 4 framework are the **Service Value System (SVS)** and the **Four Dimensions model**. The SVS represents how the various components and activities of the organization work together to facilitate value creation through IT-enabled services. These services can be combined in a flexible way, which requires integration and coordination to keep the organization consistent. The SVS facilitates the integration and coordination and provides a strong, unified, value-focused direction for the organization.

Case Study: Axle Car Hire



Instructor Notes:

Case study helps to facilitate learning through real-life situations that enable participants to come up with a set of questions that result in an open-ended discussion. These discussions help simplify the complicated problem, improve analytical thinking, and make effective decisions. This will help the learners to transfer/apply what they have learned into practice.

This course uses the exploits of a fictional company “Axle Car Hire” to enable a thorough analysis and understanding of the concepts of ITIL 4. The introduction of the case study is provided as Appendix. Axle Car Hire is transforming to modernize its services and improve its customer satisfaction and retention levels, and is using ITIL 4 to do this. In each module of the course, the employees of Axle will describe how the company is improving its services, and explain how they are using ITIL best practice to do this.

Case Study: The CIO’s Vision for Axle



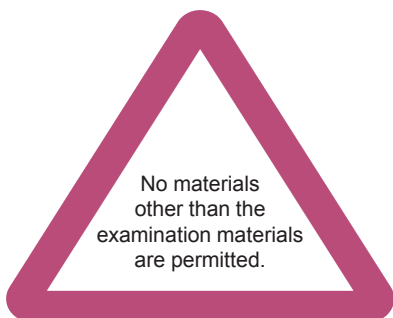
<https://player.vimeo.com/video/300717123>

Henri is the new CIO of Axle Car Hire and he is planning to adopt ITIL 4 along with the new and improve initiatives that Axle is considering. Before moving on, let us hear what message is the CIO of Axle conveying to his employees.

Exam Details

At the end of the course, an exam will be conducted. The exam details are:

- **Bloom Level:** 1 and 2
- **Exam Format:**
 - Close Book format
 - Web-based and paper-based
- **Questions:** 40 Multiple Choice Questions (MCQs)



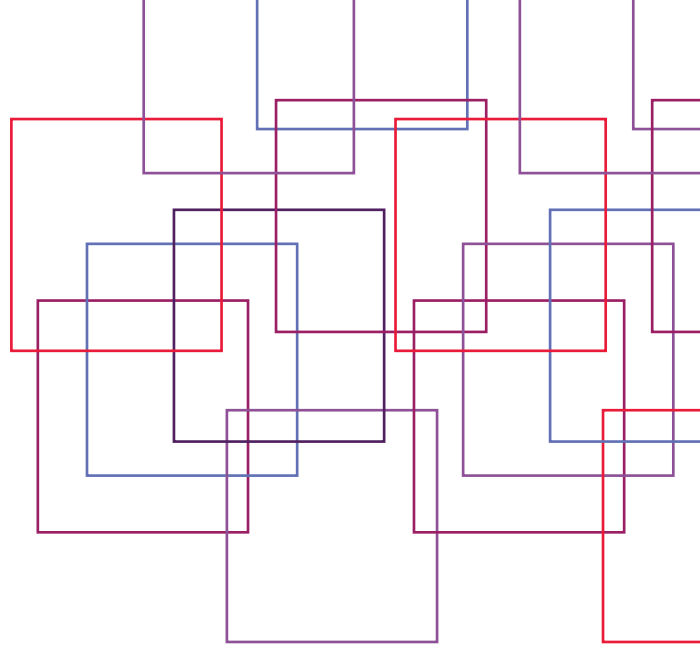
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- **Passing Score:** 65%
- **Exam Duration:**
 - 60 minutes
 - 15 minutes extra for non-native English speakers
- **Proctoring:** Live/Webcam

After completing this training, you will be planning to take the ITIL® Foundation certification exam. To give you an idea about the certification exam, mock exams are included within the course.

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SERVICE MANAGEMENT: KEY CONCEPTS

Intent and Context

To address the real world challenges of service management and adopt a service management framework, such as ITIL, it is important to understand the key concepts of service management. These key concepts include:

- Organizations, service providers, service consumers and other stakeholders
- Value and value co-creation
- Products and services and
- Service relationships

These are generic concepts of service management and apply to all services and service relationships.

Let us see what the experts say about the key concepts of service management.



Video link to be updated

Transcript for video

Welcome to the module on key concepts of Service Management.

