The Guide to the Universal Service Management Body of Knowledge

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A comprehensive guide to best practices for managing the provision of services

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Ian M. Clayton

Service Management 101™

An Element of the Service Management 101™ Series

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PREFACE

Preface to the This Edition

This reason for this publication is simple, to give you the reader and fellow professionals a voice in the future scope and direction of the service management profession by providing a summary view of the current service management industry 'body of knowledge'. Many in the information technology (IT) realm have come to realize there is a vast expanse of information and proven knowledge about service management that is IT agnostic.

This publication, the Guide to the Universal Service Management Body of Knowledge (USMBOK), is deliberately named and designed to encourage an open discussion about the elements of a successful service management strategy, in general, and for IT organizations. The Guide and the discussion it invites and encourages should remove many of the traditional constraints applied to IT centric and technology dominant thinking with regards to service management. Occasionally, this thinking is based upon unproven theories and concepts more focused on the propagation of specialized knowledge for a select few, rather than the pursuit of added value through continuously improving methods and knowledge sharing for the many.

As a result of new inputs and natural growth of the USMBOK, this version contains the following enhancements over the previous writings on the subject:

- The addition of 'Service Lean Thinking' as a knowledge area – USM730 in respect of the importance of Lean methods to the design and operation of an efficient, specific service management strategy;
- The renaming of Value Management to Service Value Management to illustrate the emphasis on services within service organizations;
- The addition of 'Service Knowledge Management (USM740)' as a new area to the Service Value Management domain, representing the growing importance of retaining, farming and protecting information as it relates to the provision of services;
- The renaming of Business Service Management to Service Customer Management to illustrate the emphasis on customers and their needs;
- The addition of the word 'Customer' to Portfolio, Risk, Requirements, Continuity, again to emphasize the customer needs focus;
- The addition of the word 'Service' to Problem, Supplier, System, Facilities, Application and Security Management to emphasis on services within service organizations;
- The renaming of 'business relationship management' to 'Customer Relationship Management' to better reflect the customer focus and to respect and further leverage existing industry practices;

- Addition of an example 'legal' definition of service and service provider;
- Renaming of the service provider framework to 'service system' to represent the need for the service elements to work together as part of a holistic system for providing service;
- The addition of two terms closely associated with 'service access points' in the form of 'point of service', and 'service portal';
- The addition of the concepts of 'moment of truth' and 'service encounter', representing the interaction of customers with services and the service system;
- The addition of the concept of 'information-and-knowledge-as--a-service (INKAS)'
- The addition of the 'excellent service equation' to the discussion of service support;
- The renaming of 'service level agreements' to 'service contract'
- Added emphasis to the importance of service request, especially as it relates to measuring service success, and the concept of the service transaction engine;
- The addition of the concept of a 'practice lifecycle', describing the lifecycle of practices used by service management
- The addition of an explanation of the relationship between the 'Plan-Do-Check-Act', 'Six Sigma' and 'Lean Thinking' topics

Readers will appreciate that the scope of a truly *holistic* view of service management is vast and as such many aspects are not covered in this Guide. It is an impractical goal to include everything related to the service management profession and the pace of advances often precludes this as an objective.

Although every effort has been made to provide as detailed an overview as possible in this document, this edition may not address every aspect of service management and every effort has been taken to direct the reader to additional sources of information. The omission of any information item should not imply it is any less important than those this document does describe, and instead should be read as it was meant, to provide a robust framework for an open and vibrant discussion about what we need to be valued service management professionals.

Ian M. Clayton
Certified Service Management Professional™
Author
USMBOK™ Guide

How this book is organized

Introduction

The primary purpose of this publication, the Guide to the Universal Service Management Body of Knowledge (Guide), is to act as a Guide to the Body of Knowledge (BOK) for the Service Management profession, codifying and offering in a single, consistent framework, and the fundamental concepts of service management. The Guide provides a description of the fundamental concepts, theories, and operational and management mechanics of services and service organizations, in the form of a service management 'system'.

