



Professional Qualifications for

ITIL® PRACTICES FOR SERVICE MANAGEMENT: INTERMEDIATE LIFECYCLE STREAM

The ITIL Intermediate Qualification: Service Strategy Certificate SYLLABUS



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THE ITIL INTERMEDIATE QUALIFICATION: 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 Group

The main target group for the ITIL Intermediate Qualification: Service Strategy Certificate includes but is not restricted to CIOs, CTOs, managers, supervisory staff, team leaders, designers, architects, planners, IT consultants, IT audit managers, IT security managers and ITSM trainers involved in the on-going management, coordination and integration of strategizing activities within the Service Lifecycle.

The course covers the management of service strategy and core information of supporting activities within the Service Strategy stage, but not the detail of each of the supporting processes.

The target group may also be of interest to:

- 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

Learning Objectives

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.

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 fulfill 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

Level of Difficulty

All ITIL Service Management certifications 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.

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

The COMPREHENDING stage: Here the student 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 students own words, giving examples of, illustrating, inferring, summarizing and interpreting. These actions involve the knowing which has taken place at the first level.

The APPLYING level: Here the student 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.

The ANALYZING level: This is the fourth level of learning described by Bloom. At this level the student 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 behavioural 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.

The SYNTHESIS level: At this level the student 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. Behavioural tasks 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 student and teacher alike.

The EVALUATING phase: In this phase the student 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

student 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 certification	Intellectual activity in learning outcome and exam proficiency
Knowing Comprehending	ITIL Service Management Foundation Level stream (includes V2 – V3 Foundation Bridge certification	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
Applying 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
Synthesis 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 stream 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 student 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 student'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 student to be able to utilize the knowledge learned in their work environment. The examinations test a level of proficiency that allows students 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. The units cover the topics listed (section numbers from the book are included, with indicative contact study-hours).

<p>ITIL SL: SS01</p> <p>Level of Difficulty – up to Bloom level 2</p>	<p>Service Strategy Principles</p> <p>This unit introduces the candidate to the core concepts and practices in Strategy and organization applied to Service Management and IT.</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 (SS 3.1) • Capabilities and resources (SS 3.2) • Service provider types, and be able to choose between the types (SS 3.3) • Dynamics of a service model based on the concept of value networks (SS 3.4) • Strategic perspectives, plans, positions and patterns as applied to service management and IT in their own organization (SS 3.5) <p><i>The recommended number of contact hours for this unit is 2.5 hours</i></p>
<p>ITIL SL: SS02</p> <p>Level of Difficulty – up to Bloom level 4</p>	<p>Defining Services and Market Spaces</p> <p>This unit covers the core concepts and practices in internal marketing, business development, and opportunity analysis.</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 (SS 4.1, 4.2.2) • Business outcomes of customers and relating them to customer assets and service assets (SS 4.1.3) • Services into customer outcomes, service assets, utility and warranty elements (SS 4.1.4) • Market spaces, opportunities for new or changed services, and services as configurations and patterns (SS 4.1.4, 4.2) <p><i>The recommended number of contact hours for this unit is 3.0 hours</i></p>

<p>ITIL SL: SS03</p> <p>Level of Difficulty – up to Bloom level 4</p>	<p>Conducting Strategic Assessments</p> <p>This unit covers the process of conducting strategic assessments with respect to customers, market spaces, and existing capabilities of a service provider.</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 their performance and potential for serving particular customers or market spaces (internal or external) (SS 4.3-4.4) • Critical Success Factors and degree of alignment of existing services, capabilities, and strategies with customer’s business (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 (SS 4.4) <p><i>The recommended number of contact hours for this unit is 3.5 hours</i></p>
<p>ITIL SL: SS04</p> <p>Level of Difficulty – up to Bloom level 4</p>	<p>Financial Management</p> <p>This unit covers Financial management and investments applied to Service Management.</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, financial modelling, service provisioning and analysis, and business impact analysis (SS 5.1) • Funding the Service Portfolio and phases of the Service Lifecycle and defining expectations or return on investments (SS 5.1.3.3, 5.2) <p><i>The recommended number of contact hours for this unit is 2.0 hours</i></p>
<p>ITIL SL: SS05</p> <p>Level of Difficulty – up to Bloom level 4</p>	<p>Service Portfolio Management</p> <p>This unit covers Portfolio management concepts, methods, and principles applied to Service Management.</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 processes related to service management and services (SS 5.3-5.4) <p><i>The recommended number of contact hours for this unit is 1.0 hours</i></p>

