

# ITIL Managing Across the Lifecycle

- **Course Length:** 5 Days

## Course Overview

This hands-on course leads to a Certificate in ITIL Service Management - Managing Across the Lifecycle. This certification completes the Lifecycle and Capability streams by focusing on the ancillary knowledge required to implement and manage the necessary skills associated with the use of the Lifecycle practices. The Managing Across the Lifecycle subject areas include Introduction to IT Service Management Business & Managerial Issues, Managing the Planning and Implementation of IT Service Management, Management of Strategic Change, Risk Management, Managerial Functions, Understanding Organizational Challenges, Lifecycle Project Assessment, and Understanding Complementary Industry Guidance.

## Prerequisites

Students must hold the ITIL Foundation Certificate in IT Service Management.

## Audience

The Managing Across the Lifecycle program will be of interest to candidates who wish to complete the Lifecycle and Capability streams that will enable them to obtain an ITIL Expert certification in IT service management.

## Course Outline

### Course Introduction

2m

Course Introduction

### Chapter 01 - Course Introduction

20m

#### **Lesson: Course Organization**

Welcome to the Course!

Mentoring Community Introductions

Why Are You Here?

Using Bloom's Taxonomy

What do you Expect?

Housekeeping Online

#### **Lesson: Course Conventions & Agenda**

Conventions Used

Quizzes & Exercises

ITIL Qualification Scheme

ITIL MaLC Exam

Getting Started with an Online Class

What's Unique About this Course

Chapter 01 Review

**Chapter 02 - Introduction to Managing Across the Lifecycle**

1h 49m

**Lesson: The Practice of Service Management**

The Practice of Service Management

Services

Service Management

IT Service Management

Global ITSM Domain Map

IT Service Provider Capability Model

**Lesson: Service Value Across the Lifecycle**

The IT Service Management Lifecycle

Service Strategy

Service Design

Service Transition

Service Operation

Continual Service Improvement

Integration of Lifecycle Processes

Coordination & Collaboration

**Lesson: Other Key Concepts**

Core, Enabling & Enhancing Services

Organizing for Service Management

Using RACI to Clarify Roles

Functional Roles Analysis

Activity Analysis

Management of Risk

Managing Risk & the Lifecycle

Sharing Knowledge Across the Lifecycle

Architecture of an SKMS

**Lesson: Introduction to MaLC Summary**

Introduction to MaLC Summary

Checkpoint

Case Study Review

Chapter 02 Review

**Chapter 03 - Stakeholder Management & Communication**

52m

**Lesson: Stakeholder Management**

BRM Across the Lifecycle

BRM & Service Strategy

BRM & Service Design

BRM & Service Transition

BRM & Service Operation

BRM & Continual Service Improvement

BRM & Communications

Business Relationship Management Roles

**Lesson: Stakeholder Communication**

Managing Communications & Commitment  
Service Models Use in Communication  
Design Coordination & Service Definition  
Communication Strategy  
Support & Delivery Communication  
Communication in the Context of Improvement  
**Lesson: Stakeholder Management & Communication**  
Stakeholder Management & Communication Summary  
Checkpoint  
Chapter 03 Review

**Chapter 04 - Process Integration**

**3h 2m**

**Lesson: Process Integration Across the Lifecycle**

Global ITSM Domain Map  
IT Service Provider Capability Model  
Integration of Lifecycle Processes  
Impact of Strategy Across the Lifecycle  
Lifecycle Perspective of Design  
Lifecycle Inputs & Outputs  
Service Strategy I/O  
Service Design I/O  
Service Transition I/O  
Service Operation I/O  
Continual Service Improvement I/O

**Lesson: Service Strategy**

Strategy Management for IT Services  
Strategy Management Business Value  
Strategy Management Relationships  
Strategy Management Process  
Service Portfolio Management  
SPM Value to the Business  
SPM Relationships  
Service Portfolio  
Financial Management  
Financial Management Value to the Business  
Financial Management Relationships  
Financial Management Major I/O  
Demand Management  
Demand Management Value to the Business  
Demand Management Relationships  
Business Activity Patterns  
Business Relationship Management  
BRM Value to the Business  
BRM Relationships