The concepts within this module, apply to all services and service relationships, regardless of their nature and underpinning technology. A shared understanding of the key concepts and terminology of ITIL

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by organizations and individuals is fundamental to address real world service management challenges as it gives a common language and focus.

To that end, this module explains some of the important concepts of service management, including:

- The nature of value and value co-creation
- Organizations, service providers, service consumers and other stakeholders
- Products and services
- Service relationships
- Outcomes, costs and risks

Before we go any deeper, let's first understand the nature of value and value co-creation. Value is not a complex concept, it simply means "being of use". Something has value to someone as long as it is useful or important and it can offer benefits.

Value is delivered by the service provider through its products and services and the consumer receives value; but does this mean that the consumer plays no role in the creation of value for themselves? Not exactly!

The relationship between a service provider and the consumer is not one-sided. Value is co-created through an active and collaborative partnership between service provider and consumer, as well as other stakeholders. These other stakeholders can be investors and shareholders, regulators, partners and suppliers, communities, and societies.

Delivering a service is not a passive experience. It is important to recognize that the role of provider and consumer are sometimes interchangeable. Organizations also use other service providers and are thereby recognized as a consumer.

Let's continue with the other concepts!

Service Management

"Service management is defined as a set of specialized organizational capabilities for enabling value to customers in the form of services."

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Developing the specialized organizational capabilities mentioned in the definition of service management requires an understanding of:

- the nature of value

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- the nature and scope of the stakeholders involved
- how value creation is enabled through services

The key focus of this module is the concept of “value”. The different key concepts of service management are discussed as concepts for creating value with services.

Key Terms Covered in the Module

Organization	“A person or a group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives.”
Service Management	“A set of specialized organizational capabilities for enabling value for customers in the form of services.”
Service	“A means of enabling value co-creation by facilitating outcomes that customers want to achieve, without the customer having to manage specific costs and risks.”
Product	“A configuration of an organization’s resources designed to offer value for a consumer.”
Value	“Value is the perceived benefits, usefulness and importance of something.”
Customer	“A person who defines the requirements for a service and takes responsibility for the outcomes of service consumption.”
User	A person who uses services.”
Sponsor	“A person who authorizes budget for service consumption.”
Service Offering	“A description of one or more services, designed to address the needs of a target consumer group. A service offering may include goods, access to resources, and service actions.”
Service Relationship	“A co-operation between a service provider and service consumer. Service relationships include service provision, service consumption and service relationship management.”
Service Relationship Management	“Joint activities performed by a service provider and a service consumer to ensure continual value co-creation based on agreed and available service offerings.”

Module Learning Objectives

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

- Understand the concept of value and co-creation of value by service provider and service consumer.
- Understand how organizations create value through products and services.

- Identify the importance of service relationships and service relationship management.
- Describe the key concepts of creating value with services, including outcome, output, cost, risk, utility and warranty.

VALUE AND VALUE CO-CREATION

Organization

“A person or a group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives.”

(adapted from ISO 9001:2015)

EXAMPLE

an organization can play both roles at any given moment

An organization that coordinates holiday packages can fill the role of service provider when it sells a package to customers, while simultaneously filling the role of service consumer when it hires cab service to pick its customers from airport.

An organization can be a legal entity, a part of a legal entity, or a number of legal entities.

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Organizations vary in size and complexity. An organization can be a legal entity, a part of a legal entity, or a complex network of legal entities united by common objectives, relationships and authorities.

The relationships between and within organizations are complex. Each organization depends on others in its operation and development. Organizations may hold different roles, depending on the different perceptions. In the context of service management, an organization can act as a service provider or as a service consumer; in reality, **an organization can play both roles at any given moment.**

Value

“Value is the perceived benefits, usefulness and importance of something.”

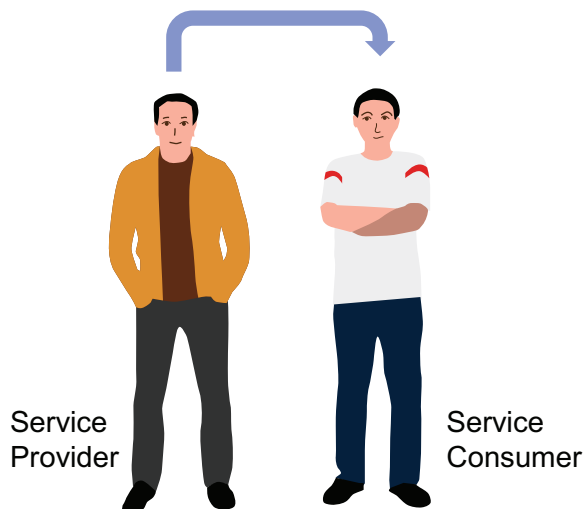
The purpose of an organization is to create value for stakeholders. Different person, groups, or entities in an organization always operate in an integrated and coordinated way to facilitate value creation and fulfil a common set of objectives. The term ‘value’ is an important concept in service management, and it is a key focus of ITIL 4.

