Document Control Information

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Version Number	**Date Approved**	**Change/Reasons for Change/Comments**
3.0	31st August 2007	New Document
3.1	13 September 2007	> Spelling of "Manager" updated in 4 places > Book reference in Unit ITILMD10 updated from section 11(CD ROM ref) to Appendix A (Book ref) > Details on extra time for non native English speakers added to "Format of Examination" section
3.2	07 February 2008	Copyright statement updated to Crown Copyright Document formatted in line with new APMG Document standards Unit numbering updated
3.3	July 2008	> Examination duration for NESL candidates changed from 105 minutes to 120 minutes > All instances of "Diploma" changed to "ITIL Expert" and Advanced Expert changed to "ITIL Master" > Elaboration of section numbers in Unit 05, section 05-2a to clarify scope only

Distribution List		
Version	**Name**	**Title/Company**
3.0	All ITIL® EIs and ATOs	APMG-UK, ISEB, EXIN, LCS
3.1	All ITIL® EIs and ATOs	APMG-UK, ISEB, EXIN, LCS
3.2	All ITIL® EIs and ATOs	APMG-UK, ISEB, EXIN, LCS, DANSK IT
3.3	All ITIL® EIs and ATOs	APMG-UK, ISEB, EXIN, LCS, DANSK IT, DFC

Professional Qualifications for

ITIL® PRACTICES FOR SERVICE MANAGEMENT

ITILV3 Managers Bridge Course Syllabus
ITIL V2 Managers to ITIL V3 Expert
SYLLABUS

APM GROUP
OGC's Official Accreditor

THE ITIL® MANAGERS BRIDGE CERTIFICATION IN IT SERVICE MANAGEMENT

<u>ITIL Manager to ITIL V3 Expert</u>

This qualification will bridge the gap between the ITIL Manager's Certificate in IT Service Management and the ITIL Expert in IT Service Management. This course is only intended for those holding a valid ITIL Manager's Certificate in IT Service Management based ITIL versions 1 and 2. Students wishing to progress to the ITIL Master in IT Service Management must provide documentary evidence of attaining this qualification (and the earlier Manager's Certificate) before being allow to progress to the Master level.

Target Group
The target group of the ITIL Managers Bridge Qualification are:

- Individuals who already hold the Manager's Certificate in IT Service Management at an earlier ITIL version, who wish to obtain the ITIL Expert in IT Service Management, thereby demonstrating their knowledge of ITIL V3

This may include but is not limited to, CIOs, Senior IT Managers, IT Managers and Supervisors, IT professionals and IT Operation practitioners

Learning Objectives
Candidates can expect to gain competencies in the following areas, upon successful completion of the education and examination components related to this certification. Bloom's Taxonomy and the way it is used in ITIL qualifications is explained in the final chapter of this document

Entry Criteria
This qualification is ONLY available to candidates who already hold the Manager's Certificate in IT Service Management.

The examination has been written on the basis that in preparing for the examination all candidates will have attended an accredited training course and will have read the ITIL Service Lifecycle Practices core guidance which includes:

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement
- Introduction to the Service Lifecycle (Optional but recommended)

Syllabus

The syllabus will guide the design, development and use of training materials as well as training aimed at raising understanding of, and competence in, IT Service Management as described in the ITIL Service Strategy, ITIL Service Design, ITIL Service Transition, ITIL Service Operation, ITIL Continual Service Improvement, ITIL Introduction and ITIL Glossary publications. The syllabus has been designed for ease of reference, extensibility, and ease of maintenance in mind.

The Managers Bridge syllabus is based upon the Foundation bridging syllabus (as the Managers Bridge training and qualification encompasses the Foundation bridge – candidates already qualified at Managers level do not therefore have to separately attend the Foundation Bridge). The syllabus is however broader and will train and test skills at a greater depth of understanding, appropriate to a Manager's level qualification.

The main focus of the Managers Bridge will be the NEW content of ITIL V3 and those things that have changed. The syllabus is therefore in two parts:

- Part 1 covers those things that are new to ITIL V3 that will form the main focus for the qualification.

- Part 2 covers those things that were well known at V2, but with some significant differences. The training/qualification will focus only on those elements that have changed.

Note: Anything that is not documented in this syllabus will NOT be examined during the qualification.

Candidates for the ITIL Managers Bridge Qualification must complete the following 14 units of study and successfully pass the relevant complex multiple choice examination to achieve certification. The units cover the topics listed.

