

# The Guide to the Universal Service Management Body of Knowledge

---

A comprehensive guide to best practices for managing the  
provision of services

---

Ian M. Clayton

Service Management 101™

# A Guide to the USMBOK™

**An Element of the Service Management 101™ Series**

The Guide to the Universal Service Management Body of Knowledge (USMBOK™)

Version 2011.07a

ISBN: 978-0-9814691-0-2

Copyright © 2008-2011 Virtual Knowledge Solutions International Incorporated. All worldwide rights reserved.

Printed in the United States of America

Published by Service Management 101

No part of this publication shall be reproduced, stored in or introduced into a retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, recording, or otherwise), except as permitted under Sections 107 or 108 of the United States Copyright Act, and without either the prior written permission of the Publisher, or authorization through the appropriate per-copy fee as defined by a prevailing license. Requests for permission should be directed to: [info@vksii.dm](mailto:info@vksii.dm).

**TRADEMARKS & COPYRIGHTS:** Service Management 101 (SM101), the SM101 logo, USMBOK, USMBOK logo, Service Management Master, Outside-In Service Management, Lean Service Management, and Service Management Foundation, and related trade dress are trademarks or registered trademarks of Virtual Knowledge Solutions International Incorporated (VKSII) and may not be used without written permission. All other trademarks are the property of their respective owners.

**LIMIT OF LIABILITY/DISCLAIMER OF WARRANTY:** The publisher and author have used their best efforts in preparing this book. The publisher and author make no representation or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The accuracy and completeness of the information provided herein and the opinions stated herein are not guaranteed or warranted to produce any particular results and the advice and strategies contained herein may not be suitable for every individual. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages. All representations or warranties that may be made in any advertising contained in this book are solely the responsibility of the offeror and neither publisher nor author will have any liability in any regard based upon such representations or warranties.

**IDEAS & COMMENTS:** Any ideas, suggestions, or comments regarding this publication and how it may be improved can be submitted at <http://www.sm101-support.com>.



# CONTENTS

<b>PREFACE TO THE THIS EDITION .....</b>	<b>I</b>
<b>HOW THIS BOOK IS ORGANIZED.....</b>	<b>III</b>
Introduction.....	iii
Audience for the Guide to the USMBOK™ .....	iv
<b>INTRODUCTION TO THE CONCEPT OF A ‘BODY OF KNOWLEDGE’.....</b>	<b>1</b>
WHAT IS A BODY OF KNOWLEDGE? .....	1
THE UNIVERSAL SERVICE MANAGEMENT BODY OF KNOWLEDGE .....	2
Deciphering the ‘Best Practice’ Concept .....	3
Common Practice .....	3
Best Practice .....	3
Good Practice .....	3
The Practice Lifecycle .....	4
USMBOK Best Practice Statements (BPS) .....	5
The Service Management Body of Knowledge Best Practice Statement Library Service .....	5
<b>SERVICE MANAGEMENT RELATED KNOWLEDGE AREAS .....</b>	<b>9</b>
UNIVERSAL SERVICE MANAGEMENT BODY OF KNOWLEDGE .....	10
KNOWLEDGE OF LEADERSHIP SKILLS .....	11
KNOWLEDGE OF OPERATIONS MANAGEMENT SKILLS.....	11
KNOWLEDGE OF QUALITY MANAGEMENT SKILLS.....	12
KNOWLEDGE OF RESOURCE DEVELOPMENT SKILLS .....	12
KNOWLEDGE OF PRODUCT MANAGEMENT SKILLS.....	12
KNOWLEDGE OF PERFORMANCE MEASUREMENT, ANALYSIS AND IMPROVEMENT SKILLS .....	13
KNOWLEDGE OF THE SERVICE INDUSTRY .....	13
KNOWLEDGE OF THE APPLICABLE ENVIRONMENT .....	14
Cultural and Social Impact .....	14
Organizational Impact .....	14
Economic Impact .....	14
Environmental Impact.....	15
KNOWLEDGE OF GOVERNANCE, RISK AND COMPLIANCE .....	15
KNOWLEDGE OF INTERNATIONAL AND NATIONAL STANDARDS .....	16
KNOWLEDGE OF RELATED BODIES OF KNOWLEDGE .....	16

## The Guide to the USMBOK™

KNOWLEDGE OF PROGRAM AND PROJECT MANAGEMENT FRAMEWORKS .....	17
Service Management Subprojects.....	17
The Service Management Program Office (SMPO) .....	18
<b>INTRODUCTION TO SERVICE .....</b>	<b>21</b>
WHAT IS A SERVICE?.....	21
A Legal Definition .....	21
The Goods-Service Continuum .....	23
Product Generations - Good and Services Categories .....	24
Information and Knowledge as a Service (INKAS) .....	24
The Characteristics of a Service.....	25
Service Intangibility .....	25
Service Inseparability.....	26
Service Perishability.....	26
Service Variability .....	26
Transaction-based Services .....	27
Pre-Transaction.....	28
Transaction .....	29
Post-Transaction.....	29
The Service ‘Experience’, ‘Encounter’ and ‘Moment of Truth’ .....	30
The Nature of Service Encounters .....	30
The Context of Services .....	33
Best Practice Statements.....	34
WHAT IS SERVICE MANAGEMENT? .....	35
Product Management 101 .....	35
Key Product Management Concepts & Terms.....	35
The Product Lifecycle.....	36
Two Discrete Professions – Planning and Marketing .....	38
What is Service Alignment?.....	39
Best Practice Statements.....	40
THE ENTERPRISE MODEL.....	40
Locations.....	40
Organizations .....	40
Roles .....	41
Persons .....	41
Regulations.....	41
Best Practice Statements.....	41
THE CUSTOMER MODEL .....	42
Best Practice Statements.....	44
THE SERVICE MODEL .....	45
Types of Service Models.....	46

## The Guide to the USMBOK™

The Global Service Model.....	46
Regional Service Model .....	46
Local Service Model .....	46
Service Model Operational Characteristics .....	47
Generic Service .....	47
Specialized Service .....	47
Personalized Service.....	48
Designing and Managing a Service Model.....	49
Best Practice Statements.....	50
VITAL SERVICE EQUATIONS.....	51
The Value Equation .....	51
The Expectation Equation.....	51
The Quality Equation.....	52
Best Practice Statements.....	54
THE HIDDEN COST OF QUALITY – SUPPORT SERVICES .....	55
THREE KEY CONSTITUENCIES.....	55
THE INFLUENCE OF ‘ASYMMETRIC INFORMATION’ .....	56
THE INFLUENCE OF FORMAL CONTRACTS.....	57
Service Contract.....	57
Operations Contract.....	58
Supplier Contract.....	58
THE SPECIAL CASE OF ‘IT MISALIGNMENT’.....	58
THE IT ORGANIZATION’S RESPONSE – IT SERVICE MANAGEMENT .....	60
GOLDEN RULES FOR SERVICE MANAGEMENT .....	61
HOLISTIC SERVICE MANAGEMENT .....	61
Spheres of Influence.....	62
Elements of a successful HSM Strategy.....	65
<b>THE SERVICE MANAGEMENT SYSTEM .....</b>	<b>69</b>
INTRODUCTION TO THE SERVICE MANAGEMENT SYSTEM .....	69
SERVICE MANAGEMENT SYSTEM ELEMENTS .....	70
Best Practice Statements.....	73
The Business Planning Framework .....	74
The Corporate/Enterprise Planning Layer .....	75
Best Practice Statements.....	77
The Business Area Layer .....	78
The Implementation and Operation Layer.....	79
The Business Planning Cascade .....	79
Best Practice Statements.....	80
The Performance Management Framework.....	81
Seven-Tier Measurement Model .....	82
Tier 1: Key Result Area (KRA) .....	82