The USMBOK deliberately leverages a vast, pre-existing set of reference information in an attempt to put much of the service management relevant knowledge into context, and provide a single framework for service management professionals to access, understand, and use during their own work, and as a basis for making additional industry contributions. The Guide is designed to assist the service management professional interpret and leverage the many existing sources of knowledge related to service management, and to help service organizations 'gain visibility and management control over the quality and cost of services' they provide to their customers.

Topical access is provided in the form of: a description of the key elements of a service management system, a number of Knowledge Domains (KD) representing major responsibilities within a service organization, and Knowledge Areas (KA) corresponding to the key skills, abilities or competencies required as a minimum by each Knowledge Domain. The Guide also includes a detailed description of a service management system, the service lifecycle, and the elements of a successful service management strategy.

A secondary but important objective is to provide a standard, common language, a lexicon of terms essential to the profession for discussing, writing, and applying service management concepts within an organizational and practical framework, and to support a standards-based credentialing scheme.

This Guide discusses service management practices generally recognized as best practice within the context of a single entity or service provider organization. It does not specifically address organizational structure, organizational change management, process or practice maturity, or quality management systems. In doing so, "generally recognized" means the knowledge and practices described are applicable to most service management initiatives, most of the time, and occasionally some tangible evidence of their value and usefulness.

The USMBOK™ Guide is organized into 8 sections or 'Parts'.

Part 1: Introduction to the Universal Service Management Body of Knowledge:
Part 2: The Service Management Areas of Expertise
Part 3: Principles of Service Management
Part 4: The Service Management System
Part 5: The Service Organization
Part 6: Service Management Knowledge Domains
Part 7: Service Management Knowledge Areas
Part 8: Governing Service Organization Activities

Audience for the Guide to the USMBOK™

The Guide is oriented towards a variety of audiences worldwide, and aims to serve the public and private organizations and professionals in need of a consistent view of service management for defining services, education and training requirements, classifying jobs, developing performance evaluation policies, or specifying service management tasks.

In addition, professional societies and educators defining course content and the certification rules, accreditation policies for university curricula, guidelines for professional practice, as well as students' and customers' representatives seeking learning within the service management profession, will benefit from using and contributing to the Universal Service Management Body of Knowledge.

This Guide provides a foundational reference for anyone interested in the profession of service management, including but is not limited to:

- Senior executives accountable for results derived from quality, cost effective service management;
- Program managers and managers of service provider organizations;
- Service managers and other team members responsible for a defined service portfolio;
- Buyers and consumers of services (customers) and their related stakeholder;
- Functional managers with employees assigned to service management responsibilities;
- Educators teaching service management and related subjects;
- Consultants and other specialists in service management and related industry professions;
- Trainers developing service management educational programs;
- Researchers analyzing the service management industry;
- Professionals interested in preparing an organization for an assessment of core competencies and certification, or an audit for compliance against a standard or set of regulations.

Every effort has been made to ensure the concepts, methods, and terms used are consistent with the service management industry in general.

PART ONE

Introduction to the Universal Service Management Body of Knowledge (USMBOK™)

Introduction to the concept of a 'Body of Knowledge'

What is a Body of Knowledge?

A 'Body of Knowledge' or BOK is generally defined as a repository of information containing the sum total of all documented expertise of a profession. The development of a BOK is a significant stage in the maturity of a profession as it represents a broad consensus regarding the profession itself and the range of knowledge, skills, and methods that should be mastered by practitioners in the field. It defines the profession.

A BOK also defines the core competencies shared by the profession and what is ***known***, and what is ***done*** with that knowledge. A BOK helps all those in the profession, or related professions, to determine what to teach, how to hire, and how to position the profession overall with other professions. A BOK is derived from published literature and the accumulated experiences of subject matter experts and practitioners in the profession, and continues to mature as the profession evolves through open dialogue and representation. It is a 'living' reference for, and of, the profession.

A BOK facilitates professional development for practitioners at any stage in their careers, as well as people who come from other backgrounds/disciplines, and provides the basis for curriculum development and support for professional development. A BOK is also the basis for any future certification and credentialing schemes and evolves in line with any continuing education requirements.

