



ITIL®

**PROFESSIONAL
QUALIFICATION SCHEME**

INTERMEDIATE QUALIFICATION

SERVICE LIFECYCLE

SERVICE STRATEGY CERTIFICATE

QUALIFICATION SYLLABUS



 **APM Group-The Accreditor**
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THE ITIL INTERMEDIATE SERVICE LIFECYCLE: SERVICE STRATEGY CERTIFICATE

The ITIL Intermediate Qualification: Service Strategy Certificate is a free-standing qualification, but is also part of the ITIL Intermediate Lifecycle stream, and one of the modules that leads to the ITIL Expert in IT Service Management. The purpose of this training module and the associated exam and certificate is, respectively, to impart, test, and validate the knowledge on industry practices in service management and strategy as documented in the ITIL Service Strategy publication.

Target Candidate

The course covers the management-level concepts of Service Strategy and core information of the supporting activities within Service Strategy, but not the specific details of each of the Service Strategy processes.

The main target candidate for the ITIL Intermediate Qualification: Service Strategy Certificate includes but is not restricted to:

- Chief Information Officers (CIOs)
- Chief Technology Officers (CTOs)
- Managers
- Supervisory staff
- Team leaders
- Service designers
- IT architects
- IT planners
- IT consultants
- IT audit managers
- IT security managers
- ITSM trainers involved in the on-going management, coordination and integration of strategizing activities within the Service Lifecycle
- Individuals who require a deeper understanding of the ITIL Service Strategy stage of the ITIL Service Lifecycle and how activities in it may be implemented to enhance the quality of IT service management within an organization
- IT professionals working in roles associated with strategic planning, execution and control within a service-based business model, seeking an understanding of the concepts, processes, functions and activities involved in Service Strategy
- Individuals seeking the ITIL Expert certification in IT Service Management for which this qualification is one of the prerequisite modules
- Individuals seeking progress towards the ITIL Master in IT Service Management for which the ITIL Expert is a prerequisite

Prerequisite Entry Criteria

Candidates wishing to be trained and examined for this qualification must already hold the ITIL Foundation Certificate in IT Service Management (the V3 Foundation or V2 Foundation plus Bridge Certificate) which shall be presented as documentary evidence to gain admission.

Eligibility for Examination

To be eligible for the ITIL Intermediate: Service Strategy Qualification, candidates shall fulfil the following requirements:

- At least 21 contact hours (hours of instruction, excluding breaks, with an Accredited Training Organization (ATO) or an accredited e-learning solution) for this syllabus, as part of a formal, approved training course/scheme
- There is no minimum requirement but a basic IT literacy and around 2 years IT experience are highly desirable
- Hold the ITIL V3 Foundation Certificate in IT Service Management or ITIL V2 Foundation plus the bridging certificate
- It is recommended that students should complete at least 21 hours of personal study by reviewing the syllabus and the Service Strategy publication in preparation for the examination

Syllabus at a Glance:

Learning Unit SS01: Service Strategy Principles

Bloom's Level 2 Objectives – Full understanding of Service Strategy terms and core concepts

- Understand the strategy of differentiating value-creation (attributes, perceptions and preferences) in the customer's mind
- Recognize what are assets and how to use them to create value
- Be able to define the three types of service providers and how/where they are used
- Comprehend value chain models and the vertical integration strategy they provide
- Grasp the fundamental aspects of service strategy and be able to define them

Learning Unit SS02: Defining Services and Market Spaces

Bloom's Level 4 Objectives – Support problem solving by putting theory into practice, interpret principles and relationships

- Be able to create services/strategies related to a customer's needs
- How to utilize assets (service and customer) to influence value creation
- How to use service archetypes to design a strategy based on asset-based and utility based positioning
- What strategies can be used to define market spaces by focusing services to support business outcomes

Learning Unit SS03: Conducting Strategic Assessments

Bloom's Level 4 Objectives – Support problem solving by putting theory into practice, interpret principles and relationships