NOTE: The minimum study (contact) time totals 28 hrs. It is envisaged that providers will offer this as a 4-day course, and use innovative ways of presenting the material, including exercises and assignments to re-enforce the knowledge gained. A mock examination will be made available to assist in examination preparation. Training providers are free to structure and organize their training in a way they find most appropriate, providing the units below are covered.

Part 1: New at ITIL V3	
Unit	**Content**
ITILMD00	**Introduction** The purpose of this module is to help candidates understand the background for ITIL v3 and why ITIL needed to change: Specifically, candidates must be able to: 00-1. Understand and explain the background to the new ITIL version and how the project got input from different stakeholder groups and nationalities 00-2. Understand and explain why ITIL needed to change 00-3. Understand and explain the new structure of ITIL (core, complementary and web based material) The minimum recommended study period for this unit is 30 minutes. This unit will not be subject to examination questions
ITILMD01	**Service Management as a practice** The purpose of this unit is to enable the candidate fully understand the value of ITSM *Good Practice* and to be capable of defining and describing a *Service* and

Part 1: New at ITIL V3	
Unit	**Content**

	the concept of *Service Management* as a *practice*.
	
	Briefly repeated from earlier ITIL versions, candidates must be able to:
	
	    01-1. Describe the concept of *Good Practice* and explain and justify how this can assist an organization (SS, SD, ST, SO, CSI 1.2.2)
	    01-2. Define and explain the concept of a *Service* (SS, SD, ST, SO, CSI 2.2.1)
	    01-3. Define and explain the concept of *Service Management* (SS, SD, ST, SO, CSI 2.1)
	
	The minimum recommended study period for this unit is 1 hr. A group discussion or assignment may be included where appropriate

ITILMD02	**The Service Lifecycle**
	
	The purpose of this unit is to help the candidate to fully understand the *Service Lifecycle* and explain the *objectives* and business value for each phase in the *lifecycle*.
	
	Specifically, candidates must be able to:
	    02-1. Fully understand and explain the Service Lifecycle (SS 1.2.3, 2.5.1, SD 1.2.3, ST 1.2.3, SO 1.2.3, CSI 1.2.3)
	    02-2. Describe the structure, *scope, components* and interfaces of the ITIL Library (SS, SD, ST, SO 1.2.3, 2.4.2, CSI 1.2.3, 2.4.3)
	    02-3. Understand and explain the main goals and *objectives* of *Service Strategy* (SS 1.3)
	    02-4. Account for the main goals and *objectives* of *Service Design* (SD 2.4.1, SD 3.1)
	    02-5. Fully comprehend and communicate what value *Service Design* provides to the *business* (SD 2.4.3)
	    02-6. Understand and explain the main goals and *objectives* of *Service Transition* (ST 2.4.1)
	    02-7. Fully comprehend and communicate what value *Service Transition* provides to the *business* (ST 2.4.3)
	    02-8. Understand and explain the main goals and *objectives* of *Service Operations* (SO 2.4.1)
	    02-9. Fully comprehend and communicate what value *Service Operation* provides to the *business* (SO 2.4.3)
	    02-10. Understand and explain the main goals and *objectives* of *Continual Service Improvement* (CSI 2.4.1, 2.4.2)
	    02-11. Fully comprehend and communicate what value *Continual Service Improvement* provides to the *business* (CSI 2.4.5)
	
	The minimum recommended study period for this unit is 2 hours

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Part 1: New at ITIL V3	
Unit	**Content**
ITILMD03	**Generic concepts and definitions** The purpose of this unit is to help the candidate to comprehend and articulate some of the key terminology and explain the key concepts of *Service Management*. Candidates must also be able to show how these concepts can be used as part of a successful ITSM project or in successful operation of ITSM processes Specifically, candidates must be able to define and explain the following key concepts: 03-1. *Utility* and *Warranty* (SS 2.2.2, 3.1.3, ST 3.1.2) 03-2. *Resources* and *Capabilities* (SS 3.2.1) 03-3. *Service Portfolio* (SS 4.2.3, SD 3.6.2) 03-4. The role of IT *Governance* across the Service Lifecycle (CSI 3.10) 03-5. *Business Case* (SS 5.2.1, CSI 4.4.1) 03-6. Service Model (SS 7.2.1, SD 3.3, ST 4.5.4.1) 03-7. *Service Design Package* (SD 3.6.1) 03-8. *Service Knowledge Management System (SKMS)* (ST 4.7.4.2, SO 4.4.7.2) 03-9. *Configuration Management System* (ST 4.3.4.3, SO 4.4.7.1) 03-10 The role of communication in *Service Operation* (SO 3.6) *This unit can be covered as part of the training in the other units*

ITILMD04	**Key Principles and Models**
	
	The purpose of this unit is to help the candidate to fully comprehend and communicate the key principles and *models* of *Service Management* and to balance some of the opposing forces within *Service Management*.
	
