ITIL® 4
Foundation
Courseware
- English

Colophon

Exercises

1. Service management key concepts

2. ITIL key concepts

3. ITIL practices

4. Case Value Streams

Sample paper 1

Sample paper 1 Answers and Rationale

Syllabus

Glossary

Literature mapping with ITIL® 4 Pocketguide

Self-Reflection of understanding Diagram

'What you do not measure, you cannot control." – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it's important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

Level of Understanding	Before Training (Pre-knowledge)	Training Part 1 (1st Half)	Training Part 2 (2nd Half)	After studying / reading the book	After exercises and the Practice exam
Level 4 I can explain the content and apply it .					
Level 3 I get it! I am right where I am supposed to be.					Ready for the exam!
Level 2 I almost have it but could use more practice.					
Level 1 I am learning but don't quite get it yet.					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of

where you actually are on the learning curve.

Troubleshooting

	Problem areas:	Topic:

Part 1		

Part 2		

You have gone through the book and studied.		

You have answered the questions and done the practice exam.		

Timetable

	Day 1, Key concepts of service management
Part 1	Introduction
	Value creation, outcomes, costs and risks
	Services and service relationships
	The four dimensions
	Lunch
Part 2	The ITIL service value system
	The activities of the service value chain
	The nature and use of the guiding principles
	Day 2, Selected ITIL practices and key terms
Part 1	Service management practices
	General practices
	Technical practices
	Theme Quality + Quality Review Technique
	Exercise Quality Management Approach
	Lunch
Part 2	Set up exam
	ITIL® Exam

Welcome to
ITIL 4 Foundation

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TRAINING ORGANIZATION ACCREDITED BY
PEOPLECERT ON BEHALF OF AXELOS

COURSEWARE

Van Haren
PUBLISHING

Our coming days

- ✓ Safety
- ✓ Brakes
- ✓ Lunch
- ✓ Exercises
- ✓ Phones/Computers

Our coming days

- ✓ Active participation!
- ✓ Ask questions
- ✓ Theory (a lot)
- ✓ Some homework
- ✓ Group exercises

Presentation

My questions:
- ✓ Who are you?
- ✓ What experience do you have from ITIL®?
- ✓ What is your role at work?
- ✓ What are your expectations?

Course schedule

- Day 1: Key concepts of service management
  - Value creation, outcomes, costs and risks
  - Services and service relationships
  - The four dimensions
  - The ITIL service value system
  - The activities of the service value chain
  - The nature and use of the guiding principles
- Day 2: Selected ITIL practices and key terms
  - Service management practices
  - General practices
  - Technical practices

ITIL is evolving…

- ✓ From process focus to holistic view
- ✓ From fragmented lifecycle to end-to-end
- ✓ From major releases to continual improvement
- ✓ From operational silos to flexible value flow

Since the latest update of ITIL in 2011 we have seen huge chang
organizations who have adopted ITIL best practices. There is a
changes in markets, technologies and ways of working and ITIL

ADAPT & OVERCOME

Principles as a central theme

There has been a clear trend among the commonly used frameworks, models and methodologies to move away from rules and focus more on principles.

We see this development as a positive thing in general as it can make interoperability and integration between frameworks and methodologies more accepted as most basic underpinning principles often are shared.

Product management

The trend among IT organizations to use a product management terminology and adopt ways of working from other domains like engineering or manufacturing is clear. A quote from the ITIL 4 Foundation book can be used to show this: "The services that an organization provides are based on one or more of its products. Organizations own or have access to a variety of resources. Products are configurations of these resources, created by the organization, that will potentially be valuable for its customers."

This is not new as it was already partly introduced in previous versions of ITIL but makes ITIL 4 even more relevant and easier to relate to the emerging agile movement with its strong emphasis on product development.

KEY CONCEPTS
OF SERVICE
MANAGEMENT

Understand the key terms and
concepts of service management

ITIL®
Foundation
ITIL 4 Edition

@ AXELOS

COURSEWARE

Introduction

Most organizations need to address service management challenges and utilize the
potential of modern technology. ITIL 4 is designed to ensure a flexible, coordinated and
integrated system for the effective governance and management of IT-enabled services.

