

ITILSC-OSA^{Q&As}

ITIL Service Capability Operational Support and Analysis

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QUESTION 1

Scenario

Vericom is a leading provider of government, business and consumer telecommunication services, and is currently seeking ways in which to improve its utilization of IT services to drive growth across its multiple lines of business. One of the largest organizations in the United Kingdom, Vericom is comprised of the following business units:

Verinet (providing ADSL, cable, 3GSM, dialup and satellite services) Infrastructure Services (planning, installing and maintaining the PSTN and mobile network infrastructure)

VericomTV (Pay TV)

Consumer Sales and Marketing (including 400 Vericom retail outlets) Business and Government

Finance and Administration

Information Technology Services (Shared Service Unit, however some business units also have their own internal service provider) Human Resources

Vericom Wholesale (for wholesale of Vericom infrastructure services)

Due to the extensive scope of infrastructure deployed and large employee and customer base, Vericom continues to rely on legacy systems for some critical IT services; however this is seen as a barrier to future organizational growth and scalability of services offered. The CIO of Vericom has also raised the concern that while improvements to the technology utilized is important, this also needs to be supported by quality IT Service Management practices employed by the various IT departments.

The project of improving the IT Service Management practices employed by Vericom has been outsourced to external consultants who are aware of the major IT refresh that is going to be occurring over the next 24 months.

Refer to the scenario.

The Verinet business unit which provides internet services is currently facing increased competition from other Internet Service Providers seeking to entice Verinet customers away with offerings such as free VOIP (voice over internet protocol) and Naked DSL (unconditioned local loop). To combat this, Verinet wishes to develop a new marketing campaign highlighting the high quality and availability of services offered. Before this occurs, the Service Manager within Verinet (who has previously implemented ITIL in other organizations) had recommended implementing Event Management to assist in the continued ability for providing high quality, highly available internet services to the UK population. She has been faced by some resistance, who believe that it is not required as Capacity, Availability, Incident and Problem Management have already been implemented.

Which of the following would be the BEST response to the Verinet directors in describing the benefits of introducing Event Management to Verinet?

A. The implementation of Event Management to complement existing ITIL processes within Verinet will have a number of significant benefits. The value to the business of implementing the process is directly seen by the following benefits: Improved speed for Incident and Problem Management for identifying and analyzing the cause and potential effect Improved ratio of used licenses against paid for licenses Percentage re-use and redistribution of underutilized assets and resources Improved alignment between provided maintenance and business support Improvement in maintenance scheduling and management for CIs

B. The implementation of Event Management to complement existing ITIL processes within Verinet will have a number of significant benefits. The value to the business of implementing the process is generally indirect, but would support an enhanced ability to provide high quality and high availability internet services by: Providing mechanisms for the early detection of incidents and problems before they impact customers Notify the appropriate staff of status changes or exceptions that so that they can respond quickly Providing a basis for automated operations, increasing efficiency and allowing human resources within Verinet to be better utilized Providing improved visibility as to the events and interactions that occur within the IT infrastructure Providing performance and utilization information and trends that can be used for improved capacity planning and system design

C. The implementation of Event Management to complement existing ITIL processes within Verinet will have a number of significant benefits. The value to the business of implementing the process is generally indirect, but would support an enhanced ability to provide high quality and high availability internet services by: Providing mechanisms for the early detection of incidents and problems before they impact customers Developing capabilities for the monitoring of critical components of the IT infrastructure for disruptions or breach of utilization thresholds Automating the notification of key staff when exception events occur Providing improved visibility as to the events and interactions that occur within the IT infrastructure Reducing the time requirements of manual activities performed by IT staff as part of preventative maintenance.

D. The implementation of Event Management to complement existing ITIL processes within Verinet will have a number of significant benefits. The value to the business of implementing the process is directly seen by the following benefits: Reduced SLA breaches Reduced times required for diagnosis and root-cause analysis of problems Reducing ratio of high priority incidents Reduced Mean Time to Restore (MTTR) for incidents Improved availability levels Improved delivery of capacity and performance, with fewer capacity related incidents.