A BOK is a fundamental, but not the sole, reference for ***open*** and ***standards*** based professional development programs, and should promote integration and connections with related disciplines and other BOKs, stimulate an open dialog amongst its professionals, and encourage a concerted effort to ensure the professional knowledge evolves in a timely and relevant manner.

The Universal Service Management Body of Knowledge

As professionals within the service management industry work to meet changing needs and expectations, it is imperative adequate tools and knowledge are attained through formal education, experience, and life-long learning. Service management professionals must anticipate and not react. Service management professionals require acknowledgement and recognition as a distinct branch of knowledge to advance the profession in the industry and marketplace.

As with other professions such as medicine, project management, law, manufacturing, and accounting, the body of knowledge is relevant to the practitioners who apply it (upon whose experience much of the information is based), and the academics that study and advance the profession. The Universal Service Management Body of Knowledge (USMBOK™) is the sum of knowledge within the profession of service management and relates to service management principles as used universally by individuals working within the service profession, including those working within information technology organizations.

The USMBOK includes a set of generally accepted terms, methods, concepts, and "best" practices leveraged heavily from Product Management. In the Guide, the term 'Service Management' is synonymous with IT Service Management and 'business' synonymous with any customer facing corporate, government, non-profit, or similarly goaled organizational unit.

The USMBOK organizes, distills, and provides access to the continuously evolving core knowledge used by service management professionals and their organizations. It defines and uses generally accepted definitions and practices and descriptions of important roles, concepts, tools, and methodologies. The USMBOK is designed to promote the advancement, understanding, and recognition of the profession among those who interact with the service management community.

The USMBOK includes proven traditional practices that can be widely applied, as well as emerging innovative practices and its development and ongoing relevance is greatly enhanced by the support of a professional association focused on the needs of the service management professional.

Deciphering the 'Best Practice' Concept

Throughout this publication the term practice is used to describe what many term elsewhere a 'process'. The use of the term practice within this Guide is quite specific. A practice is a competency or set of skills, an accepted method or standardized activity performed by an organizational unit. A practice may be solely responsible for one or more 'processes', although processes typically work across organizational (functional) units.

Regardless of industry there is considerable interest in the concept of a 'best practice'. There are also a wide variety of definitions as to what constitutes a best practice. This Guide calls upon some of the more common descriptions of a best practice and defines it as a technique or methodology that, through experience, research and general industry consensus, has proven to reliably lead to a desired result.

Common Practice

The journey to the ideal practice starts with what we shall term a 'common practice'. A common practice is one that is defined in some form, but lacks general industry recognition as being preferred or superior to any others, in any way. Standards are good examples of 'common practices', representing the minimum requirements. These might not be 'best', but they do provide a starting point and basis for comparison. Select the best. Common practices, like standards, provide a pass/fail level of assessment.

Best Practice

A 'best practice' is one generally regarded as a theoretically sound. It lacks empirical proof of achieving a specific result and is proposed by a community of practice as a standard, or minimum basis for a practice. Best is transformed into good by its application to help achieve your desired results.

Best practices often carry an industry 'stamp of approval by being documented in one or more respected reference sources. A commitment to using the best practices in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success. A best practice is actually a misnomer as there is often a lack of empirical information to support the claim of a best practice. This said they tend to be 'generally accepted'. The 'Generally Accepted Accounting principles (GAAP)' of the Financial Management industry is a good example of best practice documentation.

Good Practice

A 'good practice', is the result of applying a best practice to a specific personal, or organizationally specific situation, an adaptation to meet local requirements. A 'good practice' can be defined as activity designed to achieve a desired result using a proven, recommended, approved and legal set of actions. The key word here is proven in the sense the practice is based upon application, not theory.

It is all about:

"*Doing things the right way for the right reason rather than just doing things right*".

