

Certification requirements for VeriSM™

VeriSM™ Professional



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1. Overview

VeriSM™ Professional

Scope

The VeriSM™ Professional certification validates a professional's knowledge about:

- A digital world;
- Digital leadership and structure;
- Governance and strategy;
- Applying VeriSM™.

Summary

VeriSM™ is an enterprise service management approach for the digital age, focusing on an end-to-end view of service management. The VeriSM™ model allows organizations to produce and deliver the right product or service at the right time to their consumers, whilst allowing for customization and alignment to the type of business, the size of the organization, business priorities, organizational culture, and even the nature of the individual project or service.

In the VeriSM™ model, governance and service management principles are relatively stable elements, only changing when the needs of the organization change. The Management Mesh is flexible and is adjusted as required for products and services, for example to integrate a new management practice or a new technology. In four stages the product or service is defined, produced, provided and supported.

The VeriSM™ Professional certification tests a candidate's knowledge of, and skills in, applying VeriSM™ in an organization. Those certified as VeriSM™ Professional understand the impact of digital transformation on the organization and on people, consumers as well as staff. They can translate strategic direction into a successful operating environment. The certified VeriSM™ Professional has proven his or her ability to create and use a Management Mesh that is based on the organization's current portfolio, principles and governance needs. After creating or adapting the Management Mesh, a VeriSM™ Professional can manage the product or service through the Define, Produce, Provide and Respond stages.



Context

The VeriSM™ Professional certification is part of the VeriSM™ qualification program.

Target group

The VeriSM™ Professional certificate is relevant for professionals operating in organizations that have the ambition to digitalize or further digitalize the development and delivery of their products and/or services. The target group includes, but is not limited to:

- Specialists, lower and middle managers from all organizational disciplines, who are tasked with translating strategy to operation.
- Professionals involved in guiding products or services through the enterprise value chain.
- Professionals involved in the implementation of digital transformation initiatives.
- Consultants and coaches, who assist an organization in planning, building and operating the VeriSM™ model in order to meet digital transformation objectives.
- Junior professionals who aspire to fulfil any of the above roles or responsibilities.

Requirements for certification

- Successful completion of the VeriSM™ Professional exam.
- Completion of the VeriSM™ Professional practical assignments, either via self-study or as part of an accredited training.

Knowledge of VeriSM™, through the completion of the VeriSM™ Foundation exam, is strongly recommended. Training by an accredited training organization is also strongly recommended.

Examination details

Examination type:	Multiple-choice questions
Number of questions:	30
Pass mark:	65%
Open book/notes:	No
Electronic equipment/aides permitted:	No
Time allotted for examination:	90 minutes

The Rules and Regulations for the EI's (APMG, BCS and EXIN) examinations apply to this exam.

Bloom level

The VeriSM™ Professional certification tests candidates at Bloom Levels 2, 3 and 4 according to Bloom's Revised Taxonomy:

- Bloom Level 2: Understanding – a step beyond remembering. Understanding shows that candidates comprehend what is presented and can evaluate how the learning material may be applied in their own environment. This type of questions aims to demonstrate that the candidate is able to organize, compare, interpret and choose the correct description of facts and ideas.
- Bloom Level 3: Applying – shows that candidates have the ability to make use of information in a context different from the one in which it was learned. This type of questions aims to demonstrate that the candidate is able to solve problems in new situations by applying acquired knowledge, facts, techniques and rules in a different, or new way. The question usually contains a short scenario.
- Bloom level 4: Analyzing – shows that candidates have the ability to break learned information into its parts to understand it. This Bloom level is mainly tested in the Practical Assignments. The Practical Assignments aim to demonstrate that the candidate is able to examine and break information into parts by identifying motives or causes, make inferences and find evidence to support generalizations.

Training

Contact hours

The recommended number of contact hours for this training course is 21. This includes practical assignments, exam preparation and short breaks. This number of hours does not include homework, the exam session and lunch breaks.