Key terms defined and important concepts of service management introduced here
include:
- organizations, service providers, service consumers, and other stakeholders
- products and services
- the nature of value and value co-creation
- service relationships
- value: outcomes, costs, and risks.

*These concepts **apply to all**
organizations and services,
regardless of their nature
and underpinning technology.*

What is service management?

Definition: Service management
A set of specialized organizational capabilities for enabling value for customers in the form of services.

Developing these capabilities requires an understanding of:

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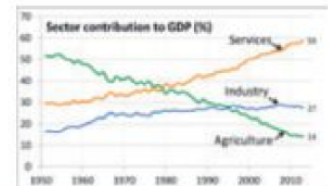
Services and products

The central component of service management is, of course, the service.

Definition: 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.

The services that an organization provides are based on one or more of its products. Organizations own or have access to a variety of resources. Products are configurations of these resources, created by the organization, that will potentially be valuable for its customers.

Definition: Product
A configuration of an organization's resources designed to offer value for a consumer.

Services offerings

Service providers present their services to consumers in the form of service offerings, which describe one or more services based on one or more products.

Definition: 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.

Component	Description	Examples
Goods	Supplied to the consumer Ownership is transferred to the consumer Consumer takes responsibility for future use	A mobile phone A physical server
Access to resources	Ownership is not transferred to the consumer Access is granted or licensed to the consumer under agreed terms and conditions The consumer can only access the resources during the agreed consumption period and according to other agreed service terms	Access to the mobile network, or to network storage
Service actions	Performed by the service provider to address a consumer's needs Performed according to an agreement with the consumer	User support Replacement of a piece of equipment

Value creation

The **purpose of an organization** is to **create value** for stakeholders.

The term **'value'** is commonly used in service management, and it is a key focus of ITIL 4; it must therefore be clearly defined.

Definition: Value
Value is the perceived benefits, usefulness and importance of something
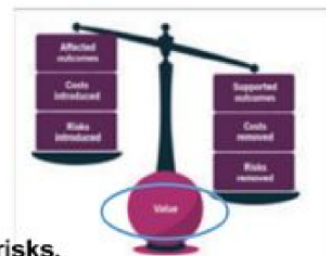
Value creation is a balancing act involving **outcomes**, **costs** and **risks**.

Note: Value can be subjective and therefore different according to each stakeholder!

Service providers and consumers

Service providers:

Can be **external** or **internal.** Could be selling services on the **open market** to **other businesses**, or to **individual consumers**.

Service providers can be **part of** a service alliance, collaborating to provide services to consumer organizations.

Service consumers:

When **receiving services**, an organization takes on the role of the service consumer.

It is a **generic role** that is used to simplify, in practice, more roles involved such as **customers**, **users** and **sponsors**. These roles can be **combined**.

Clear understanding of who its consumers are in a given situation and who the other stakeholders are in the associated service relationships. These roles may have different expectations from services, and different definitions of value.

Key stakeholders

Definition: Organization

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

Definition: Customer

A person who defines the requirements for a service and takes responsibility for the outcomes of service consumption.

Definition: User

A person who uses services.

Definition: Sponsor

A person who authorizes budget for service consumption.

Other stakeholders and value

A **key focus** of service management, and of ITIL, is the way that organizations **co-create value** with their consumers through **service relationships**. Beyond the consumer and provider roles, there are many **other stakeholders that are important to value creation**.

Stakeholder	Example of value for stakeholder
Service consumers	Benefits achieved; costs and risks optimized
Service provider	Funding from the consumer; business development; image improvement
Service provider employees	Financial and non-financial incentives; career and professional development; sense of purpose
Society and community	Employment; taxes; organizations' contribution to the development of the community
Charity organizations	Financial and non-financial contributions from other organizations
Shareholders	Financial benefits, such as dividends; sense of assurance and stability

It is important that relationships with <u>all</u> key stakeholders are understood and managed.

