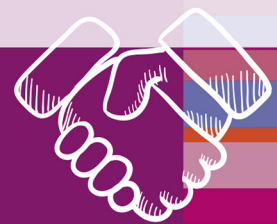
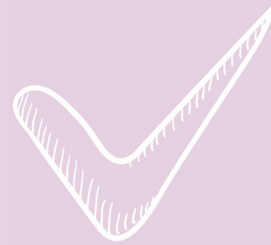


COURSEWARE

# ITIL® 5 Foundation Courseware

- English



**ITIL® 5 Foundation  
Courseware**

## Colophon

Title: ITIL® 5 Foundation Courseware

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## **Publisher about the Courseware**

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material. Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

-- Van Haren Publishing

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|                                |                                 |                                                                               |
|--------------------------------|---------------------------------|-------------------------------------------------------------------------------|
| <b>IT Management</b>           | IT Service Management           | FitSM, ISM®, ISO/IEC20000, IT4IT®, ITIL®, VerISM®, SAF, TRIM, XLA®            |
|                                | Data Management                 | Data literacy, Data visualization, DMBOK                                      |
|                                | IT Asset Management             | HAM, ITAM, SAM                                                                |
|                                | IT Security Management          | BIO, ISO/IEC27001, NIS2                                                       |
|                                | Test Management                 | CTAP                                                                          |
|                                | Application Management          | ASL                                                                           |
|                                | Other                           | eCF, IT-CMF, Scrum                                                            |
| <b>Project Management</b>      | Project Management              | Half Double, ICB, ISO/IEC21500, P3.express, PM2, PMBOK Guide, Praxis, PRINCE2 |
|                                | Agile                           | Agile, Agile PM                                                               |
|                                | Other                           | PMO                                                                           |
| <b>Business Management</b>     | Operations Management           | Lean, Lean Six Sigma, OBM, OMC, RASCI                                         |
|                                | Contract Management             | CATS CM, CATS RVM, IACCM World                                                |
|                                | Business Information Management | BiSL, DID                                                                     |
|                                | Artificial Intelligence         | AI, Generative AI                                                             |
|                                | Outsourcing                     | OPBOK                                                                         |
| <b>Enterprise Architecture</b> | Enterprise Architecture         | BIAN, TOGAF                                                                   |
|                                | Modeling                        | ArchiMate, BPMN                                                               |
|                                | Software Architecture           | ISAQB                                                                         |
|                                | Other                           | Open Agile Architecture                                                       |

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## Self-Reflection of understanding Diagram

*‘What you do not measure, you cannot control.’ – Tom Peters*

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it's important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

| Level of Understanding                                                 | Before Training (Pre-knowledge) | Training Part 1 (1st Half) | Training Part 2 (2nd Half) | After studying / reading the book | After exercises and the Practice exam |
|------------------------------------------------------------------------|---------------------------------|----------------------------|----------------------------|-----------------------------------|---------------------------------------|
| <b>Level 4</b><br><i>I can explain the content and apply it.</i>       |                                 |                            |                            |                                   |                                       |
| <b>Level 3</b> <i>I get it! I am right where I am supposed to be.</i>  |                                 |                            |                            |                                   | Ready for the exam!                   |
| <b>Level 2</b><br><i>I almost have it but could use more practice.</i> |                                 |                            |                            |                                   |                                       |
| <b>Level 1</b><br><i>I am learning but don't quite get it yet.</i>     |                                 |                            |                            |                                   |                                       |

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

| Problem areas:                                                     | Topic: |
|--------------------------------------------------------------------|--------|
| <b>Part 1</b>                                                      |        |
|                                                                    |        |
|                                                                    |        |
|                                                                    |        |
|                                                                    |        |
| <b>Part 2</b>                                                      |        |
|                                                                    |        |
|                                                                    |        |
|                                                                    |        |
|                                                                    |        |
|                                                                    |        |
| <b>You have gone through the book and studied.</b>                 |        |
|                                                                    |        |
|                                                                    |        |
| <b>You have answered the questions and done the practice exam.</b> |        |
|                                                                    |        |
|                                                                    |        |
|                                                                    |        |
|                                                                    |        |

# Timetable

| Day 1, Key concepts of service management    |                                                                                                                                           |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Part 1                                       | <p>Introduction</p> <p>Value creation, outcomes, costs and risks</p> <p>Services and service relationships</p> <p>The four dimensions</p> |
|                                              | <i>Lunch</i>                                                                                                                              |
| Part 2                                       | <p>The ITIL service value system</p> <p>The activities of the service value chain</p> <p>The nature and use of the guiding principles</p> |
| Day 2, Selected ITIL practices and key terms |                                                                                                                                           |
| Part 1                                       | <p>Service management practices</p>                                                                                                       |
|                                              | <i>Lunch</i>                                                                                                                              |
|                                              | <p>Service management practices (continued)</p> <p>General practices</p>                                                                  |
| Part 2                                       | <p>Technical practices</p> <p>Set up exam</p>                                                                                             |
| ITIL® Exam                                   |                                                                                                                                           |



# ITIL® Foundation

VERSION 5

## Global Best Practice

For all organizations and people aiming to  
create value with digital products and services!