- How to mutually reinforce capabilities and resources so that service management will be treated as a strategic assets
- Ability to conduct a strategic assessment related to investment and financial business constraints
- Performing an analysis of a customer's needs, market spaces and alignment with business strategy to develop expansion and growth forecasts

Learning Unit SS04: Financial Management

Bloom's Level 4 Objectives – Support problem solving by putting theory into practice, interpret principles and relationships

- Be able to enhance and add value to a shared imperatives framework for business and IT
- Create, implement and measure service and financial demand modelling so that funding variations related to changes in demand can be quantified
- Provide analysis and guidance to determine how to select the appropriate IT funding models

Learning Unit SS05: Service Portfolio Management

Bloom's Level 4 Objectives – Support problem solving by putting theory into practice, interpret principles and relationships

- Have the ability to identify the strategic need as well as build a case for a Service Portfolio
- Design and implement a Service Portfolio management environment that includes all the methods: define, analyze, approve and charter.

Learning Unit SS06: Managing Demand

Bloom's Level 4 Objectives – Support problem solving by putting theory into practice, interpret principles and relationships

- Build a case for implementing demand management related to customer and/or market space requirements
- Ability to develop a capabilities based demand management strategy for a company
- Be able to integrate and relate all aspects of a Service Catalogue and Service Pipeline to demand and capacity
- Be able to design and implement service packages as well as to determine when/where/how service packages should be introduced and used

Learning Unit SS07: Driving Strategy through the Service Lifecycle

Bloom's Level 4 Objectives – Support problem solving by putting theory into practice, interpret principles and relationships

- Develop strategies that utilize all the elements of the lifecycle (e.g. Service Catalogue, Service Pipeline, Contract portfolio, financial budgets, delivery schedules and improvement programs)
- Be able to construct and know where/when to utilize the different types of Service Models as well as where the different design “drivers” (e.g. outcomes, constraints, pricing) affect the strategy
- How to utilize Service Transition for decision analysis to evaluate options, paths, risk and costs related to proposed strategies
- How to utilize Service Operations and Service catalogue in regards to deployment patterns

Learning Unit SS08: Critical Success Factors and Risks

Bloom’s Level 4 Objectives – Support problem solving by putting theory into practice, interpret principles and relationships

- Be able to provide insight and guidance in the design of IT organizations through the use of five organizational structures as well as Critical Success factor
- Be able to determine the need for and selection of automated tools to support the any strategic objectives you have put forth
- Utilize strategy to achieve operational effectiveness and to overcome organizational complexity

Qualification Learning Objectives

This qualification provides a complete overview of Service Strategy including all its related activities: How to design, develop, and implement service management not only as an organizational capability but also as a *strategic asset*.

Candidates can expect to gain competencies in the following upon successful completion of the education and examination components related to this certification:

- Service Strategy Principles
- Defining services and market spaces
- Conducting Strategic Assessments
- Financial Management
- Service Portfolio Management
- Managing demand
- Driving strategy through the Service Lifecycle
- Understanding Critical Success Factors and risks

In addition the training for this certification should include examination preparation, including a mock examination opportunity.

Level of Difficulty

All ITIL Service Management qualifications use the Bloom's taxonomy in both the construction of the learning units and in the examination which is based on this syllabus.

A learning taxonomy is a scale of the degree of difficulty in the learning process. These levels apply to the cognitive, affective and psychomotor domains of learning but in the ITIL Qualification Scheme, we deal only with the cognitive sphere.

Bloom defines six levels of learning in the COGNITIVE domain which are both sequential and cumulative. They move from the simple to the complex. This implies that in order to achieve the sixth level of learning, for example, the instructor must ensure that the previous five levels have been mastered.

Level 1 - The KNOWING level: Here the candidate is able to bring to mind or remember the appropriate material. The behavioural tasks associated with this level tax the candidate's memory and include such tasks as defining, recalling, listing, recognizing, describing and naming.