Service relationships

Service relationships are established between two or more organizations to create value.

The roles of service provider and service consumer are not mutually exclusive, and organizations typically both provide and consume a number of services at any given time.

Value co-creation is essential

The bad example: "Service provider" acting in isolation

The provider delivers the service and the consumer receives value, but the **consumer plays no role** in the creation of value for themselves.

The good example: Active collaboration between provider and consumer

Increasingly more consideration is put into the highly **complex** and **interdependent** service **relationships** that exist in reality. **Both** parties **actively** seek to establish **mutually beneficial**, interactive relationships with their consumers, empowering them to be creative collaborators in the service value chain.

Stakeholders across the service value chain contribute to the definition of requirements, design of service solutions and even to service creation and/or provisioning itself.

Differentiate output and outcome

It is important to differentiate between output and outcome of services.

Definition: Output
A tangible or intangible deliverable of an activity.

**Definition: Outcome**
A result for a stakeholder enabled by one or more outputs.

Service providers should **help their consumers to achieve outcomes**. It **can be difficult** for the provider **to fully understand the outcomes** that the consumer wants to achieve.

*Some service providers **predict** or even **create demand** for certain outcomes, forming a target group for their services.*
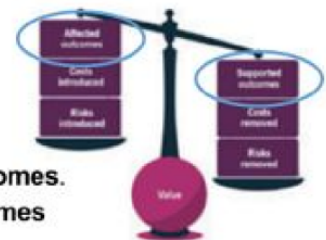
Two types of costs to understand

Definition: Cost

The amount of money spent on a specific activity or resource.

From the service consumers perspective there are two types:
Costs removed from the consumer by the service (a part of the value proposition).

Costs introduced or imposed on the consumer by the service (the costs of service consumption). Some consumers describe this as what they have to 'invest' to consume the service.
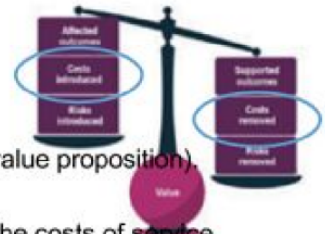
Two types of risk to understand

Definition: Risk

A possible **event** that could cause **harm** or **loss** or make it more difficult to achieve objectives. Can also be defined as "**uncertainty of outcome**".

From the service consumers perspective there are two types:
Risks removed from the consumer by the service (a part of the value proposition).

Risks introduced or imposed on the consumer by the service (risks of service consumption).

Balanced approach needed to risk reduction throughout the service relationship.

Definitions of utility and warranty

Utility:

The **functionality** offered by a product or service to **meet a particular need**.

Utility can be summarized as **'what the service does'** and can be used to determine whether a service is **'fit for purpose'**.

To have utility, a service must either support the **performance** of the consumer or **remove constraints** from the consumer. Many services do both.

Warranty:

Assurance that a product or service will meet **agreed requirements**.

How the service performs and can be used to determine whether a service is **'fit for use'**.

Often a formal **agreement**, related to **service levels**, or a **marketing message** or **brand image**. A 'warranty', if **all** defined and **agreed** conditions are met in areas such as **availability**, **capacity**, **security** and **continuity** levels of service.

Both are essential for a service to facilitate its desired outcomes and create value.

Summary
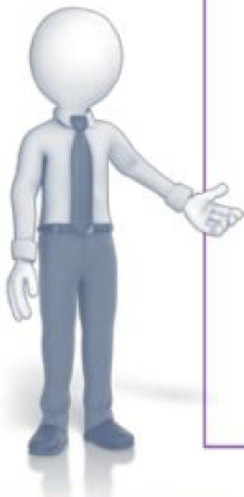
We have just talked about:

✓ This section has covered the key concepts in service management, in particular the nature of value and value co-creation, organizations, products and services

✓ It has explored the often complex relationships between service providers and consumers, and the various stakeholders involved.

