

COURSEWARE

VeriSM™

FOUNDATION COURSEWARE

HELEN MORRIS & LIZ GALLACHER

VeriSM™ - Foundation Courseware

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- Project Management

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VeriSM™

Foundation Courseware



Colophon

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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.

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to the sheet number

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Agenda

	Day 1		Day 2	
VeriSM Foundation	09:00 – 09:30	Introduction	09:00 – 10:00	Module 4: The VeriSM™ model
	09:30 – 10:45	Module 1: The Service Organization	10:00 – 10:45	Module 5: Progressive practices
	10:45 – 11:00	Break	10:45 – 11:00	Break
	11:00 – 11:40	Module 2: Service culture	11:00 – 12:45	Module 5: Progressive practices
	11:40 – 12:00	Module 3: People and organizational structure	12:45 – 13:15	Lunch
	12:00 – 12:30	Lunch	13:15 – 14:30	Module 6: Innovative technologies
	12:30 – 14:45	Module 3: People and organizational structure	14:30 – 14:45	Break
	14:45 – 15:00	Break	14:45 – 15:05	Module 7: Getting started
	15:00 – 17:00	Module 4: The VeriSM™ model	15:05 – 17:00	Exam (prep and 60 min duration)
VeriSM Essential	Day 1			
	09:00 – 09:30	Introduction		
	09:30 – 10:30	Module 1: The Service Organization		
	10:30 – 10:45	Break		
	10:45 – 11:25	Module 2: Service culture		
	11:25 – 13:00	Module 3: People and organizational structure		
	13:00 – 13:30	Lunch		
	13:30 – 14:45	Module 4: The VeriSM™ model		
	14:45 – 15:00	Break		
	15:00 – 16:15	Module 4: The VeriSM™ model		
	16:15 – 17:00	Exam (prep and 30 min duration)		
VeriSM Plus	Day 1			
	09:00 – 09:30	Introduction		
	09:30 – 09:50	Module 1: The Service Organization		
	09:50 – 10:55	Module 3: People and organizational structure		
	10:55 – 11:10	Break		
	11:10 – 12:30	Module 4: The VeriSM™ model		
	12:30 – 13:00	Lunch		
	13:00 – 14:45	Module 5: Progressive practices		
	14:45 – 15:00	Break		
	15:00 – 15:45	Module 6: Innovative technologies		
	15:45 – 16:15	Module 7: Getting started		
	16:15 – 17:00	Exam (prep and 30 min duration)		