Value is not a fixed term; it is subject to the perception of the stakeholders, whether they are the service consumer or part of the service provider organization(s).

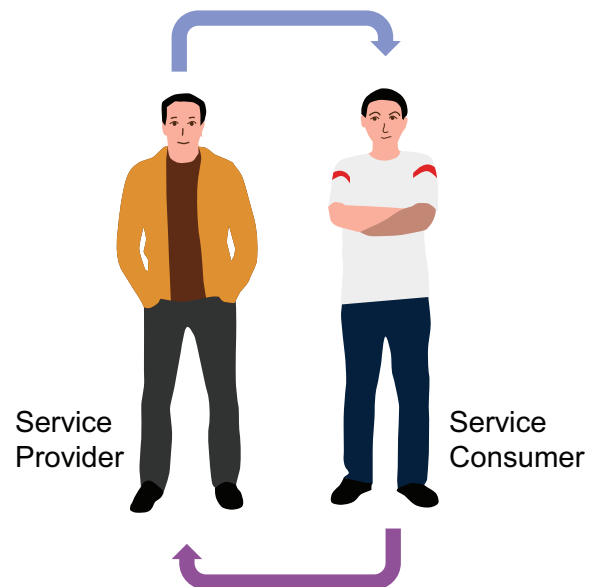
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Co-Creation of Value

There was a time when the relationship between the service provider and service consumer was considered to be mono-directional and distant.



Over the time, organizations recognized that value is co-created through an active collaboration between service providers and service consumers



Instructor Notes:

Discuss some examples to depict how service consumers can participate in value creation.

While discussing the concept of co-creation of value, introduce the participants to the concept of service relationships – “Service relationships are established between two or more organizations to co-create value. In a service relationship, organizations will take on the roles of service providers or service consumers.”. More details about the concept of service relationship are covered in topic “Service Relationships”.

There was a time when the relationship between the service provider and service consumer was considered to be mono-directional and distant. It was determined that the service provider delivers the service and the service consumer receives value; the service consumer plays no role in the creation of value for themselves. This view fails to take into consideration the complex and interdependent service relationships that exist in reality.

Over the time, organizations recognized that value is co-created through an active collaboration between service providers and service consumers, and other stakeholders. Service providers should not work in isolation to define the value for their customers and users. They should establish service relationships with consumers to co-create value. Service relationships are mutually beneficial, interactive service relationships with their consumers to understand

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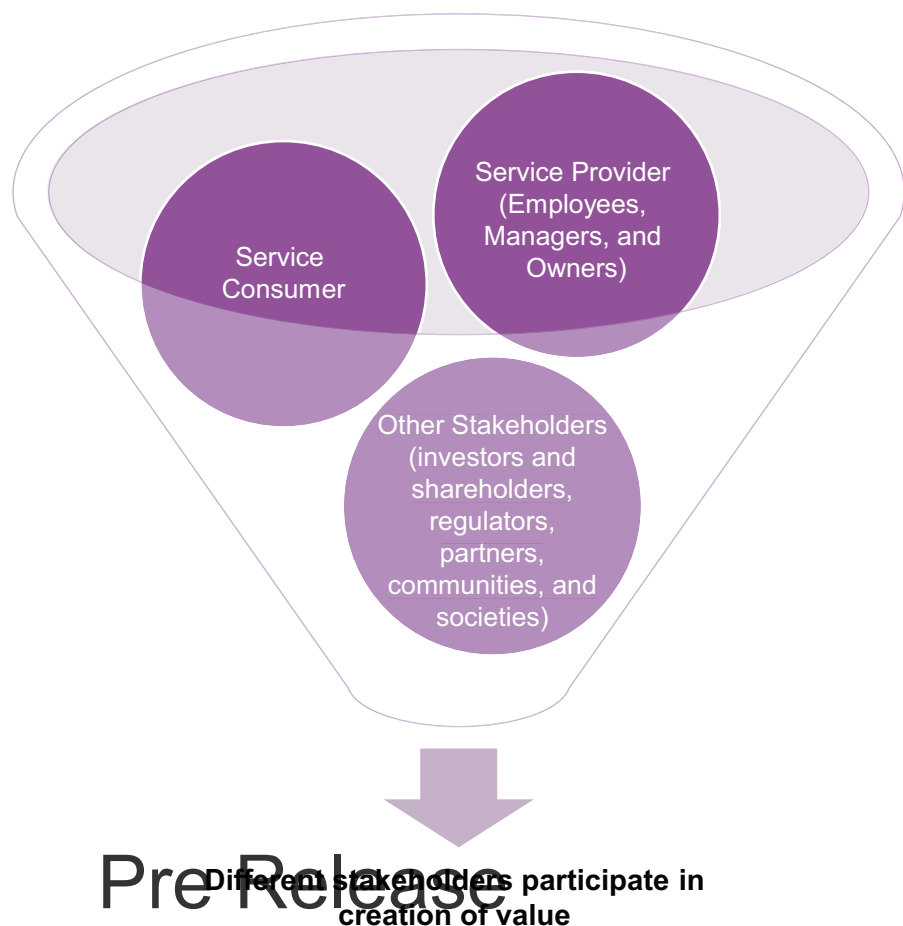
the consumer's perspective of value. This will empower service consumers to contribute to the definition of requirements, design of service solutions, and to service creation and/or provisioning itself.