✓ The chapter has also covered the key components of consumer value: outcomes, costs and risks, and how important it is to understand the needs of the customer when designing and delivering services

✓ These concepts will be built upon throughout this training, and guidance provided on applying them in practical and flexible ways

✓ After completing this section you should be able to recall several definitions, understand and be able to describe several key concepts.

Table of Contents

1. Introduction

The purpose of this document is to outline:

- the learning outcomes of the ITIL 4 Foundation qualification and the assessment criteria that a candidate is expected to meet for each learning outcome (with reference to the ITIL Foundation publication, ITIL 4 edition)
- the examination design, in terms of question types to be used, exam duration and administrative considerations
- the weightings (number of questions) across learning outcomes, assessment criteria and 'Bloom's level' (level of cognitive processing required to answer the question/task, according to Bloom's (revised) taxonomy).

The target audience for this document is:

- Our Examination Institute partner, PeopleCert
- Accredited Organization partners

The purpose of the ITIL 4 Foundation Qualification is:

- to introduce readers to the management of modern IT-enabled services, to provide them with an understanding of the common language and key concepts, and to show them how they can improve their work and the work of their organization with ITIL 4 guidance. Furthermore, the qualification will provide the candidate with an understanding of the ITIL 4 service management framework and how it has evolved to adopt modern technologies and ways of working.

The purpose of the ITIL 4 Foundation Examination is:

- to assess whether the candidate can demonstrate sufficient recall and understanding of the ITIL 4 service management framework, as described in the syllabus below, to be awarded the ITIL 4 Foundation qualification. The ITIL 4 Foundation qualification is a prerequisite for the ITIL 4 higher level qualifications, which assess the ability to apply concepts understanding of the relevant parts of the ITIL framework in context.

The target audience for this qualification is:

- Individuals at the start of their journey in Service Management
- ITSM Managers and aspiring ITSM Managers
- Individuals working in other parts of "IT" (digital, product, development) with strong interface with service delivery
- Existing ITIL qualification holders wishing to update their knowledge.

1. Understand the key service concepts	5	12.5%
2. Understand how the ITIL guiding principles can help an organization adopt and adapt service management	6	15 %
3. Understand the four dimensions of service management	2	5%
4. Understand the purpose and components of the ITIL service value system	1	2.5%
5. Understand the activities of the service value chain, and how they interconnect	2	5%
6. Know the purpose and key terms of 15 ITIL practices	7	17.5%
7. Understand 7 ITIL practices	17	42.5%

Term/ Concept	Definition / Explanation
acceptance criteria	A list of minimum requirements that a service or service component must meet for it to be acceptable to key stakeholders.
Agile	An umbrella term for a collection of frameworks and techniques that together enable teams and individuals to work in a way that is typified by collaboration, prioritization, iterative and incremental delivery, and timeboxing. There are several specific methods (or frameworks) that are classed as Agile, such as Scrum, Lean, and Kanban.
Architecture management practice	The practice of providing an understanding of all the different elements that make up an organization and how those elements relate to one another.
asset register	A database or list of assets, capturing key attributes such as ownership and financial value.
availability	The ability of an IT service or other configuration item to perform its agreed function when required.
Availability management practice	The practice of ensuring that services deliver agreed levels of availability to meet the needs of customers and users.
baseline	A report or metric that serves as a starting point against which progress or change can be assessed.
best practice	A way of working that has been proven to be successful by multiple organizations.
big data	The use of very large volumes of structured and unstructured data from a variety of sources to gain new insights.
business analysis practice	The practice of analysing a business or some element of a business, defining its needs and recommending solutions to address these needs and/or solve a business problem, and create value for stakeholders.
business case	A justification for expenditure of organizational resources, providing information about costs, benefits, options, risks, and issues.
business impact analysis (BIA)	A key activity in the practice of service continuity management that identifies vital business functions and their dependencies.
business relationship manager (BRM)	A role responsible for maintaining good relationships with one or more customers.
call	An interaction (e.g. a telephone call) with the service desk. A call could result in an incident or a service request being logged.
call/contact centre	An organization or business unit that handles large numbers of incoming and outgoing calls and other interactions.
capability	The ability of an organization, person, process, application, configuration item, or IT service to carry out an activity.
capacity and performance management practice	The practice of ensuring that services achieve agreed and expected performance levels, satisfying current and future demand in a costeffective way.
capacity planning	The activity of creating a plan that manages resources to meet demand for services.
Change	The addition, modification, or removal of anything that could have a direct or indirect effect on services.
change authority	A person or group responsible for authorizing a change.

