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ITIL Service Capability Operational Support and Analysis

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QUESTION 1

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.

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 2

Scenario

You are the CIO of a large stockbroking firm, based in Hong Kong. Recently this company has acquired two other major firms in London and New York. Total Company staff now exceeds 800 people. Each Firm currently has their own Service Desk.

Hong Kong has 10 SD staff to 400 employees, with 6 2nd level support staff London has 3 SD staff to 140 employees with 3 2nd level support staff New York has 5 SD staff to 250 employees with 5 2nd level support staff With this new merger comes new support issues. Complaints are coming in to say that there is an imbalance with ratio of IT support staff to users, Service Desks in London and New York are having trouble knowing and supporting new systems which has resulted in users calling Hong Kong Service Desk. This has resulted in higher resolution times and an inability to get through to the service desk The Business is not happy with the current situation.

Refer to the scenario.

As CIO, you decide to reorganize the Service Desk structure as a means to address the levels of service. You decide to use a follow the sun Service Desk. Which of the following descriptions do you present to the Business as your solution?

- A. By implementing a follow the sun SD, you use current data to determine minimum staffing requirements in each



location to support its own location and the expected support levels in other locations. You then ensure that SD staff are trained on all current services. You appoint 2 Super Users per ServiceDesk to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours.

B. By implementing a follow the sun SD, you use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You then ensure that all SD staff are trained on all current services and able to provide an average of 60% 1st line support as a target you appoint 2 Super Users per location to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours

C. By implementing a follow the sun SD, you will start by investigating if the current infrastructure is capable of supporting a global service desk, including use of VOIP technology (this is possible). You use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You decide to use English as the main language for all support. You then ensure that all SD staff are trained on all current services and able to provide an average of 60% 1st line support as a target you appoint 2 Super Users per location to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours

D. By implementing a follow the sun SD, location. You decide to keep local languages for SD. You use current data to determine minimum staffing requirements in each location to support its own location. You then ensure that all SD staff are trained on local services and able to provide an average of 60% 1st line support as a target. You appoint 2 Super ServiceDesk Operators per location to act as a buffer and to assist the users.

Correct Answer: C

QUESTION 3

Scenario

Brewster's 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

Which of the following options would be the most effective option to address the issues identified from the

Staff Skills Analysis?

A. Organize a meeting with the managers of each IT department and form a Communication Plan. This plan will include all agreed methods, reasons and a list of personnel to be included for communications within the Operation departments. This plan will then be distributed to all staff, with a memo that will

include; A photograph of each IT staff member with job title.

Brief Job Description and explanation of their day to day activities.

In addition, make a proposal to the Business that a Release and Deployment Manager is needed, this role will not only take on the responsibility of implementing a formal Release and Deployment process but will, manage the build, test and deployment departments and will also ensure that there is a



consistent communication route to the service desk on upcoming releases and organizing training/

knowledge updates and consultation with service desk staff on new or changed services.

B. Organize a meeting with the managers of each IT department and form a Communication Plan. This plan will include all agreed methods, reasons and a list of personnel to be included for communications within the Operation departments. This plan will then be distributed to all staff, with a memo that will include; A photograph of each IT staff member with job title Brief Job Description and explanation of their day to day activities In addition, ask for the service desk to be sent copies of the release schedule so they are informed of upcoming releases.

C. Recommend to the Business that a new staff training program needs to be implemented that will include one service desk member per week shadowing a member of staff in each of the Business Process areas to learn how they do things and what the business objectives are. In addition, request a weekly update from the build, test and deployment areas on any upcoming releases, including any relevant information that will enable the service desk staff to provide a better service to the customer.

D. No immediate action required. You will work on a new training and communication policy that will formalize the process of communication and knowledge transfer between departments. You will also recommend that the first ITSM process to be implemented will be a formalized Incident Management process to ensure that effective measurements and analysis is taking place and that there is monitoring of staff competency and skill.

Correct Answer: A

QUESTION 4

The success of Service Operation phase is based on some important Critical Success Factors. From the options below, which would be the most important for Service Operation?

A. Management support for using phase Business support to ensure users use Service Desk as little as possible
Champions to drive process

usage

Staffing and retention of Service Desk

Service management usage

Suitable tools ?especially Incident Management

Measurement and reporting of capacity

B. Management support for setting up phase Business support to ensure users call Service Desk Champions to lead process implementation
Staffing and retention of Service Desk
Service management training
Suitable tools
Measurement and reporting of usage

C. Management support for setting up SD Business support to ensure users call Service Desk Champions to lead Service Support
Staffing and retention of Service Desk
Service management understanding
Suitable tools ?especially Service Desk
Measurement and reporting

D. Management support for setting up phase Business support to ensure users use Service Desk Champions to lead process implementation
Staffing and retention of Service Desk
Service management training
Suitable tools ?especially Service Desk
Measurement and reporting

Correct Answer: D



QUESTION 5

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

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