## The Guide to the USMBOK™

Best Practice Statements.....	82
Tier 2: Key Performance Indicators (KPIs) .....	83
Best Practice Statements.....	83
Tier 3: Key Performance Targets (KPTs).....	84
Best Practice Statements.....	84
Tier 4: Vital Mission Activity (VMA) .....	86
Best Practice Statements.....	86
Tier 5: Service Level Objective (SLO).....	87
Best Practice Statements.....	87
Tier 6: Service Level Indicator (SLI) .....	88
Best Practice Statements.....	88
Tier 7: Service Infrastructure Events (SIE) .....	89
Best Practice Statements.....	89
Best Practice Statements.....	90
Key Service Management System Artifacts .....	91
The Service Governance Framework.....	92
The Service Planning Process .....	92
Capturing the Voice of the Customer .....	92
Best Practice Statements.....	94
The Service Fulfillment Plan.....	95
Common Elements of a Service Fulfillment Plan.....	96
The Service Plan .....	97
Best Practice Statements.....	97
The Service Portfolio .....	98
The Service Catalog.....	100
Service Catalog Schema .....	101
Making a Service Catalog ‘Actionable’ .....	102
Best Practice Statements.....	103
The Service Calendar.....	103
Best Practice Statements.....	104
The Service Priority Scheme .....	104
Impact .....	105
Urgency .....	105
Priority Scheme Governance .....	105
Best Practice Statements.....	106
The Service Portal.....	108
Best Practice Statements.....	108
The Service Quality Lifecycle .....	109
ISO/IEC 9126 .....	109
ISO/IEC 12207- Software Lifecycle .....	110
Service Lifecycle Costs.....	112

## The Guide to the USMBOK™

Lifecycle Concepts.....	113
THE SERVICE LIFECYCLE .....	115
Best Practice Statements.....	115
Key Inputs to the Service Lifecycle .....	116
Multiple Sources of an Improvement Statement.....	117
The Sources of Service Catalog based Service Requests .....	117
The Relationship between Incidents and Problems.....	118
Best Practice Statements.....	118
How the Service Lifecycle Stages are discussed.....	119
The Opportunity Stage .....	121
Key Inputs .....	121
Major Activities.....	122
Customer Side Influences.....	123
Provider Side Influences.....	124
Key Outputs .....	124
Best Practice Statements.....	124
Require.....	125
Key Inputs .....	125
Major Activities.....	126
Customer Side Influences.....	127
Provider Side Influences.....	128
Key Outputs .....	128
Best Practice Statements.....	129
Define .....	131
Key Inputs .....	132
Major Activities.....	132
Customer Side Influences.....	134
Provider Side Influences.....	134
Key Outputs .....	135
Best Practice Statements.....	135
Plan .....	137
Key Inputs .....	137
Major Activities.....	138
Customer Side Influences.....	140
Provider Side Influences.....	140
Key Outputs .....	141
Best Practice Statements.....	141
Concept .....	143
Key Inputs .....	144
Major Activities.....	144
Customer Side Influences.....	146
Provider Side Influences.....	147

## The Guide to the USMBOK™

Key Outputs .....	147
Best Practice Statements.....	148
Approve.....	149
Key Inputs .....	150
Major Activities .....	150
Customer Side Influences.....	150
Provider Side Influences.....	151
Key Outputs .....	151
Best Practice Statements.....	151
Design.....	153
Key Inputs .....	154
Major Activities .....	154
Customer Side Influences.....	157
Provider Side Influences.....	157
Key Outputs .....	157
Best Practice Statements.....	158
Develop (Build).....	159
Key Inputs .....	160
Major Activities .....	160
Customer Side Influences.....	163
Provider Side Influences.....	163
Key Outputs .....	163
Best Practice Statements.....	164
Assure .....	165
Key Inputs .....	166
Major Activities .....	166
Customer Side Influences.....	168
Provider Side Influences.....	168
Key Outputs .....	169
Best Practice Statements.....	169
Deploy .....	171
Key Inputs .....	172
Major Activities .....	172
Customer Side Influences.....	173
Provider Side Influences.....	173
Key Outputs .....	174
Best Practice Statements.....	174
Commission .....	175
Key Inputs .....	176
Major Activities .....	176
Customer Side Influences.....	178

## The Guide to the USMBOK™

Provider Side Influences.....	179
Key Outputs .....	179
Best Practice Statements.....	180
Operate & Support.....	181
Key Inputs .....	182
Major Activities.....	182
Customer Side Influences.....	184
Provider Side Influences.....	184
Key Outputs .....	185
Best Practice Statements.....	185
Maintain.....	187
Key Inputs .....	188
Major Activities.....	189
Customer Side Influences.....	190
Provider Side Influences.....	190
Key Outputs .....	191
Best Practice Statements.....	191
Revise.....	193
Key Inputs .....	194
Major Activities.....	195
Customer Side Influences.....	195
Provider Side Influences.....	196
Key Outputs .....	196
Best Practice Statements.....	197
Retire.....	199
Key Inputs .....	200
Major Activities.....	200
Customer Side Influences.....	201
Provider Side Influences.....	201
Key Outputs .....	202
Best Practice Statements.....	202
Service Lifecycle – Critical Artifact Path.....	203
THE SERVICE REQUIREMENT LIFECYCLE .....	204
Translating a Need into an Service Level Objective .....	205
Requirements Elicitation .....	207
Requirements Analysis.....	207
Requirements Specification.....	207
Requirements Negotiation.....	208
Requirements Validation .....	208
Requirements Translation.....	208
THE SERVICE REQUEST LIFECYCLE.....	209
Different Types of Service Request.....	209

## The Guide to the USMBOK™

Standard Service Requests .....	210
Model Service Requests .....	210
Service Request Pathway .....	210
Common Lifecycle Stages .....	211
Service Request Type=Incident Lifecycle Stages .....	212
Service Request Type=Problem Lifecycle Stages .....	212
Service Request Type=Change Lifecycle Stages .....	213
Best Practice Statements .....	213
THE SERVICE PROVISION LIFECYCLE™ .....	214
General Provisioning Sequence .....	215
Linking Defects to Lifecycle Stages .....	216
Best Practice Statements .....	216
THE SERVICE OPERATIONS LIFECYCLE .....	217
OPERATIONS GOVERNANCE FRAMEWORK .....	218
THE SERVICE EVENT LIFECYCLE .....	219
Infrastructure Events & Moderated Alerts .....	221
Service Level Indicators (SLI) .....	221
Service Impact Statements .....	221
Best Practice Statements .....	221
THE SERVICE SUPPORT LIFECYCLE™ .....	223
Service Incident Management .....	224
Service Problem Management .....	224
Service Request Management .....	225
Best Practice Statements .....	225
THE SERVICE REVISION LIFECYCLE .....	226
Key Inputs to the Revision Lifecycle .....	227
The Role of Service Request Management .....	227
The Role of Service Customer Management .....	227
The Role of Service Release Management .....	227
The Role of Service Change Management .....	228
The Role of Service Planning .....	228
Key Deliverable – the Service Revision Program .....	228
THE SERVICE RELEASE LIFECYCLE .....	229
Best Practice Statements .....	231
THE SERVICE ASSET LIFECYCLE .....	232
Best Practice Statements .....	233
THE SERVICE CHANGE LIFECYCLE .....	234
Best Practice Statements .....	236
THE SERVICE PERFORMANCE FRAMEWORK .....	237
Service Quality Index (SQI) .....	237
Service Cost Index (SCI) .....	238