## Syllabus

Unlock  
**exclusive benefits**  
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Official Training Materials

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## 1. Introduction

ITIL® Foundation (Version 5) introduces candidates to the key concepts of digital product and service management and establishes a common language for effective practice across organizations. It provides an overview of the ITIL framework, including its guiding principles, core models, and fundamental concepts, and explains how these elements are used to create, deliver, and continually improve products and services. ITIL Foundation (Version 5) enables candidates to understand how value is co-created through the effective management of products and services, and how organizations apply ITIL guidance to improve performance, collaboration, and outcomes. It also explains how the ITIL framework has evolved to support modern technologies, data-driven decision-making, automation, artificial intelligence, and contemporary ways of working, while remaining adaptable to different organizational contexts and levels of maturity.

The ITIL Foundation (Version 5) examination is intended to assess whether the candidate can demonstrate sufficient recall and understanding of the ITIL Framework, as described in the syllabus below, to be awarded the ITIL Foundation qualification. The ITIL Foundation (Version 5) is a prerequisite for the ITIL (Version 5) higher level qualifications, which assess the candidate's ability to apply their understanding of the relevant parts of the ITIL Framework in context.

## 2. Exam Overview

|                           |                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Material allowed</b>   | None                                          | This is a <b>closed book</b> exam. The <i>ITIL Foundation (Version 5) Official Book</i> , should be used for study, but is <b>NOT</b> permitted to be used in the exam.                                                                                                                                                                                                                                                                                                                                                            |
| <b>Exam duration</b>      | 60 minutes                                    | Candidates taking the exam in a language that is not their native or working language may be awarded 25% extra time, that is 75 minutes in total.                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Number of marks</b>    | 40 marks                                      | There are 40 questions, each worth 1 mark. There is no negative marking.                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Pass mark</b>          | 26 marks                                      | Candidates will need to get 26 questions correct (65%) to pass the exam.                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Bloom's Level (BL)</b> | BL 1 and 2                                    | Bloom's level indicates the type of thinking needed to answer the question. For Bloom's level 1 questions, candidates need to <b>recall</b> information about the ITIL framework. For Bloom's 2 questions, candidates need to show <b>understanding</b> of these concepts.                                                                                                                                                                                                                                                         |
| <b>Question types</b>     | Standard, Negative, Missing word(s), and List | The questions are all 'multiple choice'.<br><b>'Standard'</b> questions have a stem and four answer options.<br><b>'Negative'</b> questions are 'standard' questions in which the stem is negatively worded.<br>For the <b>'Missing word(s)'</b> questions, there is a sentence with a word or more words missing and candidates have to select the missing word(s) from four options.<br>For the <b>'List'</b> questions, there is a list of four statements, and candidates have to select two correct statements from the list. |

### 3. Question Types

All questions are Objective Test Questions (OTQs), which present four options from which one option is selected. Distractors (wrong answers) are options that candidates with incomplete knowledge or skill would be likely to choose. These are generally plausible responses relating to the syllabus area being examined. Question styles used within this type are: 'Standard', 'Missing word(s)', 'List' (2 correct items), and, exceptionally, 'Negative' standard OTQ.

#### Example 'Standard' OTQ:

Which is a source of best practice?

- A. Q
- B. P
- C. R
- D. S

#### Example 'List' OTQ:

Which statement about service asset and configuration management is **CORRECT**?

- 1. It does Q
  - 2. It does P
  - 3. It does R
  - 4. It does S
- A. 1 and 2
  - B. 2 and 3
  - C. 3 and 4
  - D. 1 and 4

**NOTE:** Two of the list items are correct. List style questions are never negative.

#### Example 'Missing word(s)' OTQ

Identify the missing word(s) in the following sentence.

A [ ? ] defines requirements for services and takes responsibility for outcomes from service consumption.

- A. Role Q
- B. Role P
- C. Role R
- D. Role S

#### Example 'Negative' standard OTQ:

Which is **NOT** a defined area of value?

- A. Q
- B. P
- C. R
- D. S

**NOTE:** Negative questions are only used, as an exception, where part of the learning outcome is to know that something is not done or should not occur.

Please see the sample paper for an example of the exam format and content.

## 4. Syllabus

The table below specifies the categories and topics of the ITIL Foundation (Version 5), and the assessment criteria used to assess a candidate's achievement of their learning outcomes, subsequent to a course of study.