VeriSM™

VERISM™ SERVICE MANAGEMENT FOUNDATION

Introduction

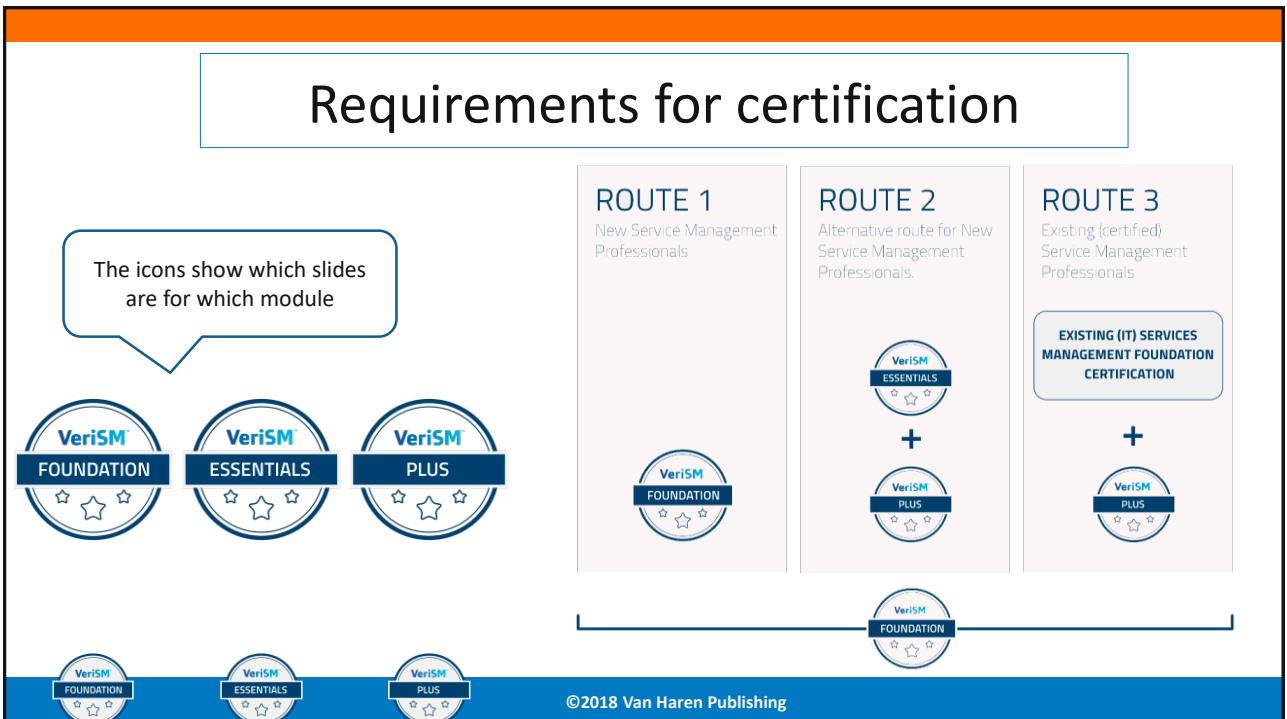
- Let's meet & Goals
- Terms
- Program





ABOUT THIS COURSE

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Program VeriSM Foundation

Day 1

09:00 – 9:30	Introduction
09:30 – 10:45	Module 1: Service Organization
10:45 – 11:00	Break
11:00 – 11:40	Module 2: Service Culture
11:40 – 12:00	Module 3: People and organizational structure
12:00 – 12:30	Lunch
12:30 – 13:45	Module 3: People and organizational structure
13:45 – 14:45	Module 4: VeriSM Model
14:45 – 15:00	Break
15:00 – 17:00	Module 4: VeriSM model

Day 2

09:00 – 10:00	Module 4: VeriSM model
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10:45 – 11:00	Break
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13:15 – 14:30	Module 6: Innovative technologies
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14:45 – 15:05	Module 7: Getting started
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Program VeriSM Essential

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11:25 – 13:00	Module 3: People and organizational structure
13:00 - 13:30	Lunch

13:30 – 14:45	Module 4: VeriSM model
14:45 – 15:00	Break
15:00 – 16:15	Module 4: VeriSM model
16:15 – 17:00	Exam (prep and 30 min duration)



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Program VeriSM Plus

Day 1

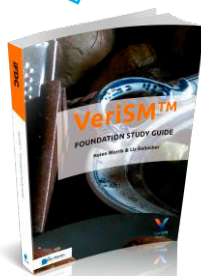
09:00 – 9:30	Introduction	13:00 – 14:45	Module 5: Progressive practices
09:30 – 09:50	Module 1: Service Organization	14:45 – 15:00	Break
09:50 – 10:55	Module 3: People and organizational structure	15:00 – 15:45	Module 6: Innovative practices
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11:10 – 12:30	Module 4: VeriSM model	16:15 - 17:00	Exam (prep and 30 min duration)
12:30 – 13:00	Lunch		



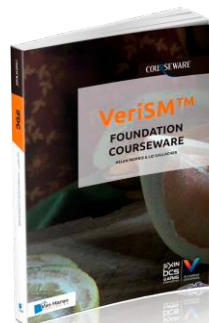
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Here is the link from the slide to the theory in the book, with the number of the chapter or the paragraph (§) and possibly the name of the subtitle in the book

Literature



Foundation Study Guide



Courseware



Trainer slides
(Included in Courseware)

The figure numbers in the courseware correspond with the Body of knowledge:
'VeriSM™ - A service management approach for the digital age'



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Scope of the Course

This certification includes the following topics:

1. The Service Organization
2. Service culture
3. People and organizational structure
4. The VeriSM™ model
5. Progressive practices
6. Innovative technologies
7. Getting started



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See Syllabus
§ 1

Exam specifications

- VeriSM™ Foundation
- Examination type: Computer-based or paper-based multiple-choice questions
- Number of questions: 40
- Pass mark: 65% (26 out of 40)
- Open book/notes: No
- Electronic equipment/aides permitted: No
- Time allowed for examination: 60 minutes



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See Syllabus
§ 2

Exam requirements

Certification requirement	Exam specification	Foundation
1. The Service Organization	1.1 Organizational context	2,5%
	1.2 Organizational governance	2,5%
	1.3 Digital transformation	5%
2. Service culture	2.1 Service culture	5%
3. People and organizational structure	3.1 Organization structure	10%
	3.2 Service Management challenges	10%
4. The VeriSM™ model	4.1 The VeriSM™ model	25%
	4.2 Adapting the VeriSM™ model	7,5%
5. Progressive practices	5.1 Progressive practices	20%
6. Innovative technologies	6.1 Impact of technology	10%
7. Getting started	7.1 Getting started	2,5%



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COURSEWARE




VeriSM™

MODULE I: THE SERVICE ORGANIZATION



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Module 1.1

ORGANIZATIONAL CONTEXT



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§ 2.2

Organizational Context

Definition: Organization

“An organization is an official group of people, for example, a political party, a charity, or a club”

Types of organization:

- Private sector
- Public sector organizations
- Voluntary sector or charity organizations
- Non-profit organization
- Third sector



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§ 2.2.2

Key Terms

Definition: Consumer

“A consumer is a person who buys things or uses services.”