<b>THE SERVICE ORGANIZATION.....</b>	<b>241</b>
THE SERVICE ORGANIZATION AND SERVICE PROVIDER ORGANIZATION (SPO) CONCEPT ....	241
A Shift in Management Focus .....	241
Adopting a Service Culture .....	241
Key Organizational Elements.....	242
Service Organization ‘Line of Visibility’.....	243
The Service Organization – Role Continuum.....	244
Service Organization Extensions .....	244
The Service Organization as a System.....	246
<b>SERVICE MANAGEMENT KNOWLEDGE DOMAINS.....</b>	<b>251</b>
INTRODUCTION.....	251
<b>SERVICE MANAGEMENT KNOWLEDGE AREAS.....</b>	<b>255</b>
INTRODUCTION.....	255
SERVICE CUSTOMER MANAGEMENT .....	256
Governance & Regulations Management .....	256
Charter Statement.....	256
The Ten Key Principles of a Governance Framework.....	258
Key Roles in an Service Provider Governance Framework.....	259
The Role of the Compliance Officer.....	260
Defining a Governance Framework.....	260
The Emerging Standard for IT Governance - ISO/IEC 38500:2008.....	261
Best Practice Statements.....	263
Policy Management System.....	265
Key Artifacts.....	266
Best Practice Statements.....	266
Customer Portfolio Management.....	267
Charter Statement.....	267
Key Concepts .....	267
Project Management.....	267
Program Management.....	268
Key Artifacts.....	268
Best Practice Statements.....	268
Customer Relationship Management.....	269
Charter Statement.....	269
Key Concepts .....	269
Get, Keep, Grow .....	269
The Customer Lifecycle.....	270
Why Customers Want the Service .....	271
Customer Community Management (CCM).....	271
Customer Interface Management (CIM) .....	272

## The Guide to the USMBOK™

Key Artifacts.....	273
Customer Continuity Management.....	274
Charter Statement.....	275
Key Concepts.....	275
Key Artifacts.....	278
Relationship with Service Continuity Management.....	280
Customer Risk Management.....	280
Charter Statement.....	280
Key Concepts.....	280
Continuous Risk Management.....	281
Key Artifacts.....	282
Customer Requirements Management.....	282
Charter Statement.....	282
Key Concepts.....	283
Requirement Types.....	284
Key Artifacts.....	285
SERVICE FULFILLMENT MANAGEMENT.....	287
Service Marketing.....	287
Charter Statement.....	287
Key Concepts.....	288
Strategic Planning.....	288
The 4Ps of Marketing.....	289
The Service Planning-Service Marketing Continuum.....	290
Report Catalog.....	290
Key Artifacts.....	291
Service Planning.....	291
Charter Statement.....	291
Key Concepts.....	292
Service Portfolio Management.....	292
Internalized Service Level Management (SLM).....	292
Key Artifacts.....	294
Service Provision Management.....	294
Charter Statement.....	294
Key Concepts.....	294
Key Artifacts.....	295
Provider Relationship Management.....	295
Charter Statement.....	295
Key Concepts.....	296
Value Network.....	296
Value Network Analysis (VNA).....	296
Value Network Mapping.....	297

## The Guide to the USMBOK™

Key Artifacts.....	297
Service Request Management .....	298
Charter Statement.....	298
Key Concepts .....	298
Key Artifacts.....	300
Service Opportunity Management .....	300
Charter Statement.....	300
Key Concepts .....	300
Key Artifacts.....	301
SERVICE QUALITY MANAGEMENT.....	301
Service Quality Planning.....	302
Charter Statement.....	302
Key Concepts .....	302
House of Quality .....	302
Quality Action.....	303
Quality Element.....	304
Quality Measure.....	304
Key Artifacts.....	304
Service Excellence .....	305
Charter Statement.....	305
Key Concepts .....	306
The Excellence Dilemma .....	306
Practice or Process Excellence Dilemma.....	306
Key Artifacts.....	307
Service Lifecycle Management.....	307
Charter Statement.....	307
Key Concepts .....	308
Lifecycle Collaboration.....	308
Lifecycle Governance .....	308
Lifecycle Visibility.....	308
Key Artifacts.....	308
Capability Management.....	308
Charter Statement.....	308
Key Concepts .....	309
Capability Model.....	309
Capability Scoring.....	310
Practice (Knowledge Area) Capability.....	311
Key Artifacts.....	312
Performance Management .....	312
Charter Statement.....	312
Key Concepts .....	313
Performance Domain .....	313

## The Guide to the USMBOK™

Performance Target.....	313
Performance Controls.....	313
Performance Weighting:.....	313
Performance Indicators:.....	314
Rated Performance:.....	314
Data Collection:.....	314
Data Analysis:.....	314
Performance Plan.....	314
Performance Appraisal (or Review).....	314
Performance Gap.....	315
Key Artifacts.....	315
Audit & Assessment Management.....	315
Charter Statement.....	315
Key Concepts.....	316
The McKinsey 7-S Model.....	316
Assessment.....	317
Audit.....	321
Key Artifacts.....	323
SERVICE DELIVERY MANAGEMENT.....	324
Service Level Management.....	324
Charter Statement.....	324
Key Concepts.....	325
Fulfillment-Operations Bridge.....	325
Service Level Reporting.....	326
Report Catalog.....	327
Service Level Statements.....	327
Model Operations Contract.....	327
Service Planning Oversight.....	327
Service Outage Review.....	327
Service Exception Report.....	327
Service Calendar Review.....	327
Service Level Review.....	328
Key Artifacts.....	328
Service Asset Management.....	328
Charter Statement.....	329
Key Concepts.....	329
Key Artifacts.....	333
Best Practice Statements.....	333
Service Security Management.....	334
Charter Statement.....	334
Key Concepts.....	335

## The Guide to the USMBOK™

The CIA Triad.....	335
Protection Rings .....	336
Security Controls .....	337
Information Classification.....	337
Relationship to ISO 17799/27000.....	338
Key Artifacts.....	339
Service Capacity Management .....	340
Charter Statement.....	341
Key Concepts .....	341
Capacity Perspectives.....	341
Capacity Classifications.....	341
Rated Capacity.....	342
Service Capacity Model.....	342
Entity Capacity.....	343
Operational Capacity.....	343
Capacity Competence .....	343
Cost of Capacity.....	343
Capacity Request.....	344
Capacity Request Lifecycle.....	344
Capacity Review Board.....	345
Demand Management.....	345
Capacity Measurement.....	345
Capacity Database .....	345
Forecasting (Modeling).....	346
Key Artifacts.....	346
Service Continuity Management.....	348
Charter Statement.....	348
Key Concepts .....	349
Service Impact Analysis .....	351
Key Artifacts.....	352
Service Availability Management.....	352
Charter Statement.....	353
Key Concepts .....	353
Component Failure Impact Analysis (CFIA).....	354
Cost of Outage.....	355
Recover Last Known Working Configuration (LKWC) .....	355
Key Artifacts.....	356
Best Practice Statements.....	357
SERVICE OPERATIONS MANAGEMENT .....	361
Service Support Management .....	361
Charter Statement.....	361
Key Concepts .....	362

## The Guide to the USMBOK™

Support Center.....	362
Knowledge Management (KM).....	362
Workforce Monitoring (WM).....	362
Intelligent Call Scripting.....	362
Escalation and Notification.....	363
Excellent Support Equation.....	364
Service Support Reporting.....	364
Key Artifacts.....	365
Operations Level Management.....	365
Charter Statement.....	365
Key Concepts.....	366
Key Artifacts.....	366
Service Supplier Management.....	367
Charter Statement.....	367
Key Concepts.....	367
Key Artifacts.....	368
Service Incident Management.....	368
Charter Statement.....	368
Key Concepts.....	369
Impact.....	369
Urgency.....	369
Target Time to Restore.....	369
Incident Lifecycle.....	369
Priority.....	369
Vital Mission Activity (VMA).....	369
Major Activities.....	370
Key Artifacts.....	370
Best Practice Statements.....	371
Service Problem Management.....	375
Charter Statement.....	375
Key Concepts.....	376
6-Step Problem Cycle.....	376
Problem Statement.....	376
Impact Statement.....	377
Control Barrier Analysis (CBA).....	377
Fault Tree Analysis (FTA):.....	378
Workaround or Temporary Containment.....	378
The Five Whys.....	378
Failure Mode Effect Analysis (FMEA).....	379
Cause and Effect Diagram (CED).....	380
Decision/Event Tree.....	380