**Note:** Official Book references are in parentheses. These refer to the section, but not the subsections within it. The verb for each assessment criterion indicates the Bloom's level (BL): 'Recall'/'Define' indicates Level 1 basic recall and recognition, 'Describe'/'Explain', indicates Level 2 understanding/comprehension.

| Category                          | Topic                                       | Assessment Criteria |                                                                                                                                                                                                | BL |
|-----------------------------------|---------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 1. Key ITIL terms and definitions | 1.1 Product and service management          | 1.1.1               | Define digital product and service management (Glossary)                                                                                                                                       | 1  |
|                                   |                                             | 1.1.2               | Define product, service as a key concept of digital product and service management (Glossary, 3.1.1)                                                                                           | 1  |
|                                   |                                             | 1.1.3               | Define digital product, digital service as a key concept of digital product and service management (3.1.2)                                                                                     | 1  |
|                                   |                                             | 1.1.4               | Define continual improvement as a key concept of digital product and service management (5.1)                                                                                                  | 1  |
|                                   |                                             | 1.1.5               | Define the ITIL Product and Service Lifecycle as a key concept of digital product and service management (4.1)                                                                                 | 1  |
|                                   |                                             | 1.1.6               | Define good as a key concept of digital product and service management (3.1.2, Glossary)                                                                                                       | 1  |
|                                   |                                             | 1.1.7               | Define utility, warranty, user experience and sustainability (3.2.4)                                                                                                                           | 1  |
|                                   |                                             | 1.1.8               | Know the benefits of ITIL for enterprises, managed service providers, digital product vendors, digital product and service management professionals (1.2.3-1.2.6)                              | 1  |
|                                   | 1.2 Experience, Strategy and Transformation | 1.2.1               | Define basic terms of ITIL Experience like: experience, digital experience, trust, user experience (UX), customer experience (CX), experience level agreement, human-centred design (Glossary) | 1  |
|                                   |                                             | 1.2.2               | Define basic terms of ITIL Strategy like: strategy, business strategy, digital strategy, mission, vision, purpose, VUCA, leadership (Glossary)                                                 | 1  |

| Category | Topic                     | Assessment Criteria |                                                                                                                                  | BL |
|----------|---------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------|----|
|          | 1.3 Service offerings     | 1.2.3               | Define basic terms of ITIL Transformation like: change, transformation, business as usual (BAU) (Glossary)                       | 1  |
|          |                           | 1.3.1               | Define service offering and service interactions (3.1.2)                                                                         | 1  |
|          |                           | 1.3.2               | Define service actions, transfer of goods, access to resources (3.1.2)                                                           | 1  |
|          |                           | 1.3.3               | Explain service offering and service interactions (3.1.2)                                                                        | 2  |
|          | 1.4 Value co-creation     | 1.3.4               | Explain service actions, transfer of goods, access to resources (3.1.2)                                                          | 2  |
|          |                           | 1.4.1               | Define value and value co-creation (3.1.1)                                                                                       | 1  |
|          |                           | 1.4.2               | Define cost and risk (3.1.1.2, 3.1.1.3)                                                                                          | 1  |
|          |                           | 1.4.3               | Define output and outcome (3.1.1.1)                                                                                              | 1  |
|          |                           | 1.4.4               | Understand the difference between output and outcome (3.1.1.1)                                                                   | 2  |
|          |                           | 1.4.5               | Explain how value contributes to value co-creation (3.2.3, 3.2.4)                                                                | 2  |
|          |                           | 1.4.6               | Explain how outcomes, costs, risks contribute to value co-creation (3.2.4, 3.1.1.1, 3.1.1.2, 3.1.1.3)                            | 2  |
|          |                           | 1.4.7               | Explain how utility, warranty, user experience, sustainability contribute to value co-creation (3.2.4, 3.2.4, 3.2.3, 3.2.4)      | 2  |
|          |                           | 1.4.8               | Explain how feedback contributes to value co-creation (5.2.3.1)                                                                  | 2  |
|          | 1.5 Service relationships | 1.5.1               | Define organization, service provider, service consumer, digital product vendor as key concepts of service relationships (3.2.1) | 1  |
|          |                           | 1.5.2               | Define basic, cooperative, and collaborative service relationship as key concepts of service relationships (3.2, 3.2.2)          | 1  |
|          |                           | 1.5.3               | Define the service journey as a key concept of service relationships (3.2.3)                                                     | 1  |
|          |                           | 1.5.4               | Define sponsor, customer, and user roles as key concepts of service relationships (3.2.1.1)                                      | 1  |
|          |                           | 1.5.5               | Define service quality, service level as key concepts of service relationships (3.2.4)                                           | 1  |
|          |                           | 1.5.6               | Define Service Level Agreement (SLA) as a key concept of service relationships (3.2.5)                                           | 1  |