change control practice	The practice of ensuring that risks are properly assessed, authorizing changes to proceed and managing a change schedule in order to maximize the number of successful IT changes.
change model	A repeatable approach to the management of a particular type of change.
change schedule	A calendar that shows planned and historical changes.
Charging	The activity that assigns a price for services.
cloud computing	A model for enabling on-demand network access to a shared pool of configurable computing resources that can be rapidly provided with minimal management effort or provider interaction.
compliance	The act of ensuring that a standard or set of guidelines is followed, or that proper, consistent accounting or other practices are being employed.
confidentiality	A security objective that ensures information is not made available or disclosed to unauthorized entities.
configuration	An arrangement of configuration items (CIs) or other resources that work together to deliver a product or service. Can also be used to describe the parameter settings for one or more CIs.
configuration item (CI)	Any component that needs to be managed in order to deliver an IT service.
Configuration management database (CMDB)	A database used to store configuration records throughout their lifecycle. The CMDB also maintains the relationships between configuration records.
Configuration management system (CMS)	A set of tools, data, and information that is used to support service configuration management.
configuration record	A record containing the details of a configuration item (CI). Each configuration record documents the lifecycle of a single CI. Configuration records are stored in a configuration management database.
continual improvement practice	The practice of aligning an organization's practices and services with changing business needs through the ongoing identification and improvement of all elements involved in the effective management of products and services.
Continuous integration/continuous delivery (CI/CD)	An integrated set of practices and tools used to merge developers' code, build and test the resulting software, and package it so that it is ready for deployment.
Control	The means of managing a risk, ensuring that a business objective is achieved, or that a process is followed.
Cost	The amount of money spent on a specific activity or resource.
cost centre	A business unit or project to which costs are assigned.
critical success factor (CSF)	A necessary precondition for the achievement of intended results.
Culture	A set of values that is shared by a group of people, including expectations about how people should behave, ideas, beliefs, and practices.
Customer	A person who defines the requirements for a service and takes responsibility for the outcomes of service consumption.

customer experience (CX)	The sum of functional and emotional interactions with a service and service provider as perceived by a service consumer.
Dashboard	A real-time graphical representation of data.
deliver and support	The value chain activity that ensures services are delivered and supported according to agreed specifications and stakeholders' expectations.
Demand	Input to the service value system based on opportunities and needs from internal and external stakeholders.
Deployment	The movement of any service component into any environment.
Deployment management practice	The practice of moving new or changed hardware, software, documentation, processes, or any other service component to live environments.
design and transition	The value chain activity that ensures products and services continually meet stakeholder expectations for quality, costs, and time to market.
design thinking	A practical and human-centred approach used by product and service designers to solve complex problems and find practical and creative solutions that meet the needs of an organization and its customers.
Development environment	An environment used to create or modify IT services or applications.
DevOps	An organizational culture that aims to improve the flow of value to customers. DevOps focuses on culture, automation, Lean, measurement, and sharing (CALMS).
digital transformation	The evolution of traditional business models to meet the needs of highly empowered customers, with technology playing an enabling role.
disaster recovery plans	A set of clearly defined plans related to how an organization will recover from a disaster as well as return to a pre-disaster condition, considering the four dimensions of service management.
Driver	Something that influences strategy, objectives, or requirements.
Effectiveness	A measure of whether the objectives of a practice, service or activity have been achieved.
Efficiency	A measure of whether the right amount of resources have been used by a practice, service, or activity.
emergency change	A change that must be introduced as soon as possible.
Engage	The value chain activity that provides a good understanding of stakeholder needs, transparency, continual engagement, and good relationships with all stakeholders.
Environment	A subset of the IT infrastructure that is used for a particular purpose, for example a live environment or test environment. Can also mean the external conditions that influence or affect something.
Error	A flaw or vulnerability that may cause incidents.
error control	Problem management activities used to manage known errors.
Escalation	The act of sharing awareness or transferring ownership of an issue or work item.
Event	Any change of state that has significance for the management of a service or other configuration item.
external customer	A customer who works for an organization other than the service provider.
Failure	A loss of ability to operate to specification, or to deliver the required