	Specifically, candidates must be able to:
	
	Service Strategy
	04-1. Explain how *Service Assets* are the basis for *Value Creation* (SS 3.2.1)
	04-2. Describe basics of *Value Creation* through *Services* (SS 3.1.1, 3.1.2)
	04-3. Evaluate and explain Service Provider Types (SS 3.3)
	04-4. Understand and articulate Service Structures (SS 3.4)
	04-5. Compare and explain Service Strategy Fundamentals (SS3.5)
	
	Service Design
	04-6. Understand and explain the five major aspects of *Service Design* (SD 3.6):
	    • Identification of *Business Requirements* and *design* of *Service* Solutions
	    • Designing supporting *Management Systems* and tools especially the *Service Portfolio*, including the *Service Catalogue*
	    • Designing *Architecture* and Technology
	    • *Designing Processes*
	    • *Design* of measurement *systems,* methods and *metrics*
	04-7. Compare and evaluate different sourcing approaches and options (SD 3.11.1 & Table 3.1)
	04-8. Understand the importance of People, *Processes*, Products and Partners for *Service Management* (SD 2.4.2)

Part 1: New at ITIL V3	
Unit	**Content**
	Service Transition 04-9. Understand and communicate Service Transition Policy and Release Policy (ST 4.1.4.1, 4.1.4.2) 04-10. Understand and communicate Transition Strategy (ST4.1.5.1) 04-11. Comprehend how Managing Organizational & Stakeholder Change (ST 5.2) is essential for successful ITSM 04-12. Explain testing and acceptance criteria and the Service V model (ST 4.4.5.1, 4.5.4.7) ***Service Operation*** 04-13. Understand and explain the following conflicting balances in *Service Operation* (SO 3.2): • *IT Services* versus Technology components • Stability versus *Responsiveness* • *Quality* of *Service* versus *Cost* of *Service* • Reactive versus Proactive ***Continual Service Improvement*** 04-14. Understand and explain the *Continual Service Improvement Model* (CSI 2.4.4) 04-15. Understand the role of measurement for *Continual Service Improvement* and explain the following key elements: • *Business* value (CSI 3.7.2) • *Baselines* (CSI 3.7.1) • Types of *metrics* (technology metrics, process metrics, service metrics) (CSI 4.1.3) 04-16. Discuss the *Plan, Do, Check and Act* (PDCA) *Model* to control and manage *quality* (CSI 3.6, 5.5) The recommended minimum study period for this unit is 5 hours.
ITILMD05	**Processes** The purpose of this unit is to help the candidate understand how the *Service Management processes* contribute to the *Service Lifecycle*, to explain the *objectives*, *scope*, concepts, *activities*, key *metrics* (*KPI's*), *roles* and challenges for all of the ITIL v3 *processes*. Specifically, candidates must be able to: ***Service Strategy*** 05-1. Understand and communicate the four main *activities* in the *Service Strategy* process • Define the market (SS 4.1) • Develop the offerings (SS 4.2) • Develop *strategic assets* (SS 4.3) • Prepare for execution (SS 4.4) 05-2a. Explain the *objectives*, *scope*, concepts, *activities*, key *metrics* (*KPI's*), *roles* and challenges for: • *Service Portfolio Management (SPM)* (SS 5.3, 5.4, App B) • *Demand Management (*SS 5.5.1 to 5.5.4) ***Service Design*** 05-3a. Explain the *objectives*, *scope*, concepts, *activities*, key *metrics* (*KPI's*), *roles* and challenges for:

Part 1: New at ITIL V3	
Unit	**Content**
	• *Service Catalogue* Management (SD 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5, 4.1.9, 6.4.5) • *Information Security Management (ISM)* (SD 4.6.1, 4.6.2, 4.6.3, 4.6.4, 4.6.5, 4.6.9, 6.4.10) • *Supplier Management* (SD 4.7.1, 4.7.2, 4.7.3, 4.7.4, 4.7.5, 4.7.9, 6.4.11) ***Service Transition*** 05-4a. Explain the *objectives*, *scope*, concepts, *activities*, key *metrics* (*KPI*'s), *roles* and challenges for: • *Transition Planning and Support* (ST 4.1) • *Release and Deployment Management* (ST 4.4.1, 4.4.4, 6.3.2.8, 6.3.2.9, 6.3.2.10) • *Service Validation & Testing* (ST4.5) • *Evaluation* (ST4.6) • *Knowledge Management (DIKW model)* (ST 4.7) ***Service Operation*** 05-5a. Explain the high level *objectives*, *scope*, basic concepts, *activities*, key *metrics* (*KPI*'s), *roles* and challenges for: • *Event Management* (SO 4.1.1, 4.1.4, 6.5.5) • *Request Fulfilment* (SO 4.3.1, 4.3.4, 6.6.7) • *Access Management* (SO 4.5.1, 4.5.4, 6.6.9) Candidates should also understand and be able to communicate the methods and benefits of interfacing these processes to *Self-Help* capabilities (SO 4.3.5, 7.3.1, 7.7.2.3) ***Continual Service Improvement*** 05-6. Explain the high level *objectives*, basic concepts, process *activities*, *roles* and *metrics* for: • The 7 step improvement *process* (CSI 3.7.3, 4.1.1 6.1.1, 6.1.2, 6.1.3) The recommended number of study hours for this unit is 10 hours. The majority of this time will be spent on coverage of the new processes and the differences in changed processes – but with some refreshment on unchanged processes.
ITILMD06	**Functions** The purpose of this unit is to help the candidate to explain the *role*, *objectives*, organizational structures, staffing and *metrics* of the *following functions*: • The *Service Desk function* – update (SO 6.2) • The *Technical Management function* (SO 6.3.1, 6.3.2) • The *Application Management function* (SO 6.5.1, 6.5.2) • The *IT Operations Management function* (*IT Operations Control* and *Facilities Management*) (SO 6.4.1, 6.4.2) The recommended minimum study period for this unit is minimum 2 hrs
ITILMD07	**Roles & Organization** The purpose of this unit is to help the candidate to understand each *role* and to understand the responsibilities of each of the *roles* in IT *Service Management*.

Part 1: New at ITIL V3	
Unit	**Content**

	Specifically, candidates must be able to:
	
	    07-1. Understand the *role* and the responsibilities of the
	        • *Service owner* (ST 6.1.2, CSI 3.3, 6.1.4)
	
	    07-2. Understand and analyse the *RACI* model and explain its role in
	        determining organisational structure. (SD 6, CSI 6.2)
	
	In addition, candidates must have an understanding of
	
	    07-3. Organisational issues surrounding IT Service Management (Business
	        Units and Service Units (SS 3.2.2), Service Operation Organizational
	        Structures (SO 6.7)
	
	The recommended study period for this unit is 1 hr. In addition, coverage of each of the ITSM roles should be included in the coverage of the ITSM process

ITILMD08	**Technology and Architecture**
	
	The purpose of this unit is to help the candidate to:
	
	    08-1. Understand and weigh the generic *requirements* for an integrated set of
	        Service Management Technology (SD 7.1, ST 7, SO 7.1)
	    08-2. Understand and communicate how Service Automation assists with
	        integrating Service Management processes (SS 8.1)
	    08-3. Planning & Implementing Service Management Technologies (SO 8.5)
	
	The recommended study period for this unit is 30 minutes.

ITILMD09	**Implementation Considerations**
	Candidates must have an understanding of implementation considerations, sufficient to enable them to contribute to such implementations, as follows:
	
	    09-1. Service Strategy Implementation Issues (SS 7.1)
	    09-2. Service Design Implementation Issues (SD 8)
	    09-3. Service Transition Implementation Considerations (ST 8)
	    09-4. Operation Implementation Considerations (SO 8)
	    09-5. CSI Implementation Issues (CSI 8)
	
	The recommended minimum study period for this period is 2.5 hrs

ITILMD10	**Complementary Industry Guidance**
	
	Candidates should understand how ITIL v 3 interfaces and can be used alongside complementary industry guidance:
	
	    10-1. COBIT (SO Appendix A.1)
	    10-2. ISO/IEC 20000 (Appendix A.2)
	    10-3. CMMI (Appendix A.3)
	    10-4. Balanced Scorecard (Appendix A.4)
	    10-5. Quality management (Appendix A.5)
	    10-6. OSI Framework (Appendix A.6)
	
	The recommended minimum study period for this period is 1 hr

ITILMD11	**Mock exam** – It is likely that most course providers will wish to offer, and review,