Level 2 - The COMPREHENDING stage: Here the candidate is able to understand or grasp the meaning of what is being communicated and make use of the idea without relating it to other ideas or materials and without seeing the fullest possible meaning or translation of the idea. Behavioural tasks at this level would include stating in the candidates own words, giving examples of, illustrating, inferring, summarizing and interpreting. These actions involve the knowing which has taken place at the first level.

Level 3 - The APPLYING level: Here the candidate should be able to use ideas, principles and theories in new, particular and concrete situations. Behavioural tasks at this level involve both knowing and comprehension and might include choosing appropriate procedures, applying principles, using an approach or identifying the selection of options.

Level 4 - The ANALYZING level: The candidate is able to break down a communication (rendered in any form) into constituent parts in order to make the organization and significance of the whole clear. Breaking down, discriminating, diagramming, detecting, differentiating and illustrating are important tasks at this level and can be seen to include the previous levels of knowing, comprehending and applying. Here the significance of the constituent parts of an entity are examined in order to understand the whole more fully.

Level 5 - The SYNTHESIS level: At this level the candidate is able to put back together again the various parts or elements of a concept into a unified organization or whole. This putting together again and making sense of small parts is a crucial factor in intelligence and learning. Examination questions at this level would include creating, writing, designing, combining, composing, organizing, revising and planning. This level of learning in order to occur must include the first four levels – knowing, comprehending, analyzing and applying. This level of learning is probably the most intense and exciting for candidate.

Level 6 - The EVALUATING phase: In this phase the candidate is able to arrive at an overview and to judge the value and relative merit of ideas or procedures by using appropriate criteria. At this level of learning the candidate will be able to compare, judge, appraise, justify, criticize and contrast theories, procedures, methods and concepts. This level involves mastery of the five previous levels of knowing, comprehending, applying analyzing and synthesizing.

For the purposes of the ITIL Qualifications Scheme, the Blooms level will appear in each syllabus module to identify the highest level of cognitive difficulty that course content should deliver to meet the learning outcome and competence to meet the examination level of difficulty.

The following table illustrates the use of the taxonomy in ITIL professional qualifications.

Bloom Levels and taxonomy	Used by ITIL qualification	Intellectual activity in learning outcome and exam proficiency
1. Knowing 2. Comprehending	ITIL Service Management Foundation Level stream (includes V2 – V3 Foundation Bridge qualification	The ability to recall, recite, name, and understand the meaning of ITIL terminology and basic practice fundamentals. <i>Vernacular examples used in Syllabus:</i> Understand; Describe; Identify
3. Applying 4. Analyzing	ITIL Service Management Lifecycle Stream Capability Stream Managing Across the Lifecycle	The ability to use the practices and concepts in a situation or unprompted use of an abstraction. Can apply what is learned in the classroom, in workplace situations. Can separate concepts into component parts to understand structure and can distinguish between facts and inferences. <i>Vernacular examples used in Syllabus:</i> Analyze; Demonstrate; Apply; Distinguish; Justify; Produce; Decide
5. Synthesis 6. Evaluate	ITIL Service Management Managing Across the Lifecycle – level 5 only ITIL Service Management Professional – Advanced Series	The ability to create patterns or structure from composite elements to achieve a new meaning or outcome. Can make judgement, weigh options of ideas and elements to justify and support an argument or case. <i>Vernacular examples used in Syllabus:</i> Evaluate; Justify; Summarize; Plan; Modify; Manage; Control

Intermediate Qualifications will examine according to the Bloom level assigned to each syllabus learning unit within each of the Service Lifecycle and Service Capability streams. This means that a candidate must be prepared to be tested up to and including that level for any question related to that learning unit or units.

The examination format of complex multiple choice will offer a scenario and questions with a corresponding series of possible answers. Each is constructed to test a candidate's competency up to and including the bloom level associated to the syllabus learning unit that the question is mapped to. Instructors should ensure that the module curriculum offers discussion, practical exercises and instruction that will satisfy the competency needed to meet the exam level of difficulty.