The term "good practice" is used to mean there is general agreement that the correct application of certain concepts, terms and techniques can enhance the visibility and management control a service provider organization has over the quality and cost of the services it provides. Good practice does not mean the knowledge described should always be applied uniformly in all cases. Good practices trump best practices because of their specificity.

The Practice Lifecycle

Practices can be managed to a lifecycle that spans common, best, good and next, and be part of a commitment to continuously improve. So, a common practice can become a best practice through general acceptance. A best practice can be matured into a good practice that produces a known result consistently and cost effectively. It meets or exceeds your requirements.

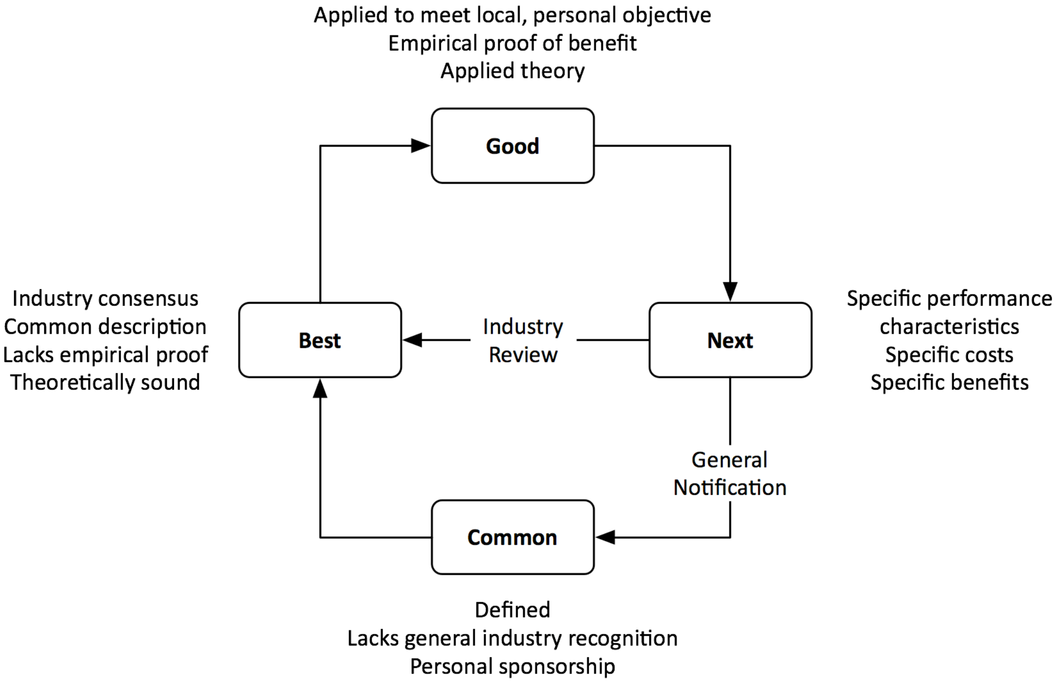
Applied to meet local, personal objective
Empirical proof of benefit
Applied theory
Good
Industry consensus
Common description
Lacks empirical proof
Theoretically sound
Best
Industry
Review
Next
Specific performance
characteristics
Specific costs
Specific benefits
General
Notification
Common
Defined
Lacks general industry recognition
Personal sponsorship

Figure 1: The Practice Lifecycle

Once stabilized, socialized and its benefits realized and stated, a good practice is available for innovation and the foundation for your *NEXT* practice.

The definition of common, best, and good practices requires a consistent definition of the processes, activities, roles and responsibilities used within a body of knowledge. The USMBOK offers such a definition for service management and enables the further definition of common, best and good practices.

USMBOK Best Practice Statements (BPS)

Throughout the USMBOK™ 'best practice statements (BPS)' are provided as additional guidance on areas where special attention will be required by the reader when considering the topic being discussed, as part of designing an overall service management strategy. These BPSs are prefixed by the mnemonic USMBOK and are occasionally presented in the form of a bulleted list at the end of each relevant topic.