Correct Answer: B

QUESTION 2

Scenario

Vision Media is an international media organization, operating various lines of business including:

Film Production Television (production and delivery of their own channel in the United States VisionOne) Print media (including newspapers in 15 countries) Online Advertising The organization has recently been restructured, and now is comprised of the following companies and departments:

Vision Films (production of movies and television shows) VisionOne (television channel) VisionNews (coordinates all of the sub-companies involved in the delivery of printed newspapers, as well as being the centralized source of news information for all company owned media outlets) VisionNet (managing the online and internet businesses) Legal Services Finance and Administration Human Resources Information Technology

The organization is also actively pursuing growth in the online market, and is currently holding discussions with the leading online news provider about the possible acquisition of their company. This would increase the overall size of Vision Media by around 15%.

The Information Technology department acts as a Shared Service Unit, providing IT Services to all of sub-companies and departments, which complement some of the Internal Service Providers that also exist. The director of Information Technology has realized the need to improve the quality of services offered by implementing ITIL, and has decided to do

so using a phased approach. Some of the ServiceDesign and Service Transition processes have already been implemented, and they are now planning the implementation of Service Operation.

While the IT director does have tentative support from the other directors and CEO, budgets for implementing the Service Operation processes have not been finalized, and still require a business case to be formally submitted.

Refer to the exhibit.

Sally Robbins, who had previously managed the IT department's Service Desk, has now been assigned the role of Incident Manager. To assist in the implementation of the process, Sally has conducted a number of meetings with IT staff, customers, external suppliers and other relevant stakeholders to identify their requirements. Based on these discussions, Sally has created following impact definitions, which will be used in conjunction to the given urgency to determine the appropriate timescales and effort applied for response and resolution to recorded incidents.

		Urgency		
		High	Med	Low
Impact	High	1	2	3
	Med	2	3	4
	Low	3	4	5

Priority →

Impact Definition: Low Impact Affects a single user, preventing them from performing normal work functions A single, non-critical device

or peripheral is unavailable Medium Impact

Multiple users are affected, preventing them from performing normal work functions A regular business function is unavailable to part of a or organizational unit department

High Impact

A vital business function is unavailable to an entire department or company owned organization

Major Incident

A vital business function is unavailable to all Vision Media departments and company owned organizations

Example Incidents:

I. The IT manager of Vision Films detects that their dedicated Virtual Private Network linking them to Vision Media's corporate IT systems has failed. This has prevented users from accessing or modifying any file, document or

system maintained by the centralized IT department of Vision Media.

II. The vice-president of the Finance and Administration department reports that her laptop keeps rebooting. She has an important report to complete for the Chief Executive Officer.

III. The president of Vision TV is unable to stream high-definition video from a regional office. He requires the regional office's WAN connection to be upgraded to a 14.4 M/bit wireless mobile network.

IV. A IT staff member is alerted to the failure of systems provided by Human Resources to all other departments and subsidiaries to manage payments and leave for Vision Media employees (and those employed by organizations fully owned by Vision Media)

Which of the following responses provides the correct assignment of impact to the above incidents?

A. High Impact

II. Medium Impact

III. Not an incident, should be a Request for Change

IV. Major Incident

B. High Impact

II. Low Impact

III. Not an incident, should be a Request for Change

IV. Major Incident

C. Major Incident

II. Medium Impact

III. High Impact

IV. Major Incident

D. High Impact

II. Low Impact

III. Medium Impact

IV. Major Incident

Correct Answer: B

QUESTION 3

Scenario

Vision Media is an international media organization, operating various lines of business including:

Film Production Television (production and delivery of their own channel in the United States VisionOne) Print media

(including newspapers in 15 countries) Online Advertising

The organization has recently been restructured, and now is comprised of the following companies and departments:

Vision Films (production of movies and television shows) VisionOne (television channel) VisionNews (coordinates all of the sub-companies involved in the delivery of printed newspapers, as well as being the centralized source of news information for all company owned media outlets) VisionNet (managing the online and internet businesses) Legal Services Finance and Administration Human Resources Information Technology

The organization is also actively pursuing growth in the online market, and is currently holding discussions with the leading online news provider about the possible acquisition of their company. This would increase the overall size of Vision Media by around 15%.