The intermediate modules are expected to provide a practical level of proficiency for a candidate to be able to utilize the knowledge learned in their work environment. The examinations test a level of proficiency that allows candidates to apply the knowledge learned in the course to correctly select the correct sequence of possible answers.

Service Strategy Syllabus

The ITIL Intermediate Qualification: Service Strategy is awarded to those who complete the following eight units of study and successfully pass the relevant multiple choice examination.

Core guidance references with publication reference (SS - Service Strategy, SD – Service Design, ST – Service Transition, SO – Service Operation, CSI – Continual Service Improvement) and section numbers are included along with indicative contact study hours.

The contact hours are shown in each learning unit and are suggested to provide adequate time to cover the core guidance content, however Accredited Training Organizations (ATOs) are encouraged to combine or reorder the learning units in any way that suits the flow of their courseware content delivery. All ATO's must ensure however, the minimum contact hours for Eligibility for examination are met.

Section numbers are indicated as “chapter . section . subsection” (X.X.X) Unless otherwise indicated, instructional coverage of the content of the entire section referenced is assumed.

Learning Unit	Curriculum subjects covered	Level of Difficulty
ITIL SL: SS01 Service Strategy Principles	<p>This initial learning unit addresses the core principles of Service Strategy such as value-creation, capabilities, resources, types of service providers, value networks, planning, positions, etc.</p> <p>To meet the learning outcomes and examination level of difficulty, the candidates must be able to understand and describe:</p> <ul style="list-style-type: none"> • The logic of value-creation within the context of the ITIL Service Lifecycle Core Guidance References - SS 3.1 • Capabilities and resources Core Guidance References - SS 3.2 • Service provider types Core Guidance References - SS 3.3 • Dynamics of a Service Model based on the concept of value networks Core Guidance References - SS 3.4 • Strategic perspectives, plans, positions and patterns Core Guidance References - SS 3.5 	<p>Up to Bloom level 2 Knowing and Comprehending</p> <p>A full understanding of Service Strategy terms and core concepts.</p> <p>The ability to recall, recite, name, and understand the meaning of ITIL terminology and basic practice fundamentals.</p>
	Contact hours recommended – 2.5	
ITIL SL: SS02 Defining Services and Market Spaces	<p>This learning unit addresses more focused aspects of Service Strategy such as the development of markets (internal and external) as well as Service Assets. This unit starts to build the foundation of Service Strategy by show how services are defined and used across the lifecycle, how customer and business needs must be recognized, along with the concept of how services are configured into patterns to support market spaces.</p> <p>To meet the learning outcomes and examination level of difficulty, the candidates must be able to understand, describe, identify, demonstrate, apply, distinguish, produce, decide or analyze:</p> <ul style="list-style-type: none"> • Formal definitions of services suitable for planning and execution across the Service Lifecycle Core Guidance References - SS 4.1, 4.2.2 • Business outcomes of customers and relating them to customer assets and service assets 	<p>Up to Bloom level 4 Applying Analyzing</p> <p>The candidate should reach a level of competence that supports problem solving, putting theory into practice, interpreting principles and relationships related to Markets and Service Assets.</p>