## The Guide to the USMBOK™

Major Activities .....	381
Key Artifacts.....	382
Best Practice Statements.....	382
Service Impact Management.....	383
Charter Statement.....	383
Key Concepts .....	383
Impact Aggregation.....	383
Neutral Impact.....	383
Service Impact Statements .....	383
Key Artifacts.....	384
Best Practice Statements.....	384
SERVICE INFRASTRUCTURE MANAGEMENT .....	385
Service Facilities Management.....	385
Charter Statement.....	385
Key Concepts .....	386
Environmental Zone (EZ).....	386
Space Planning .....	386
Facility Planning Standards .....	387
Key Artifacts.....	388
Best Practice Statements.....	388
Service Application Management.....	389
Charter Statement.....	389
Key Concepts .....	390
Application Software Types.....	390
Application Management System.....	391
Application Development Environment.....	391
The Application Development Lifecycle (ADLC) .....	391
Key Artifacts.....	391
Service Systems Management .....	392
Charter Statement.....	392
Key Concepts .....	392
Event Management .....	392
Move-Add-Change-Delete (MACD).....	392
Data Center Automation (DCA).....	393
Service Infrastructure Domain .....	393
Key Artifacts.....	393
Service Configuration Management.....	393
Charter Statement.....	394
Key Concepts .....	394
Configuration Item (CI) .....	394
CI Sponsorship .....	394
Component.....	395

## The Guide to the USMBOK™

Anything to anything support.....	395
Metadata.....	395
CI Relationships.....	396
Zero-cost operation.....	396
CI Lifecycle.....	397
Configuration Management Data Base (CMDB) .....	397
Federated CMDB .....	397
CI Attribute .....	398
Configuration Baseline.....	398
CI Assembly .....	398
CI Product .....	398
CI Variant .....	398
Cost of Configuration (COCF) .....	398
Request for Configuration (RFCf).....	399
Configuration Control Board (CCB).....	399
Virtual CMDB (VCMDB).....	399
Request Lifecycle (RFCf) .....	399
Configuration Plan .....	400
Major Activities .....	401
Best Practice Statements.....	402
Key Artifacts.....	402
Service Change Management.....	403
Charter Statement.....	405
Key Concepts .....	405
Origins of Change .....	405
Change Review Board (CRB) .....	405
Change Review Board for High Risk (CRB/HR) .....	405
The Problem/Change Cycle .....	406
Zones of Risk (ZOR).....	407
Model Change .....	408
Standard, Pre-Approved Change .....	408
Change Schedule.....	408
Organizational Change Management (OCM) .....	409
6-Step Change Cycle .....	409
Change Lifecycle Policies .....	410
Integrated Governance and Major Activities .....	411
Key Artifacts.....	412
Best Practice Statements.....	412
Service Release Management .....	414
Charter Statement.....	414
Key Concepts .....	414

## The Guide to the USMBOK™

Source Management.....	414
Release Units .....	414
Release Types .....	415
Release Schedule .....	415
Release Build .....	415
Source Configuration Tree.....	415
Fit-for-Purpose Testing .....	415
Rollout Planning .....	416
Cost of Release (CoR).....	416
6-Step Release Cycle.....	417
The Release Management Process .....	418
Key Artifacts.....	419
SERVICE VALUE MANAGEMENT.....	419
Financial Management of Services .....	420
Charter Statement.....	420
Key Concepts .....	420
Budgeting .....	420
Capital Investment Analysis.....	421
Cost Accounting .....	421
Cost Recovery .....	422
Budget, Cost and Pricing Model .....	422
Major Activities .....	423
Key Artifacts.....	423
Scope of Operation .....	424
Service Value Mapping .....	425
The Value Chain .....	426
Value Activities .....	427
Key Concepts .....	429
Value Maps .....	429
Value Stream Mapping.....	430
Value Add vs. Non-Value Add .....	431
Service Value Maps .....	432
Best Practice Statements.....	433
SERVICE LEAN THINKING .....	433
Inside-Out Thinking.....	434
Inside-Out Process Improvement at the core of many ITSM Initiatives .....	435
Outside-In Thinking.....	435
The Outside-In, Inside-Out Continuum.....	436
The Cost of Common Capability Maturity Levels .....	437
The Concept of Continuous Improvement.....	438
The History of Continuous Improvement .....	438
Ten Key Principles of Continuous Improvement.....	440

## The Guide to the USMBOK™

Principle 1: Don't just do CIP, do it for a reason.....	440
Principle 2: CIP is not CPI or CSIP .....	440
Principle 3: Relate improvement to key measures (metrics).....	440
Principle 4: Start and stay organization (Customer) focused.....	441
Principle 5: Trace improvement to the requirements .....	441
Principle 6: Segment along 'lines of business' .....	441
Principle 7: Integrated with Organizational Change Management .....	441
Principle 8: Remember Deming and Shewhart – small, incremental change.....	442
Principle 9: Stay LEAN, Think Outside-In (Respect Principles 3,4,and 6).....	442
Principle 10: Understood as a continued process.....	443
The Relationship between CIP and the Service Revision Program.....	443
The Relationship Between PDCA, Six Sigma and Lean Methods.....	444
The Relationship between Continuous Improvement and Service Revision.....	445
Revision Control System .....	446
Best Practice Statements.....	446
<b>SERVICE KNOWLEDGE MANAGEMENT .....</b>	<b>447</b>
Key Concepts .....	447
Knowledge Management Programs.....	447
Certified Knowledge Management Professional (CKMP)™ .....	447
Data Mining.....	448
Expert System .....	448
Knowledge System .....	448
Knowledge Tool.....	448
Knowledge base.....	448
<b>GOVERNING SERVICE LIFECYCLE ACTIVITIES .....</b>	<b>453</b>
INTRODUCTION.....	453
<b>USMBOK EXTENSIONS .....</b>	<b>455</b>
THE NEED FOR EXTENSIONS.....	455
Types of Extensions.....	456
Criteria for an Extension .....	456
The Extension Request Process .....	456
<b>BIBILOGRAPHY.....</b>	<b>459</b>
<b>INDEX .....</b>	<b>461</b>
<b>SERVICE MANAGEMENT 101 SERVICES.....</b>	<b>471</b>

## LIST OF FIGURES

Figure 1: The Practice Lifecycle .....	4
Figure 2: Service Management Related Knowledge Areas .....	9
Figure 3: The Good - Services Continuum .....	23
Figure 4: Product Generations .....	24
Figure 5: Quality Elements of Transaction-based systems .....	28
Figure 6: Service Context .....	33
Figure 7: Product Mix .....	36
Figure 8: The Product Lifecycle Stages .....	37
Figure 9: The Three Operational Models of Alignment.....	39
Figure 10: The Customer Model Ontology .....	43
Figure 11: Operational Elements of a Service Model.....	45
Figure 12: The Relationship between Types of Service Models .....	46
Figure 13: The Service Model Design Process.....	49
Figure 14: The Value Equation .....	51
Figure 15: The Expectation Equation.....	51
Figure 16: High Quality Equation.....	53
Figure 17: Low Quality Equation.....	53
Figure 18: Optimum Quality Equation - Consumer.....	53
Figure 19: Optimum Quality Equation - Provider.....	54
Figure 20: The Asymmetric Information Influence.....	56
Figure 21: Formal Contract Relationships.....	57
Figure 22: Spheres of Influence.....	63
Figure 23: The Service Management System.....	72
Figure 24: Business Planning Framework.....	74
Figure 25: The Business Planning Cascade .....	80
Figure 26: The Performance Management Framework.....	81
Figure 27: The KRA-KPI-KPT Relationship .....	85
Figure 28: Simplistic View of Relationship of Service Model Elements.....	91
Figure 29: The Service Planning Waterfall .....	93
Figure 30: Common elements of a service fulfillment plan.....	96