The Information Technology department acts as a Shared Service Unit, providing IT Services to all of sub-companies and departments, which complement some of the Internal Service Providers that also exist. The director of Information Technology has realized the need to improve the quality of services offered by implementing ITIL, and has decided to do so using a phased approach. Some of the Service Design and Service Transition processes have already been implemented, and they are now planning the implementation of Service Operation.

While the IT director does have tentative support from the other directors and CEO, budgets for implementing the Service Operation processes have not been finalized, and still require a business case to be formally submitted.

Refer to the exhibit.

The IT director is now considering the implementation of the Service Operation functions. However there seems to be overlap between the goals and objectives for each of the functions, which is causing some concern among staff involved in the project. Which of the following responses BEST describes the objectives of the four Service Operation functions?

<p style="text-align: center;">Service Desk</p> <ul style="list-style-type: none"> • To act as a single point of contact for all user incidents, requests and general communication. • To restore 'normal service operation' as quickly as possible in the case of disruption. • To improve user awareness of IT issues and to promote appropriate use of IT services and resources. • To assist the other IT functions by managing user communication and escalating incidents and requests using defined procedures. 	<p style="text-align: center;">Technical Management</p> <ul style="list-style-type: none"> • To design highly resilient, cost effective technical architectures. • To use adequate technical skills to maintain the technical infrastructure in optimum condition. • To use technical skills to speedily diagnose and resolve any technical failures that do occur. • To ensure resources are effectively trained and deployed to design, build, transition, operate and improve the technology to deliver and support IT Services.
<p style="text-align: center;">IT Operations Management</p> <ul style="list-style-type: none"> • To maintain the 'status quo' to achieve stability of the organization's day to day processes and activities. • To monitor and identify potential improvements to achieve improved service at reduced costs, whilst maintaining stability. • To apply swift operational skills to diagnose and resolve any IT operations failures that occur. • To manage all physical IT environments, usually data centers, computer rooms and recovery sites. 	<p style="text-align: center;">Application Management</p> <ul style="list-style-type: none"> • To deliver new and modified applications that are well designed, interface with existing architectures, are resilient and cost-effective. • To ensure the functionality and performance requirements of the business are delivered in optimal fashion. • To use appropriate skills to maintain optimum availability of applications. • To assist in the decision whether to build or buy software that meets business requirements.

A.

<p style="text-align: center;">Service Desk</p> <ul style="list-style-type: none"> • To act as a single point of contact for all IT incidents, requests, problems and general communication. • To restore services as quickly as possible in the case of disruption. • To improve user awareness of IT issues and to promote efficient use of IT services and resources. • To resolve incidents, problems and service requests using defined processes and procedures. 	<p style="text-align: center;">Technical Management</p> <ul style="list-style-type: none"> • To maintain the 'status quo' to achieve stability of the organization's IT services. • To identify potential improvements to achieve improved service at reduced costs, whilst optimizing stability. • To coordinate swift technical skills to diagnose and resolve any IT operations failures that occur. • To manage all physical IT environments, usually data centers, computer rooms and recovery sites.
<p style="text-align: center;">IT Operations Management</p> <ul style="list-style-type: none"> • To build highly resilient, cost effective technical architectures. • To use adequate technical skills to maintain the technical infrastructure in optimum condition • To use technical skills to speedily diagnose and resolve any technical failures that do occur. • To test applications for identifying the potential impact on the production environment. • To contact users to advise when technical problems are resolved. 	<p style="text-align: center;">Application Management</p> <ul style="list-style-type: none"> • To build new and modified applications that are well designed, interface with existing architectures, are resilient and cost-effective. • To ensure the functionality and usability requirements of the business are delivered in optimal fashion. • To ensure resources are effectively trained and deployed to deliver and support IT Services. • To efficiently respond to failures and diagnose and resolve any disruptions that occur.

B.

<p style="text-align: center;">Service Desk</p> <ul style="list-style-type: none"> • To act as a single point of contact for all customer incidents, requests and general communication. • To restore services as quickly as possible in the case of disruption. • To improve user awareness of IT issues and to promote efficient use of IT services and resources. • To assist the other IT functions by managing user communication and resolving incidents and requests using defined procedures. 	<p style="text-align: center;">Technical Management</p> <ul style="list-style-type: none"> • To build highly resilient, cost effective technical architectures. • To use adequate technical skills to maintain the technical infrastructure in optimum condition • To use technical skills to speedily diagnose and resolve any technical failures that do occur. • To ensure resources are effectively trained and deployed to deliver and support IT Services. • To contact users to advise when technical problems are resolved.
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C.