Part 1: New at ITIL V3	
Unit	**Content**
	at least one mock examination opportunity.
	Time allowed for exam 90 minutes, plus set up. 120 minutes for candidates whose first language is not English. Review likely to be another 45-60 minutes

Part 2: Significant Changes at ITIL V3	
Unit	**Content**

ITILMD12	**Generic Concepts**
	Candidates must be able to define and explain the following key concepts, and how they have changed at ITIL v3:
	
	    12-1. *Service Catalogue* (Business Service Catalogue and Technical Service Catalogue) (SS 4.2.3.1, SD 3.6.2, 4.1.4)
	    12-2. *Risk* (as opposed to Risk Management as defined in Availability/ITSC) (SS 9.5.1, CSI 5.6.3.2) 03-19.
	    12-3. *Definitive Media Library (DML)* (ST 4.3.4.3)
	    12-4. Service *Change* (ST 4.2.2)
	    12-5. Change types (Normal, *Standard* and *Emergency*) (ST 4.2.4.3, 4.2.4.4, 4.2.6.9)
	    12-6. *Release Unit* (ST 4.4.4.1) 03-23.
	
	This can be covered as part of module ITILMD03 - separated for clarity

ITILMD13	**Processes**
	
	Candidates must understand the changes made at ITIL v3 to specific parts of processes already covered in ITIL v2, as follows:
	Service Strategy
	    13-1. *Financial Management (SS 5.1, 5.1.2)*
	  • Service Valuation (SS 5.1.2.1)
	  • Planning Confidence (SS 5.1.2.5)
	  • Service Investment Analysis (SS 5.1.2.6)
	  • Methods, Models, Activities & Techniques (SS 5.1.3)
	
	Service Design
	    13-2. *IT Service Continuity Management* (SD 4.5.1, 4.5.4, 6.4.8)
	  • ITSCM Recovery Options (SD 4.5.5.2)
	
	Service Transition
	    13-3. *Change Management*
	  • Service *Change* (ST 4.2.2)
	  • Change types (Normal, *Standard* and *Emergency*) (ST 4.2.4.3, 4.2.4.4, 4.2.6.9)
	  • *Release Unit* (ST 4.4.4.1) 03-23.
	  • Seven R's of *Change Management* (ST 4.2.6.3)
	
	Service Operation
	
	    13-4. *Problem Management*
	  • Process Activities (removal of sub processes Problem Control and Error Control)(SO 4.4.5)
	  • Raising a Known Error Record (SO 4.4.5.7)
	
	This can be covered as part of module ITILMD05 - separated for clarity

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Format of the Examination

Type:	Twenty (20) question Scenario-based, complex multiple-choice examination.
Duration:	90 minutes. Candidates sitting the examination in a language other than their native language have a maximum of 120 minutes and are allowed the use of a dictionary.
Prerequisite:	Manager's Certificate in IT Service Management
Supervised:	Yes
Open-book:	No
Pass Score:	80% (16 0f 20)
Distinction Score:	No
Delivery	Online or paper based via an Accredited Training Organisation

Trainer Competency Requirement

Criteria	Eligibility	Degree of proficiency validation
Accredited Training Organization	Required	The company shall be registered and in good standing with the Official Accreditor
ITIL v2 – v3 Manager bridge Certification	Required	Instructor must present a valid certificate issued by an accredited Examination Institute
ITIL Service Management Diploma	Required	Instructor must present a valid certificate issued by an accredited Examination Institute

Use of Bloom's Taxonomy for this Syllabus

All ITIL Service Management certifications use the Bloom's Taxonomy for the design and development of learning units and examinations. Bloom's Taxonomy Levels 3 and 4 are the basis for learning outcomes based on this syllabus.

Briefly, the Bloom's taxonomy consists of six levels. The following table illustrates the use of the taxonomy in ITIL professional qualifications.

Bloom Level	Used by ITIL certification	Intellectual activity in learning outcome and exam proficiency
1. Knowledge 2. Comprehension	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. Vernacular examples: Tell, list, describe, name, define, list, classify, identify, explain.
3. Application 4. Analysis	ITIL Service Management Lifecycle Stream Capability Stream Managing Across the Lifecycle (includes V2 – V3 Manager Bridge certification)	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. Vernacular examples: Demonstrate, construct, predict, relate, show, analyse, differentiate, distinguish, illustrate, separate.
5. Synthesis 6. Evaluation	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. Vernacular examples: Combine, compile, create, generate, modify, organize, plan, summarize, compare, appraise, evaluate.