Figure 31: Relationship between service fulfillment plan and service portfolio .....	99
Figure 32: The Catalog Family.....	100
Figure 33: Service Catalog Schema .....	101
Figure 34: Example Service Priority Matrix .....	106
Figure 35: The ISO/IEC 9126 Quality Model.....	109
Figure 36: The ISO/IEC Software Lifecycle Process Model.....	111
Figure 37: Lifecycle concepts.....	113
Figure 38: Stages in the Service Lifecycle .....	115
Figure 39: Key inputs to the service lifecycle.....	116
Figure 40: Elements of a service lifecycle stage discussion.....	119
Figure 41: Service Lifecycle - Opportunity Stage .....	121
Figure 42: Service Lifecycle - Require Stage.....	125
Figure 43: Service Lifecycle - Define Stage .....	131
Figure 44: Service Lifecycle - Plan Stage.....	137
Figure 45: Service Lifecycle - Concept Stage.....	143
Figure 46: Example of a Concept Classification Tree .....	144
Figure 47: Service Lifecycle - Approve Stage.....	149
Figure 48: Service Lifecycle - Design Stage .....	153
Figure 49: Service Lifecycle - Develop Stage .....	159
Figure 50: Service lifecycle - Assure Stage .....	165
Figure 51: Service Lifecycle - Deploy Stage.....	171
Figure 52: Service Lifecycle - Commission Stage .....	175
Figure 53: Service Lifecycle - Operate Stage .....	181
Figure 54: Service Lifecycle - Maintain Stage.....	187
Figure 55: Maintenance Classifications .....	188
Figure 56: Service Lifecycle - Revise Stage .....	193
Figure 57: Service Lifecycle - Retire Stage.....	199
Figure 58; Service Lifecycle - Critical Artifact Path .....	203
Figure 59: Stage requirement error detected cost ratio.....	205
Figure 60: Requirement to objective translation stages .....	205

## The Guide to the USMBOK™

Figure 61: The Service Requirement Lifecycle.....	206
Figure 62: Example of a Requirement Attribute Matrix .....	207
Figure 63: The Service Request Procedure.....	209
Figure 64: Common Service Request Lifecycle Stages .....	211
Figure 65: The Service Provision Lifecycle .....	214
Figure 66: The Service Operations Lifecycle.....	217
Figure 67: The Service Event Lifecycle.....	219
Figure 68: Relationship between service events, impacts and incidents .....	220
Figure 69: The Service Support Lifecycle .....	223
Figure 70: The Service Revision Lifecycle .....	226
Figure 71: The Service Release Lifecycle .....	229
Figure 72: The Service Asset Lifecycle.....	232
Figure 73: The Service Change Lifecycle .....	234
Figure 74: Service Organization - Line of Visibility .....	243
Figure 75: The Role Continuum .....	244
Figure 76: Service Organization Process Hierarchy .....	247
Figure 77: The Knowledge Domain, Knowledge Area Map.....	251
Figure 78: The Knowledge Areas.....	255
Figure 79: Federated Governance Framework .....	257
Figure 80: Example SCARI Chart.....	261
Figure 81: Model for Corporate Governance of IT .....	262
Figure 82: The Customer Lifecycle.....	270
Figure 83: Relationship between artifacts in customer relationship management .....	273
Figure 84: The Business Continuity Pyramid.....	274
Figure 85: The Six Stages of Continuity Management.....	276
Figure 86: Elements of Risk Management.....	280
Figure 87: Continuous Risk Management.....	281
Figure 88: Six major activities of requirements management .....	283
Figure 89: Requirement Types.....	284
Figure 90: Example Requirement Attribute Matrix .....	286

Figure 91: Core market definition concepts .....	288
Figure 92: The Strategic Planning Process .....	288
Figure 93: The 4Ps of Marketing.....	289
Figure 94: The Service Marketing and Service Planning Continuum.....	290
Figure 95: The Service Planning Process .....	293
Figure 96: Service Provision Lifecycle, a subset of the Service Lifecycle .....	295
Figure 97: Example Value Network Map .....	297
Figure 98: Common activities involved in managing service requests .....	299
Figure 99: House of Quality.....	303
Figure 100: The Service Excellence 'Balancing Act'.....	305
Figure 101: The Excellence Dilemma .....	306
Figure 102: The Process Excellence Dilemma.....	306
Figure 103: Managing the Service Lifecycle .....	307
Figure 104: A Capability Level Model.....	309
Figure 105: Example of a Capability Score for the Service Provision Lifecycle.....	310
Figure 106: Example of a Capability Score for Service Incident Management .....	311
Figure 107: Quality Control System.....	312
Figure 108: The McKinsey 7-S Model.....	316
Figure 109: Service Provision Capability Assessment 'Cube' .....	320
Figure 110: The Service Fulfillment-Operations Bridge .....	325
Figure 111: Major Service Level Management activities.....	326
Figure 112: The Service Asset Management Universe.....	328
Figure 113: A Simplistic Asset Lifecycle .....	329
Figure 114: Service Asset Management major activities.....	331
Figure 115: Enterprise Model Schema .....	332
Figure 116: The Security CIA Triad .....	335
Figure 117: Security 'Protection Ring' .....	336
Figure 118: Types of Security Controls.....	337
Figure 119: Types of Capacity .....	341
Figure 120: Elements of a Service Capacity Model.....	342

Figure 121: Common Capacity Entities and Measures.....	345
Figure 122: Developing a Capacity Management Plan .....	347
Figure 123: The Continuity Pyramid .....	349
Figure 124: The Stages of Continuity Management.....	350
Figure 125: Service Continuity major activities.....	351
Figure 126: Availability Management major activities .....	356
Figure 127: Escalation and Notification Model.....	363
Figure 128: Excellent Support Equation.....	364
Figure 129: Incident Management major activities .....	370
Figure 130: The Six-Step Problem Lifecycle .....	376
Figure 131: Example of a FMEA output.....	379
Figure 132: Example Cause and Effect (Fishbone) Diagram.....	380
Figure 133: The Lady or the Tiger.....	380
Figure 134: Problem Management major activities .....	381
Figure 135: Common Configuration Item Relationships.....	396
Figure 136: Configuration Management major activities .....	401
Figure 137: An Adapted ADKAR Change Model .....	404
Figure 138: The Problem-Change Lifecycle.....	406
Figure 139: Zones of Risk.....	407
Figure 140: Relationship between Change Schedule and Change Slot.....	408
Figure 141: The Six-Step Change Cycle.....	409
Figure 142: Example Change Lifecycle Policy Statement .....	410
Figure 143: Change Management major activities.....	411
Figure 144: The Six-Step Release Lifecycle .....	417
Figure 145: The Release Management Process .....	418
Figure 146: Financial Management major activities .....	423
Figure 147: Financial Management scope of operation.....	424
Figure 148: A Simplistic View of the Value Chain.....	427
Figure 149: Michael Porter's Value Chain .....	428
Figure 150: Stages in Value Mapping .....	429
Figure 151: Example Basic Value Stream Map .....	430
Figure 152: Mapping Service Value to Enterprise Goals .....	432
Figure 153: The OI-IO Continuum.....	436
Figure 154: Shewhart's original linear quality control process.....	439
Figure 155: Shewhart's adapted 'cycle of learning' .....	439
Figure 156: Deming's interpretation of Shewhart's cycle.....	439
Figure 157: The Kaizen Approach to Continuous Improvement .....	443
Figure 158: The PDCA, Six Sigma and Lean Major Activities.....	444
Figure 159: The Continuous Improvement Pyramid.....	445
Figure 160: Governance Controls Lifecycle Activities .....	454