The USMBOK BPSs are sequentially numbered and the numbering sequence may change in subsequent editions. The BPSs offered in this publication are not 'rules' or best practices that ***must*** be followed, they are guidance to be considered and perhaps evolved into a meaningful and valuable policy used by you the reader, or within a service management related initiative or strategy, or even 'good practices'.

PART TWO

The Service Management Areas of Expertise

Overview of the Service Management Areas of Expertise

Although much of the knowledge, tools, techniques, and methods used for managing services are unique to service management, a number of generally recognized 'areas of expertise' are required to ensure a successful strategy and operation. Effective and efficient service management demands the service management organization, team and professional, understand and use knowledge and skills from the following areas of expertise:

- The Universal Service Management Body of Knowledge;
- Standards and regulations knowledge;
- Related bodies of knowledge;
- The service environment knowledge;
- General management knowledge and skills;
- Interpersonal skills.

It is unlikely that any single person will have all the knowledge and skills required, and as service management strategy is best designed, implemented, and sustained by a team of discrete roles and responsibilities that respect the need for a closer relationship with the customer, the greater the need for 'soft', interpersonal skills. The closer the role to the service infrastructure the more the need for technology based skills.

The following diagram illustrates that there are overlaps and that no area of expertise can operate alone. Effective service management requires an integrated approach and encourages their integration to reflect the many aspects of providing services.

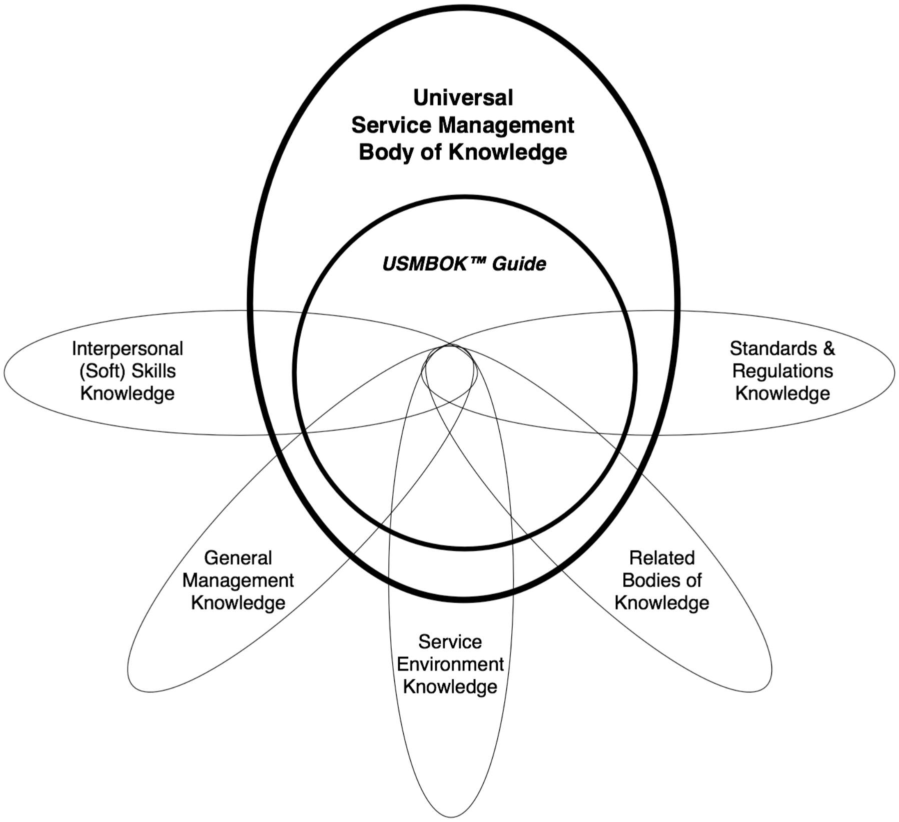
Universal
Service Management
Body of Knowledge
USMBOK™ Guide
Interpersonal (Soft) Skills Knowledge
Standards & Regulations Knowledge
General Management Knowledge
Related Bodies of Knowledge
Service Environment Knowledge

Figure 2: Service Management Areas of Expertise

Universal Service Management Body of Knowledge

The Universal Service Management Body of Knowledge describes the methods, expertise, knowledge and competencies unique to service management. The USMBOK includes:

- The lifecycle of a service from the original statement of needs from the prospective client to the eventual retirement of the service;
- The elements of a successful service system and service provider organization;
- The 'domains of responsibility', or knowledge domains required to support a successful service provider organization, representing the key job roles;
- The more important competencies or 'knowledge areas' required within each knowledge domain.