Learning Unit	Curriculum subjects covered	Level of Difficulty
	<p>Core Guidance References - SS 4.1.3</p> <ul style="list-style-type: none"> Services into customer outcomes, service assets, utility and warranty elements Core Guidance References - SS 4.1.4 Market spaces, opportunities for new or changed services, and services as configurations and patterns Core Guidance References - SS 4.1.4, 4.2 	
	Contact hours recommended – 3.0	
<p>ITIL SL: SS03 Conducting Strategic Assessments</p>	<p>This learning unit develops the concepts of using strategy principles to conduct Strategic Assessments related to the customer, market spaces and capabilities of the service provider.</p> <p>This unit builds upon the previous two units, relying upon the candidate's understanding of the core terms in Unit #1 and their deep understanding of customers, markets and services in Unit #2.</p> <p>To meet the learning outcomes and examination level of difficulty, the candidates must be able to understand, describe, identify, demonstrate, apply, distinguish, produce, decide or analyze:</p> <ul style="list-style-type: none"> Strategic assets of an organization and their performance potential for serving particular customers or market spaces (internal or external) Core Guidance References - SS 4.3, 4.4 Critical Success Factors and degree of alignment of existing services, capabilities, and strategies with customer's business Core Guidance References - SS 4.4 Business potential within existing customers and in adjacent market spaces through analysis of patterns within Service Catalogue, business strategy of customers, and environmental factors such as business trends, technological innovation, and regulatory compliance Core Guidance References - SS 4.4 	<p>Up to Bloom level 4 Applying Analyzing</p> <p>The candidate should reach a level of competence that supports problem solving, putting theory into practice, interpreting principles and relationships related to Strategic Assessments.</p>
	Contact hours recommended – 3.5	
<p>ITIL SL: SS04 Financial Management</p>	<p>This learning unit introduces Service Economics and the Financial Management considerations related to all the concepts that have been developed in the previous units. The recurring theme is to develop strategy related to the customer, the business, the market spaces and the services.</p> <p>To meet the learning outcomes and examination level of difficulty, the candidates must be able to understand, describe, identify, demonstrate, apply, distinguish, produce, decide or analyze:</p> <ul style="list-style-type: none"> Service valuation, demand modelling, service provisioning and analysis, and business impact analysis Core Guidance References - SS 5.1 Funding the Service Portfolio and phases of the Service Lifecycle and defining expectations or return on investments 	<p>Up to Bloom level 4 Applying Analyzing</p> <p>The candidate should reach a level of competence that supports problem solving, putting theory into practice, interpreting principles and relationships related to Financial Management.</p>

Learning Unit	Curriculum subjects covered	Level of Difficulty
	Core Guidance References - SS 5.1.3.3, 5.2	
	Contact hours recommended – 2.0	
ITIL SL: SS05 Service Portfolio Management	<p>This learning unit explores a key SS process; Service Portfolio Management and how it can be utilized in developing service strategies.</p> <p>To meet the learning outcomes and examination level of difficulty, the candidates must be able to understand, describe, identify, demonstrate, apply, distinguish, produce, decide or analyze:</p> <ul style="list-style-type: none"> • Service Portfolio Management methods, and activities related to service management and services Core Guidance References - SS 5.3, 5.4 	<p>Up to Bloom level 4 Applying Analyzing</p> <p>The candidate should reach a level of competence that supports problem solving, putting theory into practice, interpreting principles and relationships of Service Portfolio Management.</p>
	Contact hours recommended – 1.0	
ITIL SL: SS06 Demand Management	<p>This learning unit addresses another SS process: Demand Management. This topic will raise the level of understanding to a higher degree of conceptualization. Demand management ties customer needs and business activity directly with the effective design of service strategies. The aspects of when/where/how to utilize packages, profiling, segmentation, capabilities, etc. as tools to support effective design of Service Strategy are covered.</p> <p>To meet the learning outcomes and examination level of difficulty, the candidates must be able to understand, describe, identify, demonstrate, apply, distinguish, produce, decide or analyze:</p> <ul style="list-style-type: none"> • Challenges, opportunities and risks in fulfilling demand for a particular customer or market space Core Guidance References - SS 5.5.1, 7.2, 7.4.3, 9.5 • High-level strategies for demand management that can be supported by capabilities across the Service Lifecycle Core Guidance References - SS 5.5, 7.2- 7.4 • Demand with respect to customer outcomes, patterns of business activity, and user profiles. Sources of demand and capacity within the Service Catalogue and Service Pipeline Core Guidance References - SS 4.2.2, 4.2.3, 5.5.2, 5.5.3, 7.2 • Core Service Packages and Service Level Packages Core Guidance References - SS 5.5.4 • The roles of Product Manager and Business Relationship Manager Core Guidance References - SS 4.2.3.1, SS Appendix B2 	<p>Up to Bloom level 4 Applying Analyzing</p> <p>The candidate should reach a level of competence that supports problem solving, putting theory into practice, interpreting principles and relationships in relation to Demand Management.</p>
	Contact hours recommended – 3.5	
ITIL SL:	This learning unit looks at how the other components of	Up to Bloom