---

T H E E N D

---

## Index

- 4Ps of Marketing, 301
- ADKAR Cycle, 419
- Alignment Models, 39
- Application
  - Defined, 404
- Application Development Environment, 406
- Application Development Lifecycle, 406
- Application Management System, 406
- Application Software
  - Types, 405
- Approve
  - Stage, 153
- Assessment, 328
  - Planning, 332
  - Scoping, 331
- Assessment versus Audit, 191
- Asset
  - Agreement Management, 346
  - Defined, 241
  - Discovery, 344
  - Reconciliation, 344
  - Tracking, 345
  - Transfer, 209
  - Zone, 347
- Asset Pool, 344
- Assignable Square Feet, 402
- Assure
  - Stage, 171
- Asymmetric Information, 57
- Audit, 328
  - Considerations, 334
  - Planning, 335
  - Scoping, 334
- Availability Management, 367
  - Major Activities, 371
- Availability Models, 369
- Baseline
  - Service Design, 160
- Best Practice
  - Defined, 3
- Body of Knowledge
  - Defined, 1
- Budget Model, 438
- Budgeting, 436
- Business Continuity Management, 284
  - Pyramid, 284
- Business Continuity Plan, 288
- Business Impact Analysis, 288
- Business Planning Cascade, 81
- Business Planning Framework
  - 3-Layers, 77
  - 7-Tiers, 76
  - Business Layer, 80
  - Corporate layer, 77
  - Implementation & Operation Layer, 81
  - Introduction, 76
- Capability
  - Practice Assessment, 323
- Capability Level, 321
- Capability Management, 320
- Capability Model, 321
- Capability Scoring, 322
- Capacity Classifications, 355
- Capacity Competence, 357

- Capacity Database, 359
- Capacity Measurements, 359
- Capacity Plan, 361
- Capacity Request, 358
- Capacity Review Board, 359
- Capital Investment Analysis, 437
- Catalog Family, 102
- Cause and Effect Diagram, 395
- Center of Excellence (COE), 18
- Change. *See* Service Change
  - Defined, 418
  - Origins, 420
  - Pre-Approved, 423
  - Six-Step Cycle, 425
  - Sources, 418
  - Standard or Model, 423
- Change Management. *See* Service Change Management
- Change Review Board, 420, 429
- Change Review Board for High Risk, 420
- Change Schedule, 423
- Change Slot, 423
- Charter
  - Mission, 79
- Charter Statement, 78
  - Example, 79
- CMDB, 412
  - Virtual, 414
- Commission
  - Stage, 181
- Compliance Officer, 270
- Component, 410
- Component Failure Impact Analysis
  - Design Stage, 160
  - Origins, 369
- Concept
  - Classification Tree, 146
  - Combination Table, 148
  - Model, 148
  - Rank and Score, 148
  - Screening, 148
- Concept Generation, 146
- Configuration Baseline, 413
- Configuration Control Board, 414
- Configuration Item, 409
  - Assembly, 413
  - Attribute, 413
  - Lifecycle, 412
  - Product, 413
  - Relationship, 411
  - Sponsorship, 409
  - Variant, 413
- Configuration Management, 408
  - Major Activities, 416
  - Standards, 409
- Configuration Plan, 415
- Constraint Requirement, 295
- Continuity Management
  - Six Stages, 287
- Continuity Pyramid, 364
- Continuous Improvement, 454
  - History, 454
  - Principles, 456
  - Pyramid, 462
- Continuous Service Improvement Program, 456
- Contract
  - Operations, 59
- Contracts, 58
  - Service, 58
  - Supplier, 59
- Control Barrier Analysis, 392
- Conversion Plan, 143
- Core Capabilities, 43
- Cost Accounting, 437
- Cost Model, 438
- Cost of Release, 432
- Cost of Capacity, 357
- Cost of Outage, 370
- Cost Recovery, 438
- Countermeasure Strategy, 289
- CRB. *See* Change Review
- Critical Component Failure Analysis, 288
- Customer
  - Subscribed, 280
  - Subscription Request, 280
  - Unsubscribed, 280
- Customer Architecture, 43
- Customer Community Management, 281
- Customer Continuity Management, 284
- Customer Interface Management, 282
- Customer Interview Process, 282

- Customer Lifecycle
  - Overview, 280
- Customer Model, 42
- Customer Pathway, 218
- Customer Relationship
  - Desired, 42
- Customer Relationship Management, 279
- Data Analysis, 327
- Data Center Automation, 408
- Data Collection, 327
- Decision/Event Tree, 395
- Define
  - Stage, 133
- Demand Management
  - Defined, 359
- Demand Plan
  - Defined, 96, 143
- Deming Cycle, 455
- Design
  - Baseline, 160
  - Performance Specification, 158
  - Release Strategy, 160
  - Service Architecture, 158
  - Service Support, 159
  - Stage, 157
  - Test Plan, 160
- Develop
  - Major Stage Activities, 165
  - Stage, 163
- Distribution Channel, 42
- Document Controls
  - Defined, 134
- Energy Usage, 403
- Enterprise Model, 40
  - Locations, 40
  - Organizations, 40
  - Persons, 41
  - Regulations, 41
  - Roles, 41
  - Schema, 346
- Entity Capacity, 357
- Environmental Zone, 401
- Equation
  - Expectation, 51
  - Quality, 52
  - Value, 51
- Escalation and Notification, 377
- Escalation Rule, 377
- Event, 228
- Event Management, 407
- Excellence Dilemma, 318
- Excellent Support Equation, 378
- Excluded Area, 402
- Expectation Equation, 51
- Extension
  - Criteria, 472
  - Request Process, 472
  - Type, 472
- Facilities Management, 400
  - ASTM E1836-01 Standard, 402
- Facility, 190, 400
- Failure Mode Effect Analysis, 394
  - Design Stage, 159
- Fault Tree Analysis, 393
- Feasibility Statement
  - Defined, 126
- Feasibility Study, 124
- Federated CMDB, 412
- Financial Management of Services, 436
  - Major Activities, 439
- Fit-for-Purpose Testing, 431
- Five Whys, 393
- Forecasting, 361
- Fulfillment-Operations Bridge, 338
- Functional Requirement, 295
- Good Practice, 4
- Goods-Service
  - Continuum, 23
- Governance
  - 38500 Standard, 271
  - Principles, 271
  - Ten Key Principles, 268
- Governance Framework
  - Example, 268
  - Key Roles, 269
  - Overview, 267
  - Principles, 268
- Holistic
  - Defined, 63
- Holistic Service Management, 62
  - Elements for Success, 67
  - Introduction, 63