Example

Let us consider an example of a customer selecting a class for the flight she has booked with an airline. It is important that before selecting a class, the customer refers and compares the benefits offered by the airlines through the airline reservation system or by contacting the airline Service Center. With this approach, the customer can avail the best value that the airline is offering in terms of different classes in the flight. This means that it is not only the responsibility of the service provider to best value, but it is expected from customer to consider an approach for availing best value.

Also, if the customer thinks that the benefits offered for the different classes fall short of her expectation, she should provide her feedback to the airline for improving the benefits based on different fare plans. The feedback from customer helps to create an improved value. It is important that both the service provider and the service consumer realize that they have influence in the value (to be) delivered.

Service Providers, Service Consumers, and Other Stakeholders



One of the most important stakeholder groups for any organization is service consumers – other organizations and individuals that consume the services the organization provides. However, in service management there are many other groups of stakeholder, including investors and shareholders, regulators, partners, communities, and societies. Each of these stakeholders must be understood in the context of the creation of value in the form of services. The organization itself (service provider) is also a key stakeholder, including its employees, managers and owners.

For the success and the continued existence of an organization, it is important that relationships with all key stakeholder groups are considered and managed. If stakeholders do not relate to with what the organization does or how it does it, the provider's relationships with its consumers can be impacted badly.

Service Providers

Organizations who provide or deliver services are referred to as service providers.

It is important that the service provider has a clear understanding of who its consumers are in a given situation and who the other stakeholders are in the associated service relationships.

The service provider and service consumer can be different organizations, or they can both be part of the same organization.

One simple example of provider-consumer model is where the service provider can be the IT department of an organization and other departments or units can be regarded as consumers. In reality, different comprehensive provider-consumer models exist. For example, a service provider can sell services on the open market to individual consumers or other organizations, or they can be part of a **service alliance**.

Service Consumers

Organizations to whom services are delivered are referred to as service consumers.

Service consumer is a generic role; in practice, service consumption includes more specific roles: customer, user, and sponsor.

service alliance

Service alliance is a collaboration between two or more organizations providing services to consumers. For example, in the US Abbott Laboratories warehouses and delivers the 3M's medical and surgical products to hospitals. So, here US Abbott and 3M are working in service alliance to provide (products and) services to hospitals.