| Category                                                      | Topic                                                                          | Assessment Criteria |                                                                                                                                                                                                   | BL |
|---------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
|                                                               |                                                                                | 1.5.7               | Understand the difference between service provider and service consumer (3.2.1)                                                                                                                   | 2  |
|                                                               |                                                                                | 1.5.8               | Understand the difference between service provider and digital product vendor (3.2.1)                                                                                                             | 2  |
|                                                               |                                                                                | 1.5.9               | Understand the difference between service consumer and digital product vendor (3.2.1)                                                                                                             | 2  |
|                                                               |                                                                                | 1.5.10              | Understand the difference between basic, cooperative, and collaborative service relationships (3.2.3)                                                                                             | 2  |
| 2. The ITIL Four Dimensions of Product and Service Management | 2.1 Introduction to the ITIL Four Dimensions of Product and Service Management | 2.1.1               | List the ITIL Four Dimensions of Product and Service Management: organizations and people, partners and suppliers, information and technology, value streams and processes (2.1)                  | 1  |
|                                                               |                                                                                | 2.1.2               | Understand the importance of each of the ITIL Four Dimensions of Product and Service Management (2.2–2.5)                                                                                         | 2  |
|                                                               |                                                                                | 2.1.3               | Explain the importance of the holistic approach of the ITIL Four Dimensions of Product and Service Management (2.1)                                                                               | 2  |
|                                                               | 2.2 Internal factors and External factors                                      | 2.2.1               | Know the external factors that influence the ITIL Four Dimensions of Product and Service Management, like: political, economical, social, technology, legal, environmental (PESTLE) (2.1)         | 1  |
|                                                               |                                                                                | 2.2.2               | Explain 'organizations and people', 'partners and suppliers', 'information and technology', 'value streams and processes' as the ITIL Four Dimensions of Product and Service Management (2.2–2.5) | 2  |
| 3. The ITIL Product and Service Lifecycle                     | 3.1 Introduction to ITIL Product and Service Lifecycle                         | 3.1.1               | List the ITIL Product and Service Lifecycle activities: discover, design, acquire, build, transition, operate, deliver, support (4.1)                                                             | 1  |
|                                                               |                                                                                | 3.1.2               | Understand the ITIL Product and Service Lifecycle (4.1)                                                                                                                                           | 2  |
|                                                               |                                                                                | 3.1.3               | Understand that the activities of the ITIL Product and Service Lifecycle are not sequential nor linear and how they can be used iteratively (4.1)                                                 | 2  |

| Category                 | Topic                                                                  | Assessment Criteria |                                                                                                                                                                                | BL |
|--------------------------|------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
|                          | 3.2 Purpose and Scope of ITIL Product and Service Lifecycle activities | 3.2.1               | Know the purpose of the 'discover' ITIL Product and Service Lifecycle activity (4.2.1)                                                                                         | 1  |
|                          |                                                                        | 3.2.2               | Know the purpose of the 'design' ITIL Product and Service Lifecycle activity (4.3.1)                                                                                           | 1  |
|                          |                                                                        | 3.2.3               | Know the purpose of the 'acquire' ITIL Product and Service Lifecycle activity (4.4.1)                                                                                          | 1  |
|                          |                                                                        | 3.2.4               | Know the purpose of the 'build' ITIL Product and Service Lifecycle activity (4.5.1)                                                                                            | 1  |
|                          |                                                                        | 3.2.5               | Know the purpose of the 'transition' ITIL Product and Service Lifecycle activity (4.6.1)                                                                                       | 1  |
|                          |                                                                        | 3.2.6               | Know the purpose of the 'operate' ITIL Product and Service Lifecycle activity (4.7.1)                                                                                          | 1  |
|                          |                                                                        | 3.2.7               | Know the purpose of the 'deliver' ITIL Product and Service Lifecycle activity (4.8.1)                                                                                          | 1  |
|                          |                                                                        | 3.2.8               | Know the purpose of the 'support' ITIL Product and Service Lifecycle activity (4.9.1)                                                                                          | 1  |
| 4. The ITIL Value System | 4.1 Components of the ITIL Value System                                | 4.1.1               | Know the components of the ITIL Value System and their role in an organization: Guiding principles, Governance, Value chain, Management practices, Continual improvement (5.1) | 1  |
|                          |                                                                        | 4.1.2               | Explain the ITIL Value System (ITIL VS) and its purpose (5.1)                                                                                                                  | 2  |
|                          | 4.2 The ITIL Guiding Principles                                        | 4.2.1               | List the ITIL Guiding Principles (5.2)                                                                                                                                         | 1  |
|                          |                                                                        | 4.2.2               | Understand the 'focus on value' ITIL Guiding Principle and how it should be used (5.2.1)                                                                                       | 2  |
|                          |                                                                        | 4.2.3               | Understand the 'start where you are' ITIL Guiding Principle and how it should be used (5.2.2)                                                                                  | 2  |
|                          |                                                                        | 4.2.4               | Understand the 'progress iteratively with feedback' ITIL Guiding Principle and how it should be used (5.2.3)                                                                   | 2  |
|                          |                                                                        | 4.2.5               | Understand the 'collaborate and promote visibility' ITIL Guiding Principle and how it should be used (5.2.4)                                                                   | 2  |
|                          |                                                                        | 4.2.6               | Understand the 'think and work holistically' ITIL Guiding Principle and how it should be used (5.2.5)                                                                          | 2  |

