List	t of f	igures	vi
List	t of t	ables	vii
Foreword		viii	
Preface		ix	
Ack	now	vledgements	x
1	Intr	oduction	1
-	1.1	Overview	3
		Context	5
	1.3		7
	1.4	Why is ITIL so successful?	9
	1.5	Chapter summary	9
2	Ser	vice management as a practice	11
	2.1	Services and service management	13
	2.2	Basic concepts	20
	2.3	Governance and management systems	25
	2.4	The service lifecycle	28
3	Ser	vice operation principles	33
	3.1	Service operation fundamentals	35
	3.2	Achieving balance in service operation	39
	3.3	Providing good service	46
	3.4	Operation staff involvement in other service lifecycle stages	46
	3.5	Operational health	48
	3.6	Communication	49
	3.7	Documentation	52
	3.8	Service operation inputs and outputs	52
4	Ser	vice operation processes	55
	4.1	Event management	58

	4.2	Incident management	72
	4.3	Request fulfilment	86
	4.4	Problem management	97
	4.5	Access management	110
5		nmon service operation vities	119
	5.1	Monitoring and control	122
	5.2	IT operations	132
	5.3	Server and mainframe management and support	136
	5.4	Network management	137
	5.5	Storage and archive	138
	5.6	Database administration	139
	5.7	Directory services management	139
	5.8	Desktop and mobile device support	140
	5.9	Middleware management	140
	5.10	Internet/web management	141
	5.11	Facilities and data centre management	141
	5.12	Operational activities of processes covered in other lifecycle stages	143
	5.13	Improvement of operational activities	150
6	Org	anizing for service operation	151
	6.1	Organizational development	153
	6.2	Functions	153
	6.3	Service desk function	157
	6.4	Technical management function	170
	6.5	IT operations management function	175
	6.6	Application management function	179
	6.7	Roles	191
	6.8	Responsibility model – RACI	203
	6.9	Competence and training	204

	6.10	Service operation organization structures	205
7	Tecl	nnology considerations	215
	7.1	Generic requirements	217
	7.2	Event management	219
	7.3	Incident management	219
	7.4	Request fulfilment	220
	7.5	Problem management	220
	7.6	Access management	221
	7.7	Service desk	221
8	•	elementation of service	225
	8.1	Managing change in service operation	227
	8.2	Service operation and project management	227
	8.3	Assessing and managing risk in servi operation	ce 228
	8.4	Operational staff in service design and transition	228
	8.5	Planning and implementing service management technologies	228
9	Challenges, risks and critical succes factors		; 231
	9.1	Challenges	233
	9.2	Critical success factors	235
	9.3	Risks	237
Aft	erwo	ord	239
Ар	bend	ix A: Related guidance	243
	A.1	ITIL guidance and web services	245
	A.2	Quality management system	245
	A.3	Risk management	246
	A.4	Governance of IT	246
	A.5	COBIT	246
	A.6	ISO/IEC 20000 service management series	247
	A.7	Environmental management and green/sustainable IT	247

	A.8	ISO standards and publications	
		for IT	248
	A.9	ITIL and the OSI framework	248
	A.10	Programme and project management	249
	A.11	Organizational change	249
	A.12	Skills Framework for the Information Age	250
	A.13	Carnegie Mellon: CMMI and eSCM framework	250
	A.14	Balanced scorecard	250
	A.15	Six Sigma	251
		ix B: Communication in service	
ope	ratio	n	253
	B.1	Routine operational communication	255
	B.2	Communication between shifts	255
	B.3	Performance reporting	255
	B.4	Communication in projects	257
	B.5	Communication related to changes	258
	B.6	Communication related to exceptions	258
	B.7	Communication related to emergencies	260
	B.8	Global communications	262
	B.9	Communication with users and customers	263
Арр	bend	ix C: Kepner and Tregoe	265
	C.1	Defining the problem	267
	C.2	Describing the problem	267
	C.3	Establishing possible causes	267
	C.4	Testing the most probable cause	267
	C.5	Verifying the true cause	267
Арр	bend	ix D: Ishikawa diagrams	269
Appendix E: Considerations for facilities management 273			273
	E.1	Building management	275
	E.2	Equipment rooms	275
	E.3	Power management	277

E.4	Environmental conditioning and alert systems	277
E.5	Safety	279
E.6	Physical access control	279
E.7	Shipping and receiving	279
E.8	Involvement in supplier management	279
E.9	Maintenance	280
E.10	Office environments	280
Appendix F: Physical access control		
Appendix G: Risk assessment and management		
G.1	Definition of risk and risk management	289
G.2	Management of Risk (M_o_R)	289
G.3	ISO 31000	290
G.4	ISO/IEC 27001	291
G.5	Risk IT	292
Appendix H: Pareto analysis		
Appendix I: Examples of inputs and outputs across the service lifecycle		299
References and further reading		303
Abbreviations and glossary		
Index		