- Spheres of influence, 63
- Idle Capacity, 355
- Impact, 383
  - Aggregation, 398
  - Defined, 107
  - Neutral, 398
- Impact Statement, 392
- Implementation Plan
  - Service Rollout, 167
- Incident Lifecycle, 383
- Incidents
  - Relationship with Problems, 120
- Information Asymmetry, 57
- Infrastructure Risk Statement, 160
- Inside-Out Thinking, 450
  - Indicators, 450
- ISO 27000
  - Overview, 352
- ISO/IEC 17799, 352
- Issue Statement, 126
- ITSM, 61
  - Common Mission, 451
  - Premise, 61
  - Purpose, 60
- Key Performance Indicators (KPI), 85
- Key Performance Targets, 86
- Key Result Area (KRA), 84
- Knowledge Areas, 261
  - Introduction, 265
- Knowledge Domains, 261
- Knowledge Management, 376, 464
- KRA, KPI, KPT Relationship, 87
- Last Known Working Configuration, 370
- LEAN
  - Origin, 449
  - Relationship to PDCA, 460
  - Relationship to Six Sigma, 460
- Lean Thinking, 449
- Lifecycle
  - Defined, 115
  - Stages, 115
- Maintain
  - Major Stage Activities, 197
  - Stage, 195
- Maintenance
  - Adaptive, 196
  - Categories, 196
  - Classification, 196
  - Corrective, 196
  - Federated Strategy, 198
  - History, 197
  - Knowledge Base, 197
  - Perfective, 197
  - Perfective, reasons for, 202
  - Preventative, 196
  - Reasons for, 196
  - Schedule, 197
- Maintenance Standards, 134
- Maximum Allowable Outage, 288, 289
- McKinsey 7-S Model, 329
- Mean Time Between Failure, 367
- Mean Time To Rrestore, 367
- Metadata, 410
- Misalignment
  - Symptoms, 59
- Model Operations Contract, 341
- Moderated Alert, 228
- Moderated Alerts, 230
- Moment of Truth, 30
- Move-Add-Change-Delete, 407
- Non-Functional Requirement, 295
- Non-Productive Capacity, 356
- Non-Value Add, 447
- Operate
  - Major Stage Activities, 190
  - Stage, 189
- Operational Capacity, 357
- Operational Procedures, 166
- Operations Contract, 59
- Operations Governance Framework, 227
- Operations Level Management, 379
- Opportunity, 312
  - Stage, 123
- Opportunity Statement, 312
- Organizational Change Management, 425
- Organizational Impact, 135
  - , 266, 451, 458
- Outside-In Thinking, 266, 451
  - OI-IO Continuum, 452
- Perfective Maintenance

- Benefits, 202
- Performance
  - Controls, 325
  - Domain, 325
  - Indicators, 327
  - Rated, 327
  - Target, 325
  - Weighting, 325
- Performance Appraisal, 327
- Performance Architecture, 43
- Performance Gap, 328
- Performance Management, 324
- Performance Management Framework
  - 7-Tiers, 84
  - Defined, 83
- Performance Plan, 327
- Plan
  - Stage, 139
- Plan-Do-Check-Act, 454
- Platform Independent Model, 158
- Platform Specific Model, 158
- Policy
  - Defined, 275
  - Types, 275
- Policy Management, 275
- Portfolio
  - Defined, 277
- Portfolio Management, 277
- Post-Transaction, 29
- Practice
  - Best, 3
  - Common, 3
  - Defined, 3
  - Good, 3
  - Lifecycle, 4
- Preferred Pricing Scheme, 309
- Preferred Vendor List, 309
- Preliminary Service Project Plan
  - Defined, 143
- Pre-Transaction, 28
- Pricing Model, 438
- Priority, 383
- Problem Management, 390
  - Major Activities, 396
  - Six Step Cycle, 391
- Problem Statement, 391
- Problem/Change Cycle, 421
- Process Excellence Dilemma, 318
- Process Improvement
  - Irrelevance, 451
- Product, 35
  - Generations, 24
- Product (Marketing) Mix, 36
- Product Depth, 36
- Product Item, 35
- Product Lifecycle
  - Defined, 36
  - Stages, 37
- Product Line, 35
- Product Management, 35
- Product Marketing 4Ps, 38
- Product Width, 36
- Productive Capacity, 355
- Protection Rings, 350
- Provider
  - Defined, 381
- Provider Governance Framework, 310
- Provider Performance Management Framework, 310
- Provider Relationship Management, 307
- Quality
  - Characteristics, 52
  - Defined, 52, 171, 313
  - Hidden Cost of Support, 56
  - Management Methods, 54
- Quality Action, 315
- Quality Assurance
  - Defined, 328
- Quality Element, 316
- Quality Equation, 52
- Quality Measure, 316
- Quality of Service (QoS), 27
- Quality Planning Framework, 316
- Rated Capacity, 356
- Readiness Review, 168
- Recover, 370
- Recovery Point Objective, 288
- Recovery Time Objective, 288
  - Recovery component, 372
- Regulatory Compliance, Types, 173
- Relationship Plan
  - Defined, 95
- Release. *See* Service Release

- Defined, 430
- Six Step Cycle, 433
- Types, 431
- Release Build, 431
- Release Management
  - Process, 434
- Release Schedule, 431
- Release Units, 430
- Report Catalog, 193, 303, 341
- Request For Proposal, 381
- Require
  - Stage, 127
- Requirement. *See* Service Requirement
  - Type, 295
- Requirement Attribute Matrix, 298
- Requirement Catalog, 128
- Requirement Errors, 213
- Requirement Lifecycle
  - Stages, 213
- Requirement Plan, 214, 297
  - Defined, 96
- Requirement Responsibility Matrix
  - Defined, 131
- Requirements Management, 293
  - Benefits, 293
  - Major Activities, 295
- Resolve, 370
- Restore, 370
- Retire
  - Major Stage Activities, 208
  - Stage, 207
- Revise
  - Stage, 201
- Risk Management, 290
  - Continuous, 292
- Risk Priority Number, 394
- Risk Statement, 126
- Rollout Planning, 432
- Safeguard, 292
- Satisfaction Survey, 192
- SCARI Chart
  - Defined, 270
- Security CIA triad, 349
- Security Controls, 351
- Security Management, 348
- Service
  - Characteristics, 25
  - Classification, 23
  - Deactivate, 208, 209
  - Defined, 22
  - Example Description, 22
  - Legal Definition, 21
  - Transaction-based, 27
- Service Access Point
  - Deactivate, 208
  - Define, 136
  - Defined, 73
  - Design, 159
- Service Acquisition, 224
- Service Alignment, 39
- Service Application Management, 404
- Service Approval, 154
- Service Asset, 343
- Service Asset Lifecycle, 241
  - Six Step Cycle, 241
- Service Asset Management, 342
  - Major Activities, 345
- Service Asset Register, 239
- Service Assurance Certificate, 175
- Service Blueprint, 149
- Service Calendar
  - Defined, 72
  - Overview, 105
- Service Capacity Management, 354
- Service Capacity Model, 356
- Service Capacity Plan
  - Commission Stage Output, 186
- Service Catalog, 102, 110
  - Actionable, 104
  - Defined, 72
  - Purpose, 102
  - Schema, 103
- Service Certificate. *See* Service Assurance Certificate
- Service Change
  - Defined, 242
  - Six Step Cycle, 243
- Service Change Management, 418
  - Major Activities, 427
- Service Charter
  - Defined, 153