Indication study effort

60 hours, depending on existing knowledge.

Study effort is the average effort to prepare for the exam, which can differ per candidate depending on the knowledge they already have. It includes reading the literature, trying the sample exam, attending the training session.

Training provider

You can find a list of our accredited training providers at EI's website ([APMG](#), [BCS](#) and [EXIN](#))

2. Certification requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements) and the subtopics (exam specifications)

Exam requirement	Exam specification	Weight
1. A Digital World		13.3%
	1.1 Concepts in a Digital World	6.7%
	1.2 Working in a Digital Context	6.7%
2. Digital Leadership and Structure		13.3%
	2.1 Digital Leaders	6.7%
	2.2 Organizational Structure and Culture	6.7%
3. Governance and Strategy		13.3%
	3.1 Governance and Service Management Principles in the VeriSM™ Model	13.3%
4. Applying the VeriSM™ Model		60%
	4.1 Using the VeriSM™ Model	20%
	4.2 Setting Up the Solution in the Define Stage	26.7%
	4.3 Leading the Solution through the Produce, Provide and Respond Stages	13.3%
Total		100%

Exam specifications

1. A Digital World

1.1 Concepts in a Digital World

The candidate can...

- 1.1.1 define how VeriSM™ addresses digital practices, the digital age and a digital organization.
- 1.1.2 indicate the difference between a system of record and a system of engagement.
- 1.1.3 interpret the importance of outcomes and how the outcomes develop (Value Stream Maps), using the VeriSM™ view of 'digital'.

1.2 Working in a Digital Context

The candidate can...

- 1.2.1 define the three digital transformation approaches.
- 1.2.2 identify the characteristics of successful digital transformation programs.
- 1.2.3 recognize digital transformation options based on organizational requirements.

2. Digital Leadership and Structure

2.1 Digital Leaders

The candidate can...

- 2.1.1 outline digital leadership characteristics, digital skills and digital awareness.
- 2.1.2 identify the sustainability of digital initiatives.

2.2 Organizational Structure and Culture

The candidate can...

- 2.2.1 differentiate between a traditional organizational hierarchy and one that embraces constant change.
- 2.2.2 develop collaboration between organizational capabilities.
- 2.2.3 explain how knowledge management enhances digital transformation.
- 2.2.4 identify which behaviors contribute to a consumer centric approach.

3. Governance and Strategy

3.1 Governance and Service Management Principles in the VeriSM™ Model

The candidate can...

- 3.1.1 perform EDM (evaluate, direct, monitor) activities to translate digital transformation strategy to operation.
- 3.1.2 ensure that service management principles are followed.

4. Applying the VeriSM™ Model

4.1 Using the VeriSM™ Model

The candidate can...

- 4.1.1 apply the VeriSM™ model to address a new or changed product or service.
- 4.1.2 capture the current state in a Management Mesh.
- 4.1.3 identify resources, environment, management practices and technologies that support the new or changed product or service.
- 4.1.4 capture the desired state in a Management Mesh.

4.2 Setting Up the Solution in the Define Stage

The candidate can...

- 4.2.1 differentiate between traditional and iterative requirement gathering techniques (User stories; card, conversation, confirmation).
- 4.2.2 analyze the gap between the current state and a desired state.
- 4.2.3 propose a sourcing policy that reflects the organizational strategy and consumer need.

4.3 Leading the Solution through the Produce, Provide and Respond Stages

The candidate can...

- 4.3.1 analyze the Produce, Provide and Respond activities for conformance to organizational strategy and consumer need.

3. List of Basic Concepts

This chapter contains the terms and abbreviations with which candidates should be familiar.