| Category | Topic                    | Assessment Criteria                                                                                                                    | BL |
|----------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----|
|          |                          | 4.2.7 Understand the 'keep it simple and practical' ITIL Guiding Principle and how it should be used (5.2.6)                           | 2  |
|          |                          | 4.2.8 Understand the 'optimize and automate' ITIL Guiding Principle and how it should be used (5.2.7)                                  | 2  |
|          |                          | 4.2.9 Describe the interaction of the ITIL Guiding Principles and how they work together (5.2.8)                                       | 2  |
|          | 4.3 Governance           | 4.3.1 Define governance (5.3.1)                                                                                                        | 1  |
|          |                          | 4.3.2 Explain the enabling nature and the activities of governance (5.3.1)                                                             | 2  |
|          | 4.4 Value chain          | 4.4.1 Define value chain (4.1)                                                                                                         | 1  |
|          |                          | 4.4.2 Define product specification, product prototype (4.3.1)                                                                          | 1  |
|          |                          | 4.4.3 Define incident, event (4.7.2)                                                                                                   | 1  |
|          |                          | 4.4.4 Define release, test (4.6.2, 4.5.1)                                                                                              | 1  |
|          |                          | 4.4.5 Define continuous integration, continuous delivery and continuous deployment (4.5.2, 4.6.2)                                      | 1  |
|          |                          | 4.4.6 Define reliability, Site Reliability Engineering (SRE), observability (4.7.1)                                                    | 1  |
|          |                          | 4.4.7 Define service request (4.8.2)                                                                                                   | 1  |
|          |                          | 4.4.8 Define disaster, problem, error, and known error (4.9)                                                                           | 1  |
|          |                          | 4.4.9 Define operating model (5.4.1)                                                                                                   | 1  |
|          |                          | 4.4.10 Distinguish between a problem, an error and a known error (4.9)                                                                 | 2  |
|          |                          | 4.4.11 Understand the key success metrics of the value chain activities (Tables 4.1-4.8)                                               | 2  |
|          |                          | 4.4.12 Explain how organization's purpose and operating model are supported by value chain activities and management practices (5.4.1) | 2  |
|          | 4.5 Management practices | 4.5.1 Define management practice (5.5)                                                                                                 | 1  |
|          |                          | 4.5.2 Know the management practice groups: general and product and service management practices (5.5)                                  | 1  |
|          |                          | 4.5.3 Understand the role of the management practices within the ITIL Value System (5.7)                                               | 2  |
|          |                          | 4.5.4 Explain the structure of the ITIL Practice Guides (5.5.1)                                                                        | 2  |
|          |                          | 4.5.5 Explain the benefits of the ITIL Practice Guides (5.5.1)                                                                         | 2  |
|          |                          | 4.5.6 Define metric and critical success factor (CSF) (Glossary, 5.6.1.3)                                                              | 1  |

| Category                                                | Topic                                                   | Assessment Criteria |                                                                                                                                                      | BL |
|---------------------------------------------------------|---------------------------------------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 5. Value stream identification, mapping, and management | 4.6 The ITIL Continual Improvement Model                | 4.6.1               | List the steps of the ITIL Continual Improvement Model (5.6.1)                                                                                       | 1  |
|                                                         |                                                         | 4.6.2               | Understand the steps of the ITIL Continual Improvement Model (5.6.1.1-5.6.1.7)                                                                       | 2  |
|                                                         |                                                         | 4.6.3               | Describe continual improvement within the ITIL Value System and its role in the organization (5.7)                                                   | 2  |
|                                                         | 5.1 Key concepts of value stream mapping and management | 5.1.1               | Define value stream, core value stream, enabling value stream (2.3.1, 6.2)                                                                           | 1  |
|                                                         |                                                         | 5.1.2               | Define value stream mapping, value stream management (6.3, 6.4)                                                                                      | 1  |
|                                                         |                                                         | 5.1.3               | Define complexity thinking (2.3.2)                                                                                                                   | 1  |
|                                                         |                                                         | 5.1.4               | Understand the difference between a core and an enabling value stream (6.2)                                                                          | 2  |
|                                                         | 5.2 Application of value streams                        | 5.2.1               | Understand how workflows need to be optimized for complexity (2.3.2)                                                                                 | 2  |
|                                                         | 5.3 Purpose of value stream mapping and management      | 5.3.1               | Know the purpose of value stream mapping and management (6.1)                                                                                        | 1  |
|                                                         |                                                         | 5.3.2               | Understand the relationship between value stream mapping and value stream management (6.3, 6.4)                                                      | 2  |
|                                                         |                                                         | 5.3.3               | Understand the elements of a value stream map (6.3, Appendix E)                                                                                      | 2  |
| 6. ITIL and AI                                          | 6.1 Introduction to AI                                  | 6.1.1               | Define Artificial Intelligence (AI), AI maturity, GenAI, Agentic AI (Glossary)                                                                       | 1  |
|                                                         |                                                         | 6.1.2               | Understand how AI can assist in the product and service development lifecycle and provide examples (2.4.1.1)                                         | 2  |
|                                                         |                                                         | 6.1.3               | Understand how AI can be used to assist in the automation of processes throughout the product and service development lifecycle activities (2.4.1.1) | 2  |
|                                                         |                                                         | 6.1.4               | Understand how AI can be leveraged throughout the ITIL value chain activities (2.4.1.1)                                                              | 2  |
|                                                         | 6.2 ITIL AI Governance                                  | 6.2.1               | Define AI governance (Glossary)                                                                                                                      | 1  |
|                                                         |                                                         | 6.2.2               | Understand the ITIL AI Capability Model (2.4.1.1)                                                                                                    | 2  |
| 7. ITIL and other frameworks                            | 7.1 ITIL and DevOps                                     | 7.1.1               | Understand how ITIL can collaborate with DevOps practices (7.3, 7.3.1)                                                                               | 2  |
|                                                         |                                                         | 7.1.2               | Understand how ITIL and DevOps are complementary in the product and service development lifecycle (7.3, 7.3.1)                                       | 2  |