<p style="text-align: center;">Service Desk</p> <ul style="list-style-type: none"> • To act as a single point of contact for all IT incidents, requests, problems and general communication. • To restore services as quickly as possible in the case of disruption • To improve user awareness of IT issues and to promote efficient use of IT services and resources. • To resolve incidents, problems and service requests using defined processes and procedures. 	<p style="text-align: center;">Technical Management</p> <ul style="list-style-type: none"> • To build highly resilient, cost effective technical architectures. • To use adequate technical skills to maintain the technical infrastructure in optimum condition • To use technical skills to speedily diagnose and resolve any technical failures that do occur. • To test applications for identifying the potential impact on the production environment • To contact users to advise when technical problems are resolved.
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D.

Correct Answer: A

QUESTION 4

Scenario

Vericom is a leading provider of government, business and consumer telecommunication services, and is currently seeking ways in which to improve its utilization of IT services to drive growth across its multiple lines of business. One of the largest organizations in the United Kingdom, Vericom is comprised of the following business units:

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Information Technology Services (Shared Service Unit, however some business units also have their own internal service provider) Human Resources

Vericom Wholesale (for wholesale of Vericom infrastructure services)

Due to the extensive scope of infrastructure deployed and large employee and customer base, Vericom continues to rely on legacy systems for some critical IT services; however this is seen as a barrier to future organizational growth and scalability of services offered. The CIO of Vericom has also raised the concern that while improvements to the technology utilized is important, this also needs to be supported by quality IT Service Management practices employed by the various IT departments.

The project of improving the IT Service Management practices employed by Vericom has been outsourced to external consultants who are aware of the major IT refresh that is going to be occurring over the next 24 months.

Refer to the scenario.

As part of the major refresh of IT systems, it has been agreed that the existing ITIL processes of Incident and Problem Management are not performing adequately. Recent surveys indicate that:

A high percentage of incidents are being escalated to second line support staff. There is inconsistency in the knowledge captured for diagnosing and resolving incidents and problems. Problem Management is predominantly reactive and typically only executed when a large volume of incidents are identified to be of a common root cause. There is little handover of knowledge (including documentation of Known Errors) for many releases deployed, creating significant workloads for the support groups in the weeks following deployment.

Which of the following responses BEST represents the way in which you would seek to improve the situation?

A. You understand the need to review current practices, so you compare current practices against those described in the ITIL volume of Service Operation. You perform a gap analysis, and realize most of the issues relate to inadequate knowledge capture and sharing. You focus on improving this by: Reviewing the tools and systems used, and develop a business case for acquiring new Knowledge Management Software to be used by the IT division. Creating rules for the escalation of incident and problems so that higher level support groups are not overloaded. Improving the level of documentation and knowledge capture by running incentive programs rewarding staff for the number of contributions.

made to the knowledgebase Conducting training on how to use the refreshed Incident and Problem Management processes. Developing performance metrics to be reviewed for Incident and Problem Management

B. You communicate the need to review the situation, inviting various stakeholders from the IT departments and other business units to discuss the issues at hand. Your main concern is the lack of communication between various IT groups, so to improve this you focus on: Improving the Release Policy to be adhered to by the various Release and Deployment teams, stating the documentation and knowledge transfer requirements for the different types of releases performed. Developing guidelines, procedures and associated incentives for the capture of knowledge relating to incidents, problems and general service requests. Conducting training and awareness sessions on the requirements for documentation and knowledge capture. Rotating developers and second line staff through the Service Desk every three months Develop consistency in the Early Life Support provided by design/specialist staff for major releases Improving the interfaces between Incident and Problem Management, particularly those around escalation and problem detection. Scheduling regular Proactive Problem Management reviews, which will look at trends in incidents and problems, and to identify vulnerable infrastructure components. Developing metrics that will be used to evaluate the value and performance of the Incident and Problem Management processes.

