



Introduction

1

1 Introduction

The ITIL best-practice framework provides guidance on how people, processes and technology can enhance the quality of IT services. ITIL is applicable to all types and sizes of IT service provider; thousands of organizations are using ITIL best practice. ITIL is a framework for IT service management which organizations can adopt and adapt to suit their own specific needs.

1.1 THE ITIL QUALIFICATION SCHEME

The internationally recognized ITIL qualification scheme comprises five levels of qualification: Foundation, Intermediate, Managing Across the Lifecycle (MALC), Expert and Master. The Intermediate level takes two different perspectives of IT service management – through a service lifecycle stream and a service capability stream. The two streams each have a number of different qualifications and associated learning modules – nine in total. Candidates are likely to take a mixture of modules across both streams. The qualifications

and learning modules for the Intermediate ITIL certifications can be seen in Table 1.1.

1.2 THE MALC QUALIFICATION

MALC has a cross-lifecycle, strategic and managerial focus from the two perspectives of:

- Managing services across the service lifecycle
- Managing the practice of service management across the service lifecycle.

Before a candidate can be trained and examined for the MALC qualification, the candidate must have obtained 17 credits or more from the following:

- Two credits from the ITIL Foundation certificate
- Fifteen credits or more from ITIL Intermediate qualifications: each lifecycle module is worth three credits, and each capability module is worth four credits
- Complementary qualification credits and credits from earlier ITIL qualifications where these can be used towards the required amount of credits.

Table 1.1 The two ITIL Intermediate streams

ITIL Intermediate service lifecycle stream	ITIL Intermediate service capability stream
Service strategy (SS)	Operational support and analysis (OSA)
Service design (SD)	Service offerings and agreements (SOA)
Service transition (ST)	Release, control and validation (RCV)
Service operation (SO)	Planning, protection and optimization (PPO)
Continual service improvement (CSI)	

Because the Intermediate qualification is made up of nine different modules, MALC candidates will have acquired their 15 credits from a variety of routes. The modules studied at Intermediate level will have an impact on the most appropriate areas of focus for pre-study in preparation for the MALC course (see section 1.6 for more information on pre-course requirements).

Candidates who attend a formal approved MALC training course with at least 30 contact hours and pass the MALC exam will be awarded a MALC certificate and five credits. This is the final exam candidates need to pass to qualify them to apply for the ITIL Expert certificate.

1.2.1 Intent and target group

The MALC qualification focuses candidates on implementing and using the best-practice framework across the full lifecycle, and on how to manage and deliver services using ITIL. After taking an accredited course, candidates should be able to understand how to apply the service lifecycle to IT service management challenges, improvements, programmes and projects on the job.

The MALC qualification focuses on the application of strategizing, planning, using and measuring ITIL practices in an integrated functioning model, including:

- How the lifecycle stages form an integrated whole
- Process integration and interfaces
- Shared data/information/knowledge.

The MALC qualification is intended for anyone who wants to apply for the ITIL Expert certification and for those involved in the design, development, management, coordination, support, improvement and integration of IT services – particularly

consultants and those who are new to, or would like to progress to, a management role. This includes, but is not limited to, chief information officers (CIOs), chief technology officers (CTOs), IT managers, service managers, supervisory staff, team leaders, designers, architects, developers, planners, IT consultants, IT audit managers, IT security managers and IT trainers.

The MALC course and qualification will be of interest to:

- Individuals who require a business- and management-level understanding of the ITIL service lifecycle and how it may be applied to enhance the quality of IT service delivery and support within an organization
- Individuals seeking to attain the ITIL Expert qualification, for which the MALC exam is a prerequisite
- Individuals seeking the ITIL Master in IT service management, for which the ITIL Expert certification is a prerequisite
- Individuals obtaining industry-recognized masters degrees in IT service management from accredited universities.

1.3 FINDING YOUR WAY AROUND THE SYLLABUS

The syllabus is organized into learning units. Each unit identifies the recommended minimum teaching time or approximate teaching time (called 'minimum study period' in the syllabus) to adequately cover the subject. Each learning unit also has an associated level of difficulty for the exam.

Note that training providers may deliver training for the learning units in a different sequence from that used in the syllabus. There is nothing wrong with

this. They are encouraged to combine and compile the course materials to provide a logical flow for presenting and teaching the subject. Training providers nonetheless have to ensure that all areas of the syllabus are covered and that training is delivered in a way that supports the stated learning outcomes, the level of difficulty and the minimum study periods.

1.3.1 Learning units

The MALC syllabus is divided into seven learning units:

- **MALC01** Key concepts of the service lifecycle
- **MALC02** Communication and stakeholder management
- **MALC03** Integrating service management processes across the service lifecycle
- **MALC04** Managing services across the service lifecycle
- **MALC05** Governance and organization
- **MALC06** Measurement
- **MALC07** Implementing and improving service management capability.

1.3.2 Core publication references

Each learning unit relates to sections covered by the five core publications that make up the ITIL lifecycle suite:

- Cabinet Office (2011). *ITIL Service Strategy*. The Stationery Office, London.
- Cabinet Office (2011). *ITIL Service Design*. The Stationery Office, London.
- Cabinet Office (2011). *ITIL Service Transition*. The Stationery Office, London.
- Cabinet Office (2011). *ITIL Service Operation*. The Stationery Office, London.

- Cabinet Office (2011). *ITIL Continual Service Improvement*. The Stationery Office, London.