Standards & Regulations Knowledge Area

A standard is a voluntary norm or requirement, usually in the form of a document specifying uniform criteria, used as a basis for comparison. A standard can be developed privately, for example through consensus by the employees of a corporation or professional members of a trade association, or unilaterally, by a standards organization.

When a comparison is performed it often takes the form of an 'audit' by a third-party that has no direct interest, or benefit, in the results. The audit provides a 'pass/fail' result, with perhaps a conditional pass requiring some remedial action to be completed within a specified time period. A standard is generally the minimum acceptable level, and does not represent the very best that can be achieved.

Commonly, standards are developed and managed by governing bodies that span national and international boundaries and include the International Standards Organization (ISO) and their country level equivalent, in the case of the Unites States, the American National Standards Institute (ANSI)®.

A regulation is a government-imposed requirement with which compliance is mandatory, such as a law. Regulations override the aspirations of the enterprise and its customers. Regulations should not be confused with standards. Standards are voluntary and not legally enforceable. They may be adopted industry wide to the same effect as a regulation.

A service management professional must remain vigilant and aware of all service management related standards and regulations and ensure that any strategy they involve in the design, implementation, or fulfillment of, specifically describes and references them in detail.

Related Bodies of Knowledge Area

One of the greatest challenges of describing a body of knowledge (BOK) is recognizing, understanding, and defining its boundaries and other bodies of knowledge to which it is most closely related. The service management BOK is especially challenging due to its potential scope of operation and that it requires the assistance of, and represents the end product of, many other BOKs. Some related BOKs include, but are not limited to:

- The Project Management BOK (PMBOK®), maintained by the Project Management Institute®;
- The Software Engineering BOK (SWEBOK®), maintained by the Institute of Electrical and Electronics Engineers (IEEE);
- The Manager of Quality/Organizational Excellence Body of Knowledge maintained by the American Society of Quality (ASQ);
- The Enterprise Architecture Body of Knowledge (EABOK) maintained by the MITRE Corporation;
- The Professional Practices for Business Continuity Planners 'Common Body of Knowledge' developed and maintained by DRI®, the Institute for Continuity Management;

- The Business Analysis Body of Knowledge™ (IIBABOK) maintained by the International Institute of Business Analysis.

Service Environment Knowledge Area

It is extremely rare for a service management strategy to be implemented without a cultural, social, organizational, economic, or environmental impact, each should be considered and a statement included in the overall service management strategic plan.

Cultural and Social Impact

A service management strategy will have a cultural affect upon an organization, proportional to the degree to which they have previously operated as a 'service provider organization'. The crux of the affect is typically focused on the difference between operating and managing the infrastructure delivering and supporting the service, as compared with the customer experience using the service.

The professionals in a service management team need to understand how they affect the strategy and overall project, and the affect upon persons external to the team. The affect may include ethical and ethnic characteristics and the extent to which the strategy is recognized as having value and is operating with accountability and authority.

Organizational Impact

A service management strategy will have an affect upon the political or decision-making makeup (governance) of an organization, again as the focus shifts to the customer use of services. The organizational impact may also include international factors such as time zones, national holidays, religious beliefs, and existing management reporting structures.

Economic Impact

A service management strategy will be visibly more expensive to sustain than one that is focused on infrastructure management. When managing infrastructure many of the actual costs remain hidden as 'shadow costs'. The cost of providing a service does not change as a result of adopting a service management strategy, it becomes more visible and with that comes the impression of greater cost.