Learning Unit	Curriculum subjects covered	Level of Difficulty
<p>SS07</p> <p>Driving Strategy through the Service Lifecycle</p>	<p>the Service Lifecycle (Service Design, Service Operation, Service Transition and Continual Service Improvement) can be integrated into Service Strategy.</p> <p>This represents a culmination of all the topics addressed in the first 6 learning Units. At this point, a deep understanding and perspective about Service Strategy has been developed in order to guide an IT organization on what to address when planning a Service Strategy.</p> <p>This unit broadens this scope to now include all the other aspects of the lifecycle.</p> <p>To meet the learning outcomes and examination level of difficulty, the candidates must be able to understand, describe, identify, demonstrate, apply, distinguish, produce, decide or analyze:</p> <ul style="list-style-type: none"> • How Service Strategy is driven through and informed by other stages of the Service Lifecycle Core Guidance References - SS 7.1 • Policies and constraints for Service Design that will encode strategic objectives and customer needs Core Guidance References - SS 7.2 • Requirements for Service Transition to act on behalf of Service Strategy in reducing costs and risks as service progress through the Lifecycle Core Guidance References - SS 7.3 • Tactical plans for the Service Catalogue to be effectively hosted by the Service Operation phase, with adjustments by customers and contracts Core Guidance References - SS 7.4 • Opportunities for Continual Service Improvement across the Service Portfolio and Service Lifecycle Core Guidance References - SS 7.5 	<p>level 4 Applying Analyzing</p> <p>The candidate should reach a level of competence that supports problem solving, putting theory into practice, interpreting principles and relationships when using the other stages of the Service Lifecycle to support Service Strategy.</p>
Contact hours recommended – 2.0		
<p>ITIL SL:</p> <p>SS08</p> <p>Service Strategy Critical Success Factors and Risks</p>	<p>This final learning unit deals with the culmination of Service Strategy such as risks, critical success factors, total cost of utilization, etc. that would be used in analysis of a Strategy's ability to succeed as designed.</p> <p>The understanding of insight and guidance in the design of IT organizations through the use of five organizational structures as well as Critical Success Factors are covered.</p> <p>The need for and selection of automated tools to support the any strategic objectives are reviewed here, as well as, utilizing Service Strategy to achieve operational effectiveness and to overcome organizational complexity.</p> <p>To meet the learning outcomes and examination level of difficulty, the candidates must be able to understand, describe, identify, demonstrate, apply, distinguish, produce, decide or analyze:</p> <ul style="list-style-type: none"> • The role of organization development and sourcing as Critical Success Factors Core Guidance References - SS 6.1, 6.5 • Automation and tools to meet strategic objectives through the framework of Service Management 	<p>Up to Bloom level 4 Applying Analyzing</p> <p>The candidate should reach a level of competence that supports problem solving, putting theory into practice, interpreting principles and relationships related to Service Strategy's Challenges and Risks.</p>

Learning Unit	Curriculum subjects covered	Level of Difficulty
	Core Guidance References - SS 8.1, 8.3 <ul style="list-style-type: none"> • Benefits and risks from factors such as complexity, coordination, intangible assets, and total cost of utilization. Core Guidance References - SS 9.1, 9.2, 9.3, 9.4 <ul style="list-style-type: none"> • Types of risks across the Lifecycle and high-level approaches for mitigating risks Core Guidance References - SS 9.5	
	Contact hours recommended – 2.0	
ITIL SL: SS09 Summary and Exam Preparation	This unit provided an opportunity in the curriculum for a course summary of the material covered in the previous units and prepares candidates for the examination. It is likely that most course providers will wish to offer, and review, at least one sample examination opportunity.	Not Applicable
	Contact hours recommended – 2.0	

Lectures and exercises

Meeting the learning objectives of this syllabus can be assisted through the use of practical exercises during the delivery of an accredited course. It is recommended that course providers make use of exercises to enhance the reinforcement of the learning objectives in this syllabus. To aid course providers, there are areas within each learning unit whose learning objective include such phrases as “identify, describe, analyze”, etc, which may be considered as opportunities to introduce practical course exercises. These are not mandated areas for practical exercises, but provided as suggestions for use by course providers.