- Service Commission
  - Defined, 73
- Service Commission Report, 186
- Service Concept
  - Defined, 145
  - Stage, 145
- Service Configuration Tree, 239
- Service Continuance Statement, 210
- Service Continuity Management, 363
  - Major Activities, 366
  - Six Major Stages, 364
- Service Continuum, 72
- Service Contract, 58
- Service Cost Index, 247
- Service Customer Management, 266
- Service Delivery Management, 337
- Service Design, 158
- Service Development Plan
  - Purpose, 162
- Service Driven Pathway, 470
- Service Element, 165
  - Defined, 72
  - Retrieval Plan, 209
- Service Encounter, 30, 218, 282
- Service Equations, 51
- Service Event Lifecycle, 228
- Service Excellence, 317
- Service Excellence Framework, 319
- Service Exception Report, 341
- Service Experience, 30
- Service Finance Model
  - Defined, 73
- Service Fulfilled, 193
- Service Fulfillment Management, 299
- Service Fulfillment Plan
  - Defined, 97
  - Elements, 98
- Service Governance Framework
  - Defined, 72, 94
  - Introduction, 469
- Service Guarantee***, 72
- Service Impact
  - Defined, 398
- Service Impact Analysis, 366
- Service Impact Management, 398
- Service Impact Statements, 398
- Defined, 230
- Service Incident Management, 233, 382
  - Introduction, 382
  - Major Activities, 384
- Service Infrastructure Domain, 408
- Service Infrastructure Event, 91
- Service Infrastructure Management, 400
- Service Inseparability, 26
- Service Instance, 180
  - Defined, 73
- Service Intangibility, 25
- Service Knowledge Management, 464
- Service Level Indicator, 90, 228
  - Defined, 230
- Service Level Management, 337
  - Major Activities, 339
- Service Level Objective
  - Classification Scheme, 72
  - Defined, 89
- Service Level Reporting, 339
- Service Level Review, 342
- Service Level Statements, 341
- Service Lifecycle
  - Approve Stage, 153
  - Assure Stage, 171
  - Commission Stage, 181
  - Concept Stage, 145
  - Critical Artifacts, 211
  - Define Stage, 133
  - Defined, 72, 117
  - Deploy Stage, 177
  - Design Stage, 157
  - Develop Stage, 163
  - Maintain Stage, 195
  - Operate Stage, 189
  - Opportunity Stage, 123
  - Plan Stage, 139
  - Require Stage, 127
  - Retire Stage, 207
  - Revise Stage, 201
  - Stages, 117
- Service Lifecycle Costs, 114
- Service Lifecycle Management, 319
- Service Maintained, 199
- Service Management
  - Areas of Expertise, 9

- Defined, 35
- Golden Rules, 62
- Program Office, 18
- Service Management Framework, 71
- Service Management System, 71
- Service Marketing, 299
- Service Model
  - Defined, 45
  - Designing, 49
  - Global, 46
  - Local, 46
  - Regional, 46
  - Types, 46
- Service Offering, 72, 173
- Service Operational Procedures, 180
- Service Operations Knowledge Base, 180
- Service Operations Lifecycle, 226
- Service Operations Management, 375
- Service Opportunity Board, 222
- Service Order
  - Defined, 73, 137
- Service Organization, 251
- Service Outage Review, 341
- Service Pathway, 218, 310
- Service Performance Framework, 246
  - Defined, 74
- Service Perishability, 26
- Service Plan
  - Defined, 72
  - Introduction, 99
- Service Planning, 303
  - Process, 94, 305
  - Waterfall, 95
- Service Planning-Marketing Continuum, 302
- Service Portal, 110
- Service Portfolio, 100
  - Introduction, 100
  - Relationship to Service Fulfillment Plan, 101
- Service Priority Matrix, 107
- Service Priority Scheme, 106
  - Defined, 73
- Service Problem Management, 233
- Service Provider Organization, 251
- Service Provision Lifecycle
  - Defined, 73
  - Stages, 222
- Service Provision Management, 306
- Service Quality Index, 246
- Service Quality Lifecycle, 111
- Service Quality Management, 313
  - Mapped to PDCA, 313
- Service Quality Plan, 137, 316
- Service Quality Planning, 314
- Service Realized, 186
  - Defined, 73
- Service Release, 238
  - Contents, 238
  - Six-Step Cycle, 238
- Service Release Definition, 204
- Service Release Management, 430
- Service Release Overview, 204
- Service Request, 73
  - Common Lifecycle Stages, 219
  - Defined, 310
  - Lifecycle, 217
  - Sources, 119
  - Standard, 218, 311
  - Types, 217
- Service Request Lifecycle
  - Activities, 217
- Service Request Management, 234, 310
  - Defined, 73
  - Major Activities, 311
- Service Request Pathway, 218
- Service Requirement
  - Analysis, 215
  - Attribute Matrix, 215
  - Defined, 212
  - Elicitation, 215
  - Lifecycle, 212
  - Negotiation, 216
  - New, 224
  - Specification, 215
  - Translation, 216
  - Validation, 216
- Service Requirement Lifecycle
  - Six Stages, 214
- Service Responsibility Matrix, 154
- Service Retired, 210
- Service Retirement Plan, 210

- Service Revised, 204
- Service Revision Lifecycle, 235
  - Inputs, 236
- Service Revision Program, 237
- Service Support
  - Reporting, 378
- Service Support Lifecycle, 232
- Service Support Management, 375
- Service System
  - Elements, 72
- Service Value Management, 435
- Service Value Mapping, 441
- Service Value Maps, 448
- Service Variability, 26
- Service Violation, 191
- Shewhart's Cycle, 455
- Six Sigma
  - Relationship to Lean, 460
  - Relationship to PDCA, 460
- Society of American Value Engineers, 448
- Source Configuration Tree, 431
- Source Management, 430
- Space Planning, 401
- Stakeholder Hierarchy
  - Defined, 130
- Statement of Requirements
  - Defined, 130
- Statement of Work
  - Contents, 186
- Steady State. *See*
- Strategic Planning, 300
- Subject Matter Expert, 91
- Subscriber Management, 226
- Supplier
  - Defined, 381
- Supplier Contract, 59
- Supplier Management, 381
- Support Center, 376
- Support Procedures
  - Scope, 167
- SWOT Analysis, 77
- System, 407
- Systems Management, 407
- Target Customer Segment, 42
- Target Service Specification
  - Defined, 161
- Target Time to Restore, 383
- Temporary Containment, 393
- Test Plan, 168
- Threat, 292
- Threat Agent, 292
- Touch Point, 30, 282
- Transaction, 29
- Urgency, 383
  - Defined, 107
- USMBOK
  - Defined, 2
  - General Management Knowledge Areas, 11
  - Interpersonal Skills, 11
  - Purpose, 2
  - Related BOKs, 16
  - Scope, 10
- Utilization Rate, 402
- Value Activity, 443
- Value Architecture, 43
- Value Chain
  - Origin, 442
  - Primary Activities, 443
  - Support Activities, 444
- Value Configuration, 42
- Value Equation, 51
- Value Mapping, 441
- Value Maps, 445
- Value Network, 308, 442
- Value Network Analysis, 308
- Value Network Mapping, 309
- Value Proposition, 42
- Value Statements, 78
- Value Stream Mapping, 446
- Value-Add, 447
- Vision and Scope Document
  - Contents, 297
  - Defined, 129
- Vision Statement, 77
- Vital Mission Activity, 88, 383
- Vital Product Data, 344
- Voice of the Customer
  - Capturing, 94
  - Design Attributes, 158
- Voice of the Provider, 279
- Workaround, 393
- Workforce Monitoring, 376

Zero Cost Operation, 411

Zone of Risk, 422

# Service Management 101 Services

## Service Management Body of Knowledge Best Practice Statement library



An Internet subscription service providing access to thousands of best practice statements related to the provision of services, and specifications for a service management system and service provider organization.

URL: <http://www.servicemanagement101.net>

---

## Service Management University



An online learning system providing affordable access to the latest service management related education and topical information. URL: <http://www.sm101-university.com>

---

## Outside-In Service Management™

A program of onsite workshops designed to help apply outside-in thinking methods to manage the provision of services. URL: <http://www.servicemanagement101.net/pages/oism-home>

---

## Lean Service Management™



A program of onsite workshops designed to help apply lean thinking methods to manage the provision of services. URL: <http://www.servicemanagement101.net/pages/lsm-home>

---

## Virtual Service Manager



An online support service provided on a complimentary best-effort basis to service management professionals. Customized support plans are available where a guaranteed response time is necessary.

URL: <http://sm101-support.com>

---