A core goal of a service management strategy is to gain visibility over the true cost of providing service, so this should be an expected result. The service management professional should be able to offset the perceived cost of service management against the actual benefit.

Physical Environment

A service management strategy will affect the physical environment. It will consume additional resources and will change the way infrastructure and resources are managed, perhaps even referenced. Once again the service management professional must be competent in skills that help understand, define, and manage the impact upon physical aspects of the environment.

General Management Knowledge Area

The 'General Management' knowledge area encompasses a vast and various set of competencies that address the organization, staffing, execution, and management control of a service management initiative and service provider organization. It includes competencies and disciplines such as:

- Contract management and legal administration;
- Business, strategic, and operational planning and administration;
- Organizational change management, human resource management, and personnel administration;
- Financial management and accounting;
- Logistics and supply chain management;
- Customer relationship management;
- Manufacturing and distribution;
- Operations management and sales and marketing;
- Purchasing, procurement, and inventory management;
- Health and safety practices.

One or more General Management skills are fundamental to the required competencies of any service management professional performing a managerial or supervisory role. It is common for the number of skills and competencies in each to be proportional to the level of managerial responsibility.

Interpersonal Skills Knowledge Area

Service management requires some level of interpersonal skills as it directly affects a variety of different organizational perspectives spanning the end-customer, business, service provider, operations, and infrastructure management audiences and relationships. The interpersonal skills include:

- **Effective Communication.** The ability to concisely and powerfully communicate both verbally and in writing to differing audiences in language and meaning understandable by each audience;
- **Leadership.** The ability to define a vision, mission, and strategy for achieving the objectives of the organization;
- **Negotiation and Conflict Resolution.** The ability to provide a neutral means by which parties of differing opinions can discuss and mutually recognize and understand the perspectives of the other parties, with the possibility of a mutually agreed consensus and resolution to a defined problem;
- **Facilitation.** The ability to host and progress meetings without overtly influencing the end results by enabling peer-based discussion, analysis, problem solving, and consensus;
- **Inspirational.** The ability to influence and motivate the organization or individuals through a combination of interpersonal skills and leading by example through results-based performance that includes visible, personal objectives;

Program and Project Management Context

The implementation of a service management initiative is a significant undertaking for any enterprise. It makes sense to attempt service management in stages, perhaps as a series of related projects, each targeting a set of objectives and benefits completed over a specific period of time. The Project Management Institute (PMI) defines a program as "*a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually*".

PMI continues by explaining that a program may include elements of work outside the scope of the discrete projects and need not have a definitive end, as a project should. Programs involve a series of repetitive or cyclic activities centrally coordinated to achieve a set of strategic objectives. So it is fair to say that a service management initiative can be termed a service management program (SMP) rather than a project, and that a SMP can consist of multiple service management 'projects'.

Service Management Subprojects

Valuable guidance is offered by PMI when considering the organization of a service management program. PMI explains that a project may be divided into more manageable components of 'subprojects', with the recognition that each may be managed according to project management principles. The need to use subprojects may result from a number of reasons, including:

- Each project is targeting a specific problem or problem area;
- A portion of the overall project may need to be contracted out to a third-party or organizational unit that is beyond the management jurisdiction of the service management team;
- There is a need to micro-manage the achievement of specific deliverables of results from a single phase;
- There is a requirement for specialized skills or technology; the need might also result in a potential resource scheduling conflict or delay and the project prefers to isolate and insulate itself from these aspects.

The Service Management Program Office (SMPO)

A service management program office (SMPO) oversees, coordinates, and manages multiple projects related to the implementation and operation of a specific service management strategy. In fact, the SMPO could perform this function across multiple strategies spanning many discrete service provider organizations.

The SMPO is the ultimate decision-making authority and can delegate differing levels of responsibility to each project as part of a documented governance framework, along with the singular responsibility for the achievement of the service management program's desired results.

The SMPO should also operate as a 'Center of Excellence (COE)' style organization, able to respond to requests for service management related industry trends, general advice, information, and good practice knowledge.