**Lesson: Service Design**

Design Coordination  
Design Coordination Value to the Business  
Design Coordination Relationships  
Design Coordination Context  
Service Catalog Management  
SCM Value to the Business  
SCM Relationships  
Service Catalog Management Context  
Service Level Management  
SLM Value to the Business  
SLM Relationships  
Service Level Management Context  
Availability Management  
Availability Management Value to the Business  
Availability Management Relationships  
Availability Management Context  
Capacity Management  
Capacity Management Value to the Business  
Capacity Management Relationships  
Capacity Management Context  
Continuity Management  
Continuity Management Value to the Business  
Continuity Management Relationships  
Continuity Management Context  
Security Management  
Security Management Value to the Business  
Security Management Relationships  
Security Management Context  
Supplier Management  
Supplier Management Value to the Business  
Supplier Management Relationships  
Supplier Management Context  
**Lesson: Service Transition**  
Transition Planning & Support  
Transition Planning & Support Value to the Business  
Transition Planning & Support Relationships  
Service Planning & Support Context  
Change Management  
Change Management Value to the Business  
Change Management Relationships  
Change Management Context  
Service Asset & Configuration Management  
SACM Value to the Business  
SACM Relationships  
SACM Context

Release & Deployment Management  
Release & Deployment Value to the Business  
Release & Deployment Relationships  
Release & Deployment Management Context  
Service Validation & Testing  
Service Validation & Testing Value to the Business  
Service Validation & Testing Relationships  
Service Validation & Testing Context  
Change Evaluation  
Change Evaluation Value to the Business  
Change Evaluation Relationships  
Change Evaluation Context  
Knowledge Management  
Knowledge Management Value to the Business  
Knowledge Management Relationships  
Knowledge Management Context

**Lesson: Service Operation**

Event Management  
Event Management Value to the Business  
Event Management Relationships  
Event Management Context  
Incident Management  
Incident Management Value to the Business  
Incident Management Relationships  
Incident Management Context  
Request Fulfillment  
Request Fulfillment Value to the Business  
Request Fulfillment Relationships  
Request Fulfillment Context  
Problem Management  
Problem Management Value to the Business  
Problem Management Relationships  
Problem Management Context  
Access Management  
Access Management Value to the Business  
Access Management Relationships  
Access Management Context

**Lesson: Continual Service Improvement**

7-Step Improvement  
7-Step Improvement Business Value  
7-Step Improvement Relationships  
7-Step Improvement Context

**Lesson: Process Integration Summary**

Process Integration Summary  
Checkpoint

**Chapter 05 - Managing Services Across the Lifecycle**

**1h 27m**

**Lesson: Stakeholder Needs**

The Context of Service Design

Balanced Design

Identify Service Requirements

Service Relationships & Dependencies

Business Requirements & Drivers

Service Model

Design Coordination

Transition Planning & Support

Transition Lifecycle

**Lesson: Managing Cross-Lifecycle Processes**

Knowledge Flow

Logical Staff Mobility

Service Operation & Strategy

Service Operation & Design

Service Operation & Transition

Service Operation & Improvement

Early Lifecycle Involvement

Release Build & Test Involvement

**Lesson: Implementing & Improving Services**

SLM & Improvement

Service Reviews

Customer Satisfaction

Survey Tools & Techniques

Trends & Changes in Priority

Internal Analysis

External Analysis

Define Market Space

**Lesson: Challenges, CSFs & Risks**

Challenges, Risks & Critical Success Factors

SS - Challenges

SS - Risks

SS - Critical Success Factors

SD - Challenges

SD - Risks

SD - Critical Success Factors

ST - Challenges

ST - Risks

ST - Critical Success Factors

SO - Challenges

SO - Risks

SO - Critical Success Factors

CSI - Challenges  
CSI - Risks  
CSI - Critical Success Factors

**Lesson: Managing Services Across the Lifecycle Summary**

Managing Services Across the Lifecycle Summary  
Checkpoint  
Chapter 05 Review

**Chapter 06 - Governance**

**1h 25m**

**Lesson: Governance**

What is Governance?  
Setting Strategies, Policies & Plans  
Who Governs?  
Management of Governance  
Governance Framework  
Define, Fulfill & Enforce  
Service Strategy & Governance  
Sourcing Governance  
Steering Committee  
The CAB & Governance  
Governance & Management Systems