The syllabus contains abbreviated cross-references to the core guidance – for example, SS 6.8.8 would refer to *ITIL Service Strategy* section 6.8.8. This cross-referencing is to help both training providers and candidates refer to, and familiarize themselves with, the relevant sections in the source materials.

1.4 THE MALC EXAM

1.4.1 Level of difficulty

Your training provider should explain the level of knowledge and skill that you need to achieve for each learning unit. In the exam, candidates must be able to demonstrate proficiency at the required level. The exam tests candidates' ability using a methodology called 'Bloom's taxonomy of learning'.

The ITIL qualification scheme and associated syllabuses have been developed using Bloom's levels, and each level of qualification has one or more corresponding Bloom's levels. The Bloom's levels are:

- **Level 1** Knowing
- **Level 2** Comprehending
- **Level 3** Applying
- **Level 4** Analysing
- **Level 5** Evaluating
- **Level 6** Creating.

Candidates for the MALC exam are advised to develop proficiency for all syllabus learning units up to Bloom's level 5. This means that they are expected to be able to do the following in an ITIL context:

- Apply the relevant ITIL practices as a whole and apply the concepts in new situations, both real and imaginary

- Separate concepts into component parts to understand the structure and distinguish between facts and inferences
- Distinguish between possible solutions and decide which approach to take.

MALC is the final mandatory qualification leading to ITIL Expert certification, and as such is at a level above the Intermediate qualifications. The MALC exam is set at Bloom's levels 4 and 5, which are higher than those of the Intermediate exams, which are at Bloom's levels 3 and 4.

1.4.2 The exam

The MALC exam:

- Is 2 hours in duration (or 2 hours 30 minutes for students taking the exam in a language that is not their own native language)
- Consists of 10 questions
- Has a pass mark of 35 out of 50 (70%)
- Is a mix of easy, moderate and hard questions.

The majority of the questions in the MALC exam are based on a case study. Up to two questions in each exam will not reference the case study. Whether the case study is to be used or not will be noted at the start of each exam question. The case study will be given to students by their course provider.

This publication includes an example case study and practice questions. As with the real exam, some of the questions test knowledge across more than one learning unit. Synergies between the learning units and across the service lifecycle must be understood in order to successfully pass the MALC exam.

1.5 ABOUT THIS PUBLICATION

This publication provides guidance to support students in planning, studying and preparing for the MALC qualification. Beyond the exam, the knowledge acquired from the MALC course can also be applied to the delivery of quality service management practices in an organization.

Please note that this publication is intended to supplement, but not replace, the material in the five core ITIL publications and any materials and teaching provided by your selected training provider.

1.5.1 How to use this publication

This publication contains guidance on how to prepare for your course and the exam, and can be used throughout your period of learning – and beyond. Summary information and key illustrations from the five core publications are provided to assist with your learning, along with a sample case study and practice questions.

This publication comprises nine chapters, plus the appendices. Chapters 1 to 9 do not have to be read in sequence, but the information contained in them needs to be understood.

Chapter 1 sets the scene and introduces the MALC qualification.

Chapters 2–8 help you to understand the syllabus learning units as follows:

- **Chapter 2** Key concepts of the service lifecycle
- **Chapter 3** Communication and stakeholder management
- **Chapter 4** Integrating service management processes across the service lifecycle

- **Chapter 5** Managing services across the service lifecycle
- **Chapter 6** Governance and organization
- **Chapter 7** Measurement
- **Chapter 8** Implementing and improving service management capability.

Chapter 9 explains what to expect from the course and exam, and helps you to prepare and plan your studies.

The appendices provide an example case study, and practice questions and answers to help you practise for the exam:

- **Appendix A** Sample case study
- **Appendix B** Sample test questions
- **Appendix C** Answers to sample test questions.

1.6 GETTING STARTED BEFORE THE COURSE

It is recommended that students begin preparing for the course well in advance – at least four weeks before the course starts. By starting early, you will be in a better position to maximize the value of your learning experience. Many training providers provide pre-course reading lists, materials and sample questions. If they do, please use these to guide your reading and learning.

When starting out it is useful to:

- Have access to the core ITIL publications
- Be clear why you are taking the qualification – your motivation to learn depends on the relevance of the learning to you, your education and your career
- Check to make sure you have the prerequisites for the course and exam
- Plan your studying – identify the resources and time allocation that you need to complete the required minimum recommended personal study time of 28 hours
- Think about how much work you need to do to get to the required level of knowledge and performance to maximize your mark in the exam, e.g. target level of difficulty and pass mark. Plan how you can keep track of your improved knowledge and performance
- Buy and read this study guide.

You are advised to do at least 28 hours of pre-course work. You should:

- Obtain a copy of the course schedule and a copy of the MALC syllabus from your accredited training provider, or download it from www.iti-officialsite.com. Read the learning objectives in the syllabus, and understand what they mean and how they support your personal learning and career goals. Identify how you intend to apply your new knowledge in practice.
- Refresh the knowledge you gained at the Foundation level – reminding yourself of the key concepts covered at this level.
- Refresh the knowledge you gained at the Intermediate level.
- Review the terminology list provided in the MALC syllabus. Use it to identify those terms and concepts that you need to revise or study. The terminology list specifies those areas (at Foundation and Intermediate level) that are prerequisite knowledge and will help to focus your preparatory work in the relevant areas. This is important because, depending on the Intermediate qualifications you have taken, you may not have covered all of the concepts that are prerequisite knowledge during your previous studies.

8 | Introduction

ITIL can be used alongside other best practices and frameworks. To achieve a more holistic understanding of IT service management, a high-level understanding of other best practices is also needed, including project management and application design.