The organization of an SMPO should include service management professionals that represent and are regarded as the advocates of four key perspectives:

- The Business or customer of the service;
- The service organization or service provider management;
- Service operations;
- Service infrastructure management.

These four perspectives are to be seen in the structure of the Knowledge Domains discussed later in this Guide.

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PART THREE

Principles of Service Management

CHAPTER SIXTEEN

USMBOK Extensions

The Need for Extensions

Even though the Guide has gone through an elaborate development and review process, the following limitations should be recognized and stated:

- Service Management is an emerging profession when compared with other more established disciplines. The boundaries between knowledge domains (roles) and knowledge areas (competencies) of service management and other related disciplines remain a matter for continued discussion;
- Service management continues to be infused with new concepts and practices and evolutionary change is constantly happening and expected to positively affect this Guide through newer editions. The hardcopy version of the Guide will be updated frequently, probably annually, and require an electronic component updated more frequently, to remain relevant;
- The amount of literature published on service management related topics is considerable and the reference materials and concepts included in this Guide should not always be seen as definitive except for its use to gain stated credentials. References used were selected because they are written and readily available in English. It is likely that important and highly relevant reference material written in languages other than English have been overlooked and omitted.

The contents of this Guide must be viewed as an "informed and reasonable" characterization of the Universal Service Management Body of Knowledge, and a foundation for all discussions as to extension and its future evolution. This Guide will always be a subset of the overall USMBOK and contain omissions, perhaps errors, and in some cases missing references to valuable sources of information.

This Guide will be reviewed regularly and new editions published in line with the needs of the continuing education program. To ensure the larger USMBOK will remain current and relevant with industry trends we introduce the concept of an authorized '***extension***', an add-on that has been approved by an appointed governing body. An extension allows the USMBOK to be rapidly expanded as required or upon a new discovery or contribution. Service management professionals can review the extension while it is a 'request' status and comment on its relevance, importance, and value. An assigned governing body shall have the final vote for, or veto against inclusion.

Types of Extensions

An extension may be in almost any electronically published form and include:

- A book, a website page or pages;
- A white paper or personally penned article;
- A periodical.

Criteria for an Extension

The key criteria for an extension is that:

- Permission has been obtained for it to be referenced in the form of a signed 'release form';
- The item can be referenced 'permanently', or a copy retained at the USMBOK website;
- It is relevant to the existing USMBOK topics, or service management in general and represents a new topic area currently missing from the UMBOK;
- A person is available as the primary contact for questions on the subject matter of the extension;
- A detailed mapping has been completed by the submitter (sponsor), explaining how the extension is relevant to the USMBOK.

The Extension Request Process

Anyone, regardless of his or her corporate affiliation or level of experience, is able through the extension program, to develop, discover, or remind us all that there is additional, important and relevant information that is a candidate to be added to the USMBOK. Using a simple process, the information may be submitted for review and consideration. The only requirement is that the submitter has taken the time to carefully map the extension to the existing USMBOK topics, and has included a 'position statement' explaining why they feel it is relevant.

The extension request should be accompanied by a signed 'copyright release form'. The request will be reviewed and observations and comments sent directly to the submitter. Upon approval, the USMBOK website will be updated with the position statement and direct references to the information source. No intellectual capital or property rights will be transferred, nor is any required to be transferred at a future date and time. All extensions remain the property of their creator. The only requirement is that the sponsor of the extension is able to offer a perpetual right to publish as part of the USMBOK.

Appendices

APPENDIX: A

BIBILOGRAPHY

The following publications were used as information sources in the development of this reference guide:

ISBN 0-399-55000-3	The Deming Management Method, Mary Walton
ISBN 0-684-84146-0	Competitive Advantage, Michael E. Porter
ISBN 0-7382-0105-7	Product Development: Service Sector, Cooper, Edgett
ISBN 0-02-861953-6	Great Customer Service, Karr, Blohowiak
ISBN 0-07-247146-8	Product Design & Development, Ulrich & Eppinger
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