**Lesson: Organizational Structure**

Organizational Structure  
Organizational Development  
Stage 1 – Network  
Stage 2 – Directive  
Stage 3 – Delegation  
Stage 4 – Coordination  
Stage 5 – Collaboration  
Organizational Departmentalization  
Organizational Design  
Logical Organization – Strategic Components  
Logical Organization – Tactical & Operational Components  
Logical Organization & the Customer  
Service Design & Organizational Structure  
Service Transition & Organizational Structures  
Organizational Context for Service Transition  
Competence & Training

**Lesson: Service Provider Types**

Service Provider Types  
Internal Service Provider  
Shared Services Unit  
External Services Unit  
Choosing a Service Provider Type  
Considering Service Type

Selecting Delivery Strategies

Sourcing Structures

**Lesson: Governance Summary**

Governance Summary

Checkpoint

Chapter 06 Review

**Chapter 07 - Measurement**

**1h**

**Lesson: Measuring**

Business Value

Demonstrating Business Value

Service Measurement

Objectives

Measurement & Reporting Frameworks

Reporting Levels

Management Domains

Measurement Definition

Setting Targets

Process Measurements

Scorecard & Reports

Metrics

CSFs & KPIs

Using Metrics

**Lesson: Measurement Frameworks**

Design & Develop Service Measurement Framework

Measurement Framework Grid

Designing Measurement Methods & Metrics

Metrics Tree

Monitoring & Control

Definitions

Monitor Control Loop

Control Loop Types

Measurements & Monitoring

Measurement Types

Measurement, Metrics & KPIs

Event Management Desired Features

**Lesson: Measurement Summary**

Measurement Summary

Checkpoint

Chapter 07 Review

**Chapter 08 - Implement & Improving**

**1h 49m**

**Lesson: Implementing Service Management**

CSI Approach

Business Questions for CSI

Lifecycle Approach to Strategy Implementation



Setting Implementation Strategy  
Designing Service Strategy  
Transitioning Service Strategy  
Operating Service Strategy  
Continual Improvement of Service Strategy

**Lesson: Assessing Service Management**

Strategic Assessment  
Internal Environment  
External Environment  
S.W.O.T Analysis  
Gap Analysis  
Service Gap Model  
ISO/IEC 20000  
Six Sigma Methods  
CobiT  
CMMI & eSCM  
Aligning Assets with Outcomes  
Assessment & Improvement  
When to Assess  
What to Assess  
Advantages & Risks of Assessments  
Value vs. Maturity  
Benchmarking  
Benchmarking Procedure  
Benchmarking Costs  
Value of Benchmarking  
Benchmarking Benefits  
Who Is Involved?  
What to Benchmark?  
Comparison with Industry Norms  
Benchmark Approach

**Lesson: Improving Service Management**

CSI Register  
PDCA & Continual Improvement  
7-Step Improvement Process  
Step 1 – Strategy for Improvement  
Step 2 – Define Measurement  
Step 3 – Gather Data  
Step 4 – Process Data  
Step 5 – Analyze Information & Data  
Step 6 – Present & Use Information  
Step 7 – Implement Improvement

**Lesson: Key Considerations**

Service Economics  
Return on Investment

ROI Focus  
Business Case  
Business Impact Analysis  
Organizational Change  
Service Management System  
Kotter's 8-Steps to Organizational Change  
Establish Sense of Urgency  
Form Guiding Coalition  
Create Vision  
Communicate the Vision  
Empower Others to Act on Vision  
Plan for & Create Short-Term Wins  
Consolidate Improvements & Produce More Change  
Institutionalize the Change  
Planning & Implementing Support Technology  
**Lesson: Implementing & Improving Summary**  
Implementing & Improving Summary  
Checkpoint  
Chapter 08 Review  
CourseClosure

**Total Duration: 11h 48m**