	output or outcome.
feedback loop	A technique whereby the outputs of one part of a system are used as inputs to the same part of the system.
four dimensions of service management	The four perspectives that are critical to the effective and efficient facilitation of value for customers and other stakeholders in the form of products and services.
governance	The means by which an organization is directed and controlled.
Identity	A unique name that is used to identify and grant system access rights to a user, person, or role.
Improve	The value chain activity that ensures continual improvement of products, services, and practices across all value chain activities and the four dimensions of service management.
Incident	An unplanned interruption to a service or reduction in the quality of a service.
incident management	The practice of minimizing the negative impact of incidents by restoring normal service operation as quickly as possible.
information and technology	One of the four dimensions of service management. It includes the information and knowledge used to deliver services, and the information and technologies used to manage all aspects of the service value system.
information security management practice	The practice of protecting an organization by understanding and managing risks to the confidentiality, integrity, and availability of information.
information security policy	The policy that governs an organization's approach to information security management.
infrastructure and platform management practice	The practice of overseeing the infrastructure and platforms used by an organization. This enables the monitoring of technology solutions available, including solutions from third parties.
Integrity	A security objective that ensures information is only modified by authorized personnel and activities.
internal customer	A customer who works for the same organization as the service provider.
Internet of Things	The interconnection of devices via the internet that were not traditionally thought of as IT assets, but now include embedded computing capability and network connectivity.
IT asset	Any valuable component that can contribute to the delivery of an IT product or service.
IT asset management practice	The practice of planning and managing the full lifecycle of all IT assets.
IT infrastructure	All of the hardware, software, networks, and facilities that are required to develop, test, deliver, monitor, manage, and support IT services.
IT service	A service based on the use of information technology.
ITIL	Best-practice guidance for IT service management.
ITIL guiding principles	Recommendations that can guide an organization in all circumstances, regardless of changes in its goals, strategies, type of work, or management structure.
ITIL service value chain	An operating model for service providers that covers all the key activities required to effectively manage products and services.

| Kanban	A method for visualizing work, identifying potential blockages and resource conflicts, and managing work in progress.
key performance indicator (KPI)	An important metric used to evaluate the success in meeting an objective.
Knowledge management practice	The practice of maintaining and improving the effective, efficient, and convenient use of information and knowledge across an organization.
known error	A problem that has been analysed but has not been resolved.
Lean	An approach that focuses on improving workflows by maximizing value through the elimination of waste.
Lifecycle	The full set of stages, transitions, and associated statuses in the life of a service, product, practice, or other entity.
Live	Refers to a service or other configuration item operating in the live environment.
live environment	A controlled environment used in the delivery of IT services to service consumers.
Maintainability	The ease with which a service or other entity can be repaired or modified.
major incident	An incident with significant business impact, requiring an immediate coordinated resolution.
management system	Interrelated or interacting elements that establish policy and objectives and enable the achievement of those objectives.
Maturity	A measure of the reliability, efficiency and effectiveness of an organization, practice, or process.
mean time between failures (MTBF)	A metric of how frequently a service or other configuration item fails.
mean time to restore service (MTRS)	A metric of how quickly a service is restored after a failure.
measurement and reporting	The practice of supporting good decision-making and continual improvement by decreasing levels of uncertainty.
Metric	A measurement or calculation that is monitored or reported for management and improvement.
minimum viable product (MVP)	A product with just enough features to satisfy early customers, and to provide feedback for future product development.
mission statement	A short but complete description of the overall purpose and intentions of an organization. It states what is to be achieved, but not how this should be done.
Model	A representation of a system, practice, process, service, or other entity that is used to understand and predict its behaviour and relationships.
Modelling	The activity of creating, maintaining, and utilizing models.
Monitoring	Repeated observation of a system, practice, process, service, or other entity to detect events and to ensure that the current status is known.
monitoring and event management practice	The practice of systematically observing services and service components, and recording and reporting selected changes of state identified as events.
obtain/build	The value chain activity that ensures service components are available when and where they are needed, and that they meet agreed specifications.
Operation	The routine running and management of an activity, product, service,