Please note that knowledge of these terms alone does not suffice for the exam; the candidate must understand the concepts and be able to provide examples.

autonomy	operating model canvas
behavior	OPEX
Burke-Litwin model	opportunity portfolio
business information plan	Option space
business model canvas	organizational behavior management (OBM)
capability	organizational capabilities
CAPEX	organizational change management (OCM)
case response	organizational culture profile (OCP)
collaboration	organizational portfolio
collaborative approach	outcome
competence, competencies	output
consumer	Pareto analysis
consumer centric (consumer centricity)	PDCA (Deming's Quality Circle)
culture	PESTLE (or PESTEL)
customer experience (CX)	Porter's 5 Forces
customer experience management (CEM)	Produce
Define	product
design thinking	Provide
DevOps	quality
digital awareness	request
digital capabilities	requirement
digital center of excellence	Respond
digital channel	risk
digital experience (DX)	Run-grow-transform (RGT)

digital leader
digital mindset
digital native
digital optimization
digital organization
digital service
digital transformation
digital twin
digital use case
digitize / digitalization
disruptive innovation
EDM model
efficiency innovation
enterprise governance
fail fast strategy or approach
flatter organization / flatter structure
framework
gap analysis
governance
governance structures
hackathon
heuristics
holacracy
hypothesis testing
information radiator
innovation space
issue
iterative requirement gathering
journey map
Kaizen
service
service blueprint
Service Integration and Management (SIAM)
service management
service management principles
SIPOC
solution
source event
stakeholder map
stakeholder value chain
standard response
strategic sourcing
sustainable development
sustaining innovation
SWOT analysis
systems
systems of differentiation
systems of engagement (SoE)
systems of innovation
systems of record (SoR)
tacit knowledge
technical debt
technology business management (TBM)
total quality management (TQM)
T-shaped professional
use case
user
user experience (UX)
user journey
user story

knowledge management	value
knowledge-centered service (KCS)	value proposition
Lean management cascade	value stream
Management Mesh	Value Stream Mapping (VSM)
management practices	value-adding (VA)
McKinsey 7S framework	value-to-cost metric
mission	VeriSM™
Nadler-Tushman model (congruence model)	VeriSM™ model
necessary but non-value adding (NNVA)	vision
network effect	volatility metric
non-value adding (NVA)	

4. Literature

Exam Literature

The knowledge required for the exam is covered in the following literature:

- A. Claire Agutter, Suzanne D. Van Hove, Johann Botha
VeriSM™: Unwrapped and Applied – Part A (pages 11-298)
 Van Haren Publishing: October 2018
 ISBN: 978 94 018 0335 9 (hard copy)
 ISBN: 978 94 018 0334 2 (eBook)

Additional literature

- B. Claire Agutter, Suzanne D. Van Hove, Johann Botha
VeriSM™: Unwrapped and Applied – Part B (pages 299-458)
 Van Haren Publishing: October 2018
 ISBN: 978 94 018 0335 9 (hard copy)
 ISBN: 978 94 018 0334 2 (eBook)

Literature reference

Exam requirement	Exam specification	Literature
1. A Digital World		
	1.1 Concepts in a Digital World	
	1.1.1 define how VeriSM™ addresses digital practices, the digital age and a digital organization.	A: Chapter 2.1, 2.2, 3.1
	1.1.2 indicate the difference between a system of record and a system of engagement.	A: Chapter 3.2
	1.1.3 interpret the importance of outcomes and how the outcomes develop (Value Stream Maps), using the VeriSM™ view of 'digital'.	A: Chapter 8
	1.2 Working in a Digital Context	
	1.2.1 define the three digital transformation approaches.	A: Chapter 3.4, 3.5, 3.6
	1.2.2 identify the characteristics of successful digital transformation programs.	A: Chapter 3.7

	1.2.3 recognize digital transformation options based on organizational requirements.	A: Chapter 3.8
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The IFDC has approved APMG, BCS and EXIN as official Exam Institutes for VeriSM™ certification worldwide as from January 1st, 2018. The Exam Institutes will plan localizations (translations) where there is a market need in a specific region which relies on local language exams.

Official Publisher of the VeriSM™ Official Publications is Van Haren Publishing.

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