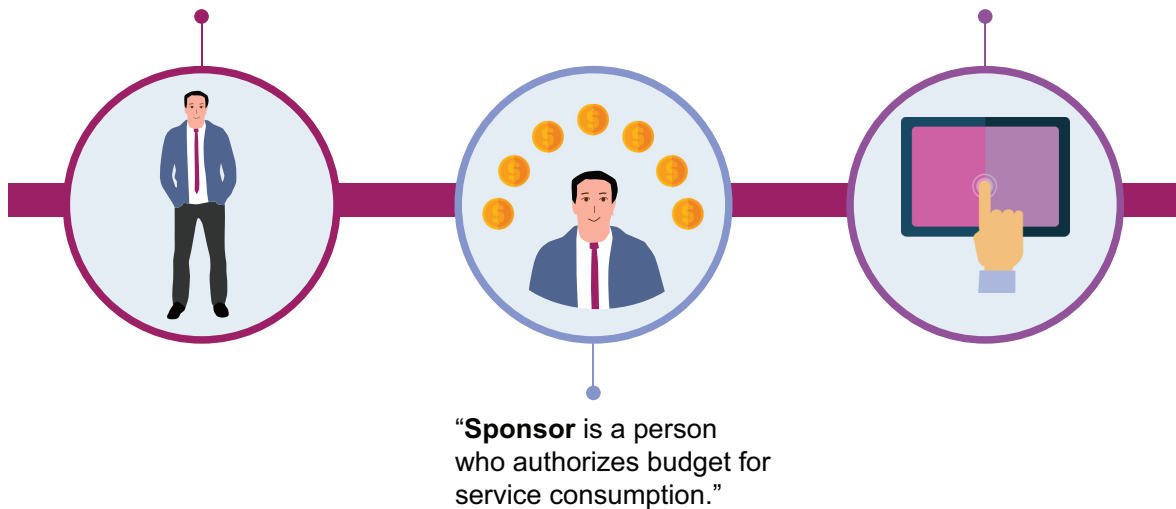
EXAMPLE

If an organization wishes to purchase cab services for its employees from a car rental service provider, the three consumer roles may be distributed as follows:

- The Administration Officer and key communications team members fill the role of customer, who analyze the cab requirements of the company's employees and negotiate the contract with the car rental service provider and monitor the service provider's performance against the contracted requirements.
- The Finance Manager fills the role of the sponsor, who reviews the proposed service arrangement and approves the cost of the contract as negotiated.
- The employees (including the Administration Officer, Finance Manager and communications team members) fill the role of users when they order, receive, and use the cab services.

“Customer is a person who defines the requirements for a service and takes responsibility for the outcomes of service consumption.”

“User is a person who uses services.”

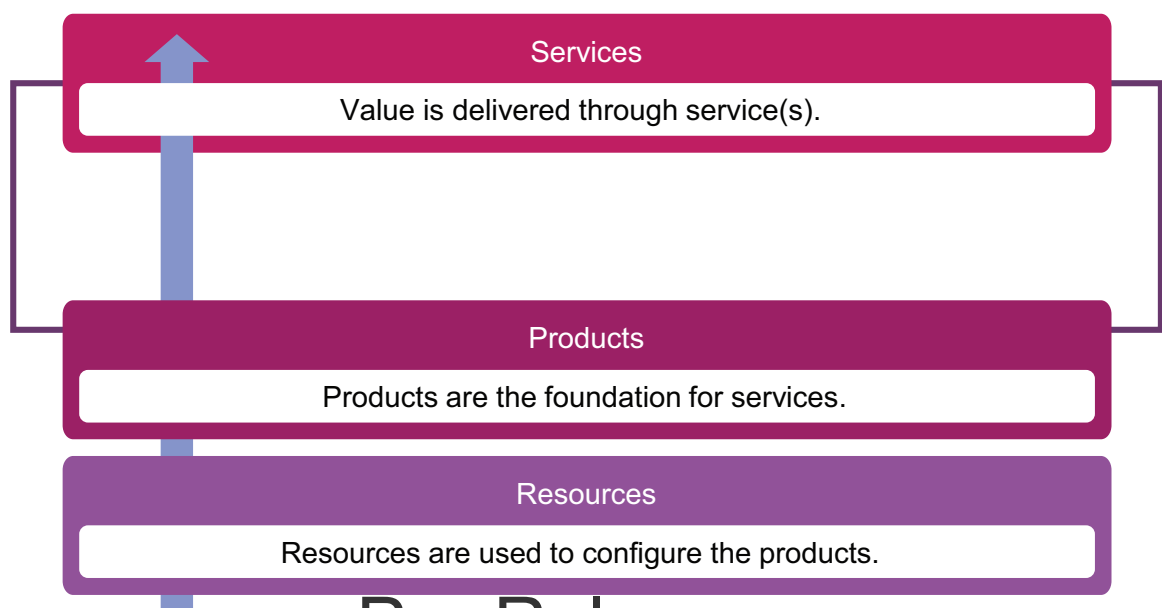


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Service consumer is a generic role that is used to simplify the relationship between service provider and service consumer in a service relationship. In practice, the service consumption involves more specific roles such as customer, users and sponsors. Each of these roles may have different definitions of value and sometimes even conflicting expectations from services.

VALUE: SERVICES, PRODUCTS, AND RESOURCES

Products, Services, and Resources



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