| Category | Topic                | Assessment Criteria |                                                                                                                 | BL |
|----------|----------------------|---------------------|-----------------------------------------------------------------------------------------------------------------|----|
|          | 7.2 ITIL and PRINCE2 | 7.2.1               | Understand why project management is important in ITIL (7.3, 7.3.2)                                             | 2  |
|          |                      | 7.2.2               | Understand how ITIL and PRINCE2 are complementary in the product and service development lifecycle (7.3, 7.3.2) | 2  |

## 5. Exam specification

The examination has the following structure:

| Category                                                      | Weighting %   |
|---------------------------------------------------------------|---------------|
| 1. Key ITIL terms and definitions                             | 30.0%         |
| 2. The ITIL Four Dimensions of Product and Service Management | 10.0%         |
| 3. The ITIL Product and Service Lifecycle                     | 10.0%         |
| 4. The ITIL Value System                                      | 40.0%         |
| 5. Value stream identification, mapping, and management       | 5.0%          |
| 6. ITIL and AI                                                | 2.5%          |
| 7. ITIL and other frameworks                                  | 2.5%          |
| <b>Total</b>                                                  | <b>100.0%</b> |



## Notes







THE LANGUAGE OF GROWTH

## Thank you for completing this course!

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# ITIL Foundation (Version 5)



ITIL® Foundation (Version 5)  
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COURSEWARE

## Making Arrangements

- ✓ Safety
- ✓ Breaks
- ✓ Lunch
- ✓ Exercises
- ✓ Phones and computers
- ✓ Active participation!
- ✓ Ask questions
- ✓ Theory (lots)
- ✓ Homework
- ✓ Group assignments

## Let Me Introduce Myself

- ✓ Who are you?
- ✓ What experience do you have with ITIL®?
- ✓ What is your role at work?
- ✓ What are your expectations?



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## Learning Objectives

Understand...

- ✓ The core concepts of **Digital Product & Service Management (DPSM)**
- ✓ **Service relationships**
- ✓ The **ITIL Value System (ITIL VS)**
- ✓ The **ITIL Four Dimensions** of DPSM
- ✓ The benefits of **Value Stream** mapping and management
- ✓ The **ITIL Product & Service Lifecycle Model** and **Value Chain** activities
- ✓ The **ITIL Management Practices**
- ✓ How the **ITIL Guiding Principles** can help an organization (adopt/adapt)
- ✓ How **AI** influences ITIL, what **AI governance** is, and how ITIL interacts with other frameworks

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## ITIL is Evolving ...



- ✓ From a service- and process-oriented approach to a holistic approach
- ✓ From fragmented actions to end-to-end workflow
- ✓ From major releases to continual improvement
- ✓ From operational silos to value co-creation with flexible value streams
- ✓ ...with digital services and products
- ✓ ...and Artificial Intelligence
- ✓ ...people-centric, sustainable, and resilient



Background for ITIL

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## Agenda

- **Key Concepts of Digital Product and Service Management**
- **Four Dimensions of DPSM:**
  - Organizations & People, Information & Technology, Partners & Suppliers, Value Streams & Processes
- **ITIL Value System (VS):**
  - Guiding Principles, Governance, Value Chain, Practices & Continual Improvement
- **Value Chain & Activities:** lifecycle, workflows, and integration with practices
  - Discover, Design, Acquire, Build, Transition, Operate, Deliver, Support
- **Guiding Principles:** nature and practical application
- **Continual Improvement:** continual improvement in DPSM

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## ITIL is DPSM



- ✓ ITIL is the most widely used framework for managing technology-based services and creating value for stakeholders.
- ✓ ITIL has evolved from ITSM into the best-practice framework for **Digital Product and Service Management (DPSM)**.



Background on ITIL

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## Product and Service Management



IT organizations use product management terminology and practices from other fields, such as the manufacturing industry.