	or other configuration item.
operational technology	The hardware and software solutions that detect or cause changes in physical processes through direct monitoring and/or control of physical devices such as valves, pumps, etc.
organization	A person or a group of people that has its own functions with responsibilities, authorities, and relationships to achieve its objectives.
organizational change management practice	The practice of ensuring that changes in an organization are smoothly and successfully implemented and that lasting benefits are achieved by managing the human aspects of the changes.
organizational resilience	The ability of an organization to anticipate, prepare for, respond to, and adapt to unplanned external influences.
organizational velocity	The speed, effectiveness, and efficiency with which an organization operates. Organizational velocity influences time to market, quality, safety, costs, and risks.
organizations and people	One of the four dimensions of service management. It ensures that the way an organization is structured and managed, as well as its roles, responsibilities, and systems of authority and communication, is well defined and supports its overall strategy and operating model.
Outcome	A result for a stakeholder enabled by one or more outputs.
Output	A tangible or intangible deliverable of an activity.
Outsourcing	The process of having external suppliers provide products and services that were previously provided internally.
partners and suppliers	One of the four dimensions of service management. It encompasses the relationships an organization has with other organizations that are involved in the design, development, deployment, delivery, support, and/or continual improvement of services.
Partnership	A relationship between two organizations that involves working closely together to achieve common goals and objectives.
Performance	A measure of what is achieved or delivered by a system, person, team, practice, or service.
Pilot	A test implementation of a service with a limited scope in a live environment.
Plan	The value chain activity that ensures a shared understanding of the vision, current status, and improvement direction for all four dimensions and all products and services across an organization.
Policy	Formally documented management expectations and intentions, used to direct decisions and activities.
portfolio management practice	The practice of ensuring that an organization has the right mix of programmes, projects, products, and services to execute its strategy within its funding and resource constraints.
post-implementation review (PIR)	A review after the implementation of a change, to evaluate success and identify opportunities for improvement.
Practice	A set of organizational resources designed for performing work or accomplishing an objective.
Problem	A cause, or potential cause, of one or more incidents.
problem management practice	The practice of reducing the likelihood and impact of incidents by identifying actual and potential causes of incidents, and managing workarounds and known errors.