Format of the Examination

Type	Eight (8) multiple choice, scenario-based, gradient scored questions. Each question will have 4 possible answer options, one of which is worth 5 marks, one which is worth 3 marks, one which is worth 1 mark, and one which is a distracter and achieves no marks.
Duration	Maximum 90 minutes for all candidates in their respective language
Provisions for Additional Time relating to language	Candidates completing an exam:- <ul style="list-style-type: none"> in a language that is not their mother tongue, and in a country where the language of the exam is not a business language in the country, have a maximum of 120 minutes to complete the exam and are allowed the use of a dictionary
Prerequisite	ITIL V3 Foundation Certificate or ITIL V2 Foundation plus Bridge Certificate and completion of an accredited Course from an ITIL Accredited Training Provider
Supervised	Yes
Open Book	No
Pass Score	28/40 or 70%

Trainer Qualification Criteria

This syllabus can only be delivered to target groups by an accredited provider / trainer. Any provider / trainer must meet the following criteria to be eligible to provide this syllabus:

Criteria	Eligibility	Degree of proficiency validation
Accredited Training Organization	Required	The company shall be registered and in good standing with the Official Accreditor
ITIL Service Strategy Certification	Required	Instructor must present a valid certificate issued by an accredited Examination Institute
ITIL V3 Expert Certification	Required	Instructor must present a valid certificate issued by an accredited Examination Institute

Approved Delivery Structure

Structure	Operational Standard Requirements
Training Delivery	Training providers are free to structure and organize their training in the way they find most appropriate, provided the units of the syllabus are sufficiently covered. Training must be delivered via an ATO based on this syllabus. Training can be delivered virtually, via an e-learning / learning technology solution.

Terminology List

Candidates are expected to understand the following terms after completing an SS course:

*- Denotes the term is covered at the Foundation level and should be covered in this module within the module's context.

Account Manager	Notional Charging
Alert*	Off-shore
Analytical Modeling	On-shore
Availability*	Opportunity Cost
Business Case	Pattern of Business Activity (PBA)
Business Impact Analysis (BIA)	Performance Anatomy
Business Relationship Management	Problem*
Business Relationship Manager (BRM)	Risk
Business Service Management (BSM)	Return on Investment (ROI)
Business Unit	Separation of Concerns (SoC)
Capital Item	Service Analytics
Capitalization	Service Assets*
Configuration Management System*	Service Catalogue*
Contract Portfolio	Service Level Agreement (SLA)
Contract*	Service Level Package (SLP)
Control	Service Package
Control perspective	Service Portfolio*
Core Service Package (CSP)	Service Potential
Cost Centre	Service Provider*
Cost Element	Service Provider Interface (SPI)
Cost Management	Service Provisioning Optimization (SPO)
Critical Success Factor (CSF)	Service Request*
Customer Portfolio	Service Valuation
Depreciation	Strategic
Early Life Support	Supplier
Economies of scale	Supply Chain
Economies of scope	Tag
Event	Total Cost of Utilization (TCU)
External Service Provider	Type I Service Provider
Incident	Type II Service Provider
Internal Customer	Type III Service Provider
Internal Rate of Return (IRR)	Unit Cost
Internal Service Provider	User Profile (UP)
Internal Sourcing	Utility and Warranty*
Kano Model	Value Chain
Line of Service (LOS)	Value Network
Managed Services	Variable Cost Dynamics
Modeling	Vision
Near-Shore	Workload
Net Present Value (NPV)	

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