<p>ITIL SL: SS06</p> <p>Level of Difficulty – up to Bloom level 4</p>	<p>Managing Demand</p> <p>This unit covers Demand Management, profiling, segmentation, and service packaging strategies to effectively serve different types of customer needs and business activity patterns.</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 (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 (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 (SS 4.2.2, 4.2.3, 5.5.2, 5.5.3, 7.2) • Core Service Packages and Service Level Packages (SS 5.5.4) • The roles of Product Manager and Business Relationship Manager (SS 4.2.3.1, Appendix SS B2) <p><i>The recommended number of contact hours for this unit is 3.5 hours</i></p>
<p>ITIL SL: SS07</p> <p>Level of Difficulty – up to Bloom level 4</p>	<p>Driving Strategy Through The Service Lifecycle</p> <p>This unit covers How Service Strategy is implemented through tactics and operations framed by the Service 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 elements of the Service Lifecycle (SS 7.1) • Policies and constraints for Service Design that will encode strategic objectives and customer needs (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 (SS 7.3) • Tactical plans for the Service catalogue to be effectively hosted by Service Operation phase, with adjustments by customers and contracts (SS 7.4) • Opportunities for improvement across the Service Portfolio and Service Lifecycle (SS 7.5) <p><i>The recommended number of contact hours for this unit is 2.0 hours</i></p>

<p>ITIL SL: SS08</p> <p>Level of Difficulty – up to Bloom level 4</p>	<p>Critical Success Factors and Risks</p> <p>This unit covers Critical Success Factors and risks that determine the viability of strategic positions and plans. Specifically, after completion of this unit candidates will be able to:</p> <ul style="list-style-type: none"> • The role of organization development and sourcing as Critical Success Factors (SS 6.1, 6.5) • Automation and tools to meet strategic objectives through the framework of service management (SS 8.1, 8.3) • Benefits and risks from factors such as complexity, coordination, intangible assets, and total cost of utilization (TCU). (SS 9.1-9.4) • Types of risks across the Lifecycle and high-level approaches for mitigating risks (SS 9.5) <p><i>The recommended number of contact hours for this unit is 2.0 hours</i></p>
<p>ITIL SL: SS09</p>	<p>Summary, Exam Preparation and Directed Studies</p> <p>This unit summarises 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 mock examination opportunity.</p> <p><i>The recommended number of contact hours for this unit is 1.5 hours</i></p>

Terminology that students would be expected to understand after the course:

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

Note:**Lecture 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.

Learning Outcomes

Following the completion of this unit, the candidate will know:

- Understanding of the importance of Service Management as a Practice concept and Service Strategy Principals, Purpose and Objective
- How ITIL Service Strategy interacts with other Service Lifecycle Processes
- The activities, methods and functions used in each of the ITIL Service Strategy processes
- The roles and responsibilities within ITIL Service Strategy and the activities and functions to achieve operational excellence
- Explain how to measure ITIL Service Strategy
- Understanding of technology and implementation considerations surrounding ITIL Service Strategy
- Challenges, Critical Success Factors and Risks associated to ITIL Service Strategy

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 (Candidates sitting the examination in a language other than their first language have a maximum of 120 minutes and are allowed to use 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%
Distinction Score	TBC
Delivery	Online or Paper Based Examination

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

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