C. You understand the need for compliance to the defined processes, as currently many staff do not follow prescribed guidelines and procedures. Your efforts focus on improving compliance to the Incident and Problem Management processes by: Auditing the processes, seeking where exceptions to defined procedures occur Running awareness sessions to communicate the value and importance of the processes in place Modifying existing systems and tools so that improve compliance to existing processes Evaluating which groups are underperforming to identify any training that needs to occur

D. You communicate the need to understand more about the current issues, so you invite the Service Desk, Incident, Problem and Release and Deployment managers to a meeting to review the situation. Your main concern is the lack of documentation and knowledge being recorded by various IT groups, so to improve this you focus on: Defining the requirements for knowledge capture and transfer (including Known Errors) so that all communication is improved Improving the tools and systems used for by the various groups for knowledge capture and transfer Creating rules for the escalation of incident and problems so that higher level support groups are not overloaded Develop consistency in the Early Life Support provided by design/specialist staff for major releases Assigning responsibility to the lead infrastructure architect to oversee Proactive Problem Management. Conducting training on how to use the refreshed Incident and Problem Management processes. Rotating Service Desk staff through higher level support teams every three months Developing performance metrics to be reviewed for Incident and Problem Management

Correct Answer: B

QUESTION 5

Scenario

Brewster is a toy factory that has been in business for 30 years. The company started with a small family run shop and has grown consistently over the years. They are now supplying toy stores nationwide and are considered to be the primary supplier of children's collectable novelty erasers.

Brewster's IT department is relatively small (currently 15 staff) but efficient. They have recently employed an IT Manager in an attempt to improve the management of the infrastructure, as well as more effective use of resources and identification of areas for improvement.

The Brewster's management teams do not have a lot of IT knowledge. The newly appointed IT Manager is very ITIL focused and wants to implement as many ITSM processes as is appropriate there are currently no

formal processes in place. On starting with the company the IT Manager completed an internal assessment of the IT infrastructure including staff skills analysis, and collated the results from customer satisfaction surveys completed over the last 5 years.

The main areas of concern are as follows:

Responses from customer satisfaction survey:

Overall a consistent satisfaction level. However, responses completed during the past 12 months show an increase in customers who were unsatisfied with call waiting times when contacting the service desk for help with online orders and requests for information.

Customers added the following additional comments:

"Never get to speak to the same person twice when dealing with an Incident number, had to call several times to receive follow up on progress" "Some of the Service Desk staff seem under qualified to deal with my questions about new applications/incidents/service requests"

Results from Staff Skills Analysis:

Staff, in general, have a good knowledge of IT systems and a basic understanding of the business processes and objectives. However, staff are not well informed of upcoming releases of new or changed services and not given adequate information to relay to the customers.

Staff added the following additional comments:

"Communication between Service Operation departments has become inefficient - there are meetings for the sake of meetings, but the important information we need to know to do our day to day jobs is lacking" "I still don't know what half of the people do, that work in the IT department!"

Results from General IT Infrastructure assessment:

Lack of event monitoring and planning

Lack of input from Operational Support departments into Service Design Lack of skill and information sharing across the Operational Support teams with regards to Incident, Problem, Workarounds and Known Error data. Little to no proactive activities being carried out.

Refer to Scenario

Through further investigation you identify that there is no formal means of collecting data to identify service improvement, other than customer surveys. These are very subjective and do not give a balanced picture regarding quality of service. Through discussions with the Continual Service Improvement Manager, you

decide to start collecting a range of metrics to help identify service improvements.

Which metrics would be relevant to Service Desk?

- A. % of calls resolved by Service Desk Average time to identify incident Average time to escalate incident % of user updates conducted within target times Customer feedback Average Service Desk cost of handling incident
- B. % of calls resolved by Service Desk Average time to resolve incident Average time to escalate incident % of customer updates conducted within target times Customer feedback Average Service Desk cost of handling incident
- C. % of calls answered by Service Desk Average time to escalate incident % of customer updates conducted within Service Desk hours Customer feedback Average cost of handling incident
- D. % of calls answered by Service Desk Average time to resolve problems Average time to escalate problem % of customer updates conducted within Service Desk times Customer feedback Average cost of handling problem

Correct Answer: B

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