Procedure	A documented way to carry out an activity or a process.
Process	A set of interrelated or interacting activities that transform inputs into outputs. A process takes one or more defined inputs and turns them into defined outputs. Processes define the sequence of actions and their dependencies.
Product	A configuration of an organization's resources designed to offer value for a consumer.
production environment	See live environment.
Programme	A set of related projects and activities, and an organization structure created to direct and oversee them.
Project	A temporary structure that is created for the purpose of delivering one or more outputs (or products) according to an agreed business case.
project management practice	The practice of ensuring that all an organization's projects are successfully delivered.
quick win	An improvement that is expected to provide a return on investment in a short period of time with relatively small cost and effort.
Record	A document stating results achieved and providing evidence of activities performed.
Recovery	The activity of returning a configuration item to normal operation after a failure.
recovery point objective (RPO)	The point to which information used by an activity must be restored to enable the activity to operate on resumption.
recovery time objective (RTO)	The maximum acceptable period of time following a service disruption that can elapse before the lack of business functionality severely impacts the organization.
relationship management practice	The practice of establishing and nurturing links between an organization and its stakeholders at strategic and tactical levels.
Release	A version of a service or other configuration item, or a collection of configuration items, that is made available for use.
release management practice	The practice of making new and changed services and featuresavailable for use.
Reliability	The ability of a product, service, or other configuration item to perform its intended function for a specified period of time or number of cycles.
request catalogue	A view of the service catalogue, providing details on service requests for existing and new services, which is made available for the user.
request for change (RFC)	A description of a proposed change used to initiate change control.
Resolution	The action of solving an incident or problem.
Resource	A person, or other entity, that is required for the execution of an activity or the achievement of an objective.
Retire	The act of permanently withdrawing a product, service, or other configuration item from use.
Risk	A possible event that could cause harm or loss, or make it more difficult to achieve objectives. Can also be defined as uncertainty of outcome, and can be used in the context of measuring the probability of positive outcomes as well as negative outcomes.
risk assessment	An activity to identify, analyse, and evaluate risks.

Literature mapping with ITIL® 4 Pocketguide

Modules ITIL 4 Courseware   **ITIL® 4 Pocketguide**
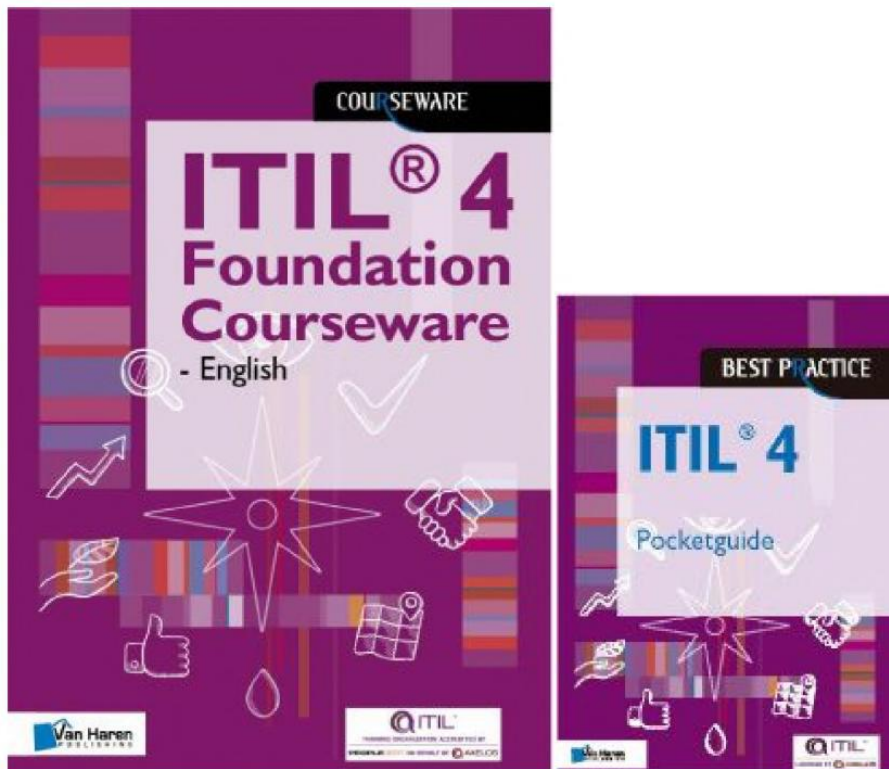
Value creation, outcomes, costs and risks	- par 2.1, par 2.5
Services and service relationships	– par 2.2, par 2.3, par 2.4
The four dimensions	– par 1.1.2, chapter 3
The ITIL service value system	- par 1.1.1, chapter 4, par 4.4
The activities of the service value chain	– par 4.3, par 4.4
Continual improvement	– par 4.5, par 4.3.2, par 5.1.2
The nature and use of the guiding principles	– par 4.1
Selected ITIL practices and key terms	
Service management practices	– par 5.2