A quote from the ITIL Foundation book:

*Product management is widely used as an approach for discovering, creating, and delivering digital solutions for customers.*

*ITIL offers an end-to-end Lifecycle Model for digital products and services, integrating the concepts of digital products and services.*



Background on ITIL

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# Artificial Intelligence

People are good at:

- Creativity
- Empathy
- Contextual understanding

AI helps by:

- Processing information...and quickly!
- Recognizing patterns > trends, incidents, performance
- ...and making fairer, more objective decisions

*AI enhances human efforts and compensates for human limitations*



Background for ITIL

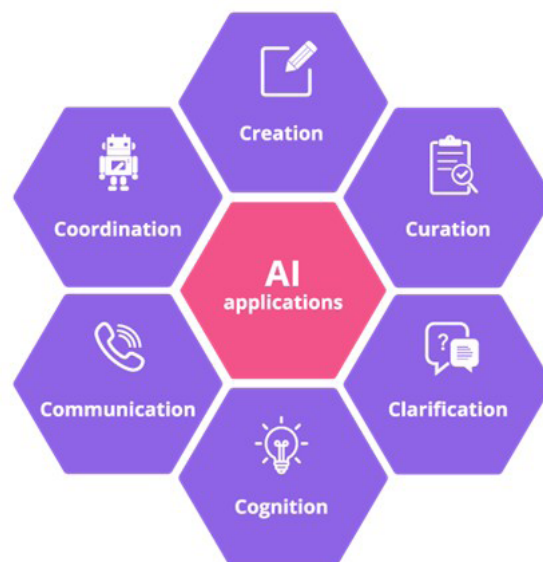
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## AI 6C Model

- ✓ AI enables systems to learn, adapt, and perform tasks that traditionally require human intervention.
- ✓ Enhances human decision-making and management\*
- ✓ The 6C Model describes the key functional capabilities of AI.

\*Note: Hallucination is a risk associated with AI use (verify accuracy)!



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# KEY CONCEPTS

Understanding the Key Concepts of  
**Digital Product & Service  
Management**



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## Introduction

Effective management of services and products, leveraging the potential of technology, is crucial for most organizations.

The key terms and important ITIL concepts introduced are:

- ✓ Digital products & services and DPSM
- ✓ ITIL Product & Service Lifecycle and Service Relationship Model
- ✓ Organizations, service providers, service consumers, and other stakeholders
- ✓ The nature of value and co-creation of value
- ✓ Value: outcome, costs, and risks
- ✓ Service offering

*Note: These concepts apply to **all** organizations and (digital) products & services, regardless of their nature and the underlying technology.*



## What is Digital Product & Service Management (DPSM)?

**Definition: Digital Product & Service Management** is the set of specialized organizational skills required to deliver value to customers in the form of *digital products and services*.

Developing these skills requires an understanding of:

- The nature of value
- The nature and scope of relevant stakeholders
- The way in which value creation is enabled by digital products & services



## Services and Products

The central component of ITIL is the service.

**Definition: A service** is a means of enabling the co-creation of value by facilitating the outcomes that customers want to achieve, without the customer having to manage specific costs and risks.

**Definition: A product** is a configuration of an organization's resources intended to provide value to a consumer.



## Digital Services and Products

In ITIL, services and products are categorized as:

**Definition:** A **Digital Service** is a service that consists largely or entirely of digital products.

**Definition:** A **Digital Product** is a combination of an organization's resources based on digital technology, intended to provide value to a consumer.



## Digital Services and Product Relationships

The key relationships between digital products and digital services:

- Digital services are always based on digital products
- A single product can facilitate multiple services, and a single service can be based on multiple products
- Products provide capabilities, while services and service offerings describe potential value
- When a customer accepts a service offering, service delivery and service consumption begin



# Service Offering

**Definition:** A **Service Offering** is a formal description of one or more services designed to meet the needs of a target group of consumers. A service offering may include goods, access to resources, and service actions.

| Component           | Description                                                                                                                                                                                            | Examples                                                                |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Goods               | Delivered to the consumer. Ownership has been transferred to the consumer.<br><i>Service providers try to minimize the need to deliver goods.</i>                                                      | A mobile phone.<br>A physical server.                                   |
| Access to resources | Access is granted or licensed to the consumer according to agreed terms and conditions.<br>Resources are owned by the service provider.                                                                | Access to platforms or cloud services, as well as hotel rooms and cars. |
| Service actions     | Performed by the service provider to meet a consumer's need.<br>Performed in accordance with the agreement with the consumer. Digital service providers strive to reduce the need for service actions. | User support (service requests).<br>Equipment replacement.              |

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Key concepts of Service Management

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# Value

The **purpose** of an **organization** is to **create value** for stakeholders.

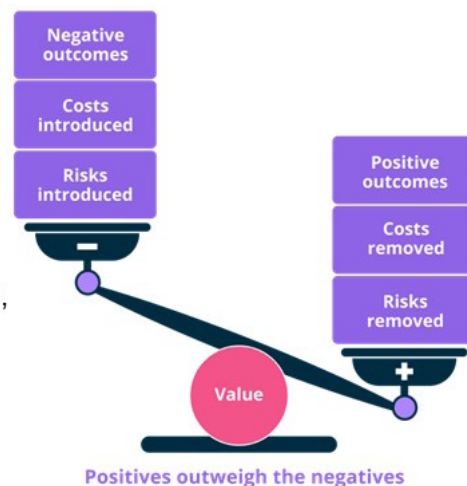
The term “value” is commonly used in DPSM and must therefore be clearly defined.

**Definition: (Service) value** is the perceived benefits, utility, and importance of something (a service).

Services are only considered valuable when they have more positive than negative effects.