- Service management uses various terms:
 - Client, customer, user or consumer
 - Customers pay for and define services; users receive services provided
- VeriSM uses “consumer” to include:
 - Clients, customers and users



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§ 2.2.3

Key Terms

Definition: Asset

“An asset is anything that is useful or valuable within a product or service.”

- Assets should be used to meet agreed consumer needs

Definition: Capability

“The ability or the qualities that are necessary to do something.”

- A capability is not always a discrete team
- Examples include: Human resources; Finance; Marketing; Sales; Customer service; Information technology



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§ 2.2.4

Organizational Focus

- All organizational capabilities will be involved in digital service provision
- Effective service providers will focus on an outcome for their consumer

Definition: Outcome

"The end result of a consumer interacting with a product or service"

- An output focuses on a physical deliverable
- The service provider focus is on the overall experience for the consumer



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§ 2.2.4

Organization is a Service Provider

The Organization
is a Service Provider

Outcomes



Figure 2 The Organization is a Service Provider



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§ 2.2.4

Good Service Provider

What makes a 'good' service provider organization? We need to understand:

- Consumers – where are they?
- Competition – who are the competitors?
- Structure – what is the organizational structure?
- Consumer culture – behaviors and local customs affect business
- Laws and regulations – is there any specific governance?
- Challenges – what challenges is the organization facing?



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§ 2.2.5

Optimizing Organizational Interactions

Interactions
between Business
Capabilities

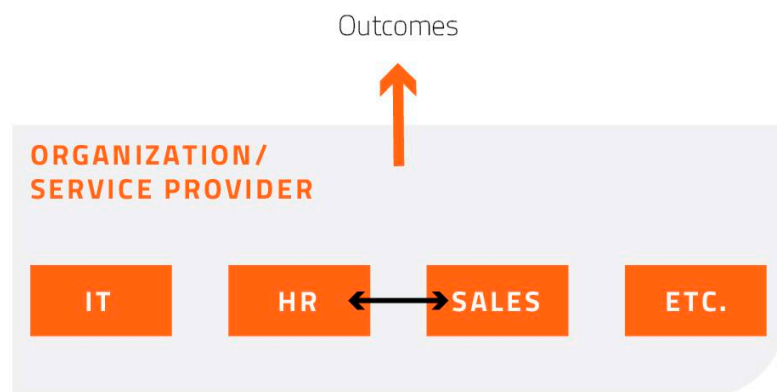


Figure 3 Interactions between Business Capabilities



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§ 2.2.6

Shadow Behavior

- Shadow behavior is common in many organizations, described as:
 - “Systems, processes, solutions and decisions implemented and used inside organizations without explicit organizational approval or service delivery consideration.”
 - Shadow IT refers to a system purchased without IT knowledge, but they are expected to provide support for it
- Shadow behavior is not restricted to the IT department
- To overcome and break down consumer and service provider barriers
 - Encourage an holistic approach to communication, collaboration, and shared mindset



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§ 2.3

Module 1.2

ORGANIZATIONAL GOVERNANCE



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Organizational Governance

- Organizations need to have rules and guidelines about the way they work
 - This is specific to each organization
 - A set of governing principles, policies, metrics
- Governance principles cascade throughout the organizational capabilities
- Governance and management
 - Governance provides vision
 - Management makes decisions to fulfill the vision



Organizational Governance

Governance:

- Evaluate,
- Direct,
- Monitor.

Management Activities

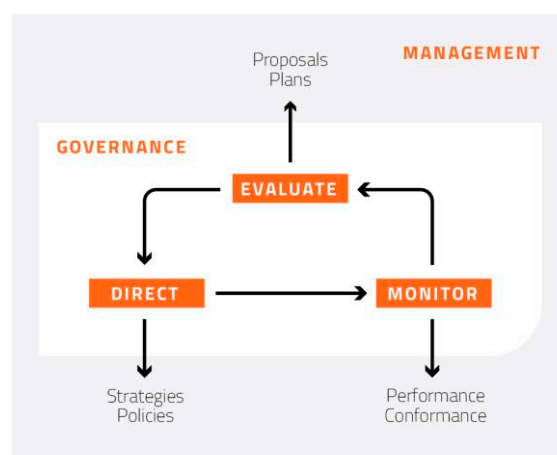


Figure 4 Governance: Evaluate, Direct and Monitor



§ 2.3.1

Governance Principles

Typical governance practices and principles include:

- Create and maintain the governance framework – define the structures, principles and practices based on the organization’s goals and objectives (mission/vision).
- Ensure the value proposition – link the outcomes of the products and services to the achievement of organizational objectives.”
- Optimize risks – define organizational risk tolerance and ensure it is understood, communicated and managed.
- Optimize capabilities – ensure there are sufficient resources (people, process, technology) to support the achievement of organizational objectives.



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§ 2.3.2

Governance Flow

The Governance Flow



Figure 6 Governance Flows



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