

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.

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 2

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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Service Management practices employed by the various IT departments.

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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 3

Operations Control refers to?

- A. The managers of the Event and Access Management Processes
- B. Overseeing the monitoring and escalating of IT operational events and activities
- C. The tools used to monitor the status of the IT Network
- D. The situation where the Service Desk manager is required to monitor the status of the infrastructure when Service Desk Operators are not available

Correct Answer: B

QUESTION 4

Technical Management is NOT responsible for?

- A. Maintenance of the technical Infrastructure
- B. Documenting and maintaining the technical skills required to manage and support the IT Infrastructure
- C. Defining the Operational Level Agreements for the various technical teams
- D. Diagnosis of, and recovery from, technical failures

Correct Answer: C

QUESTION 5

Which of the following is NOT an example of a Service Request?

- A. A user calls the Service Desk to order a toner cartridge
- B. A user calls the Service Desk because they would like to change the functionality of an application.

C. A Manager submits a request for a new employee to be given access to an application

D. A user logs onto an internal web site to download a licensed copy of software from a list of approved options

Correct Answer: B

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