*Note: Value can be subjective and vary by stakeholder!*

Achieving value: outcomes, costs, and risks



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## Organizations

**Definition:** An **organization** is a person or a group of people that has its own functions, with responsibilities, authorities, and relationships to achieve its objectives.

In service relationships, an organization can act as a service provider or as a service consumer.

**Definition:** A **customer** is the role that defines the requirements for a service and is responsible for the outcomes resulting from service consumption.

**Definition:** A **user** is the role that uses services.

**Definition:** A **sponsor** is the role that authorizes the budget for service consumption.



## Service Providers, Consumers, and Vendors

### **Service provider:**

An organization that delivers and supports services.

Can be external or internal.

### **Service consumer:**

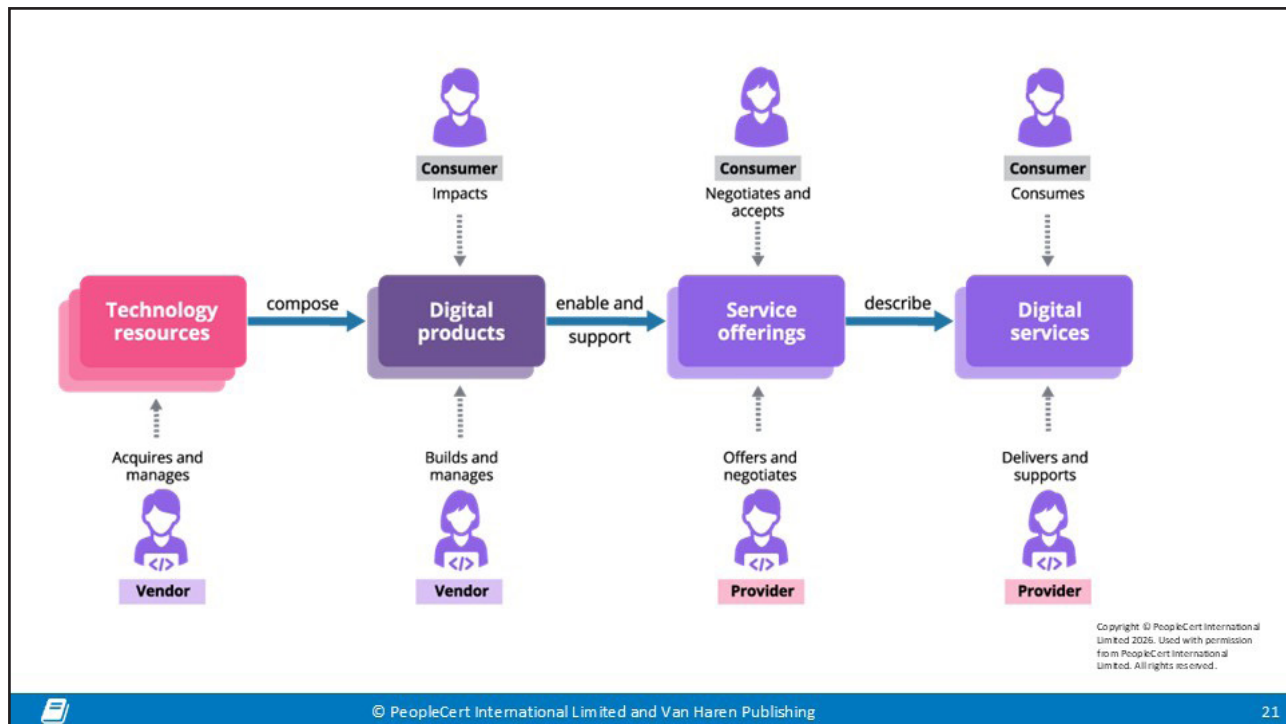
An organization responsible for the procurement and use of services.

When an organization receives services, it assumes this role.

### **Digital product vendor:**

An organization responsible for the creation and continual improvement of digital products and related services.



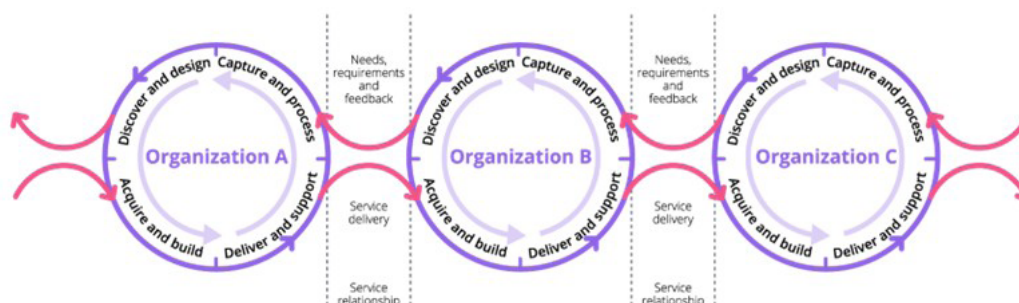


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## ITIL Service Relationship Model

Organizations enter into relationships, forming chains and networks, with each organization acting as a service consumer for multiple providers, and as a service provider for multiple consumers.

User & Customer Experience depend on the quality of digital products and the service provider's management system.



Key concepts of Service Management

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