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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

Which of the following is NOT an objective of Service Operation?

- A. Thorough testing, to ensure that services are designed to meet business needs
- B. To deliver and support IT Services
- C. To manage the technology used to deliver services
- D. To monitor the performance of technology and processes

Correct Answer: A



QUESTION 3

What is the difference between a Known Error and a Problem?

- A. The underlying cause of a Known Error is known. The underlying cause of a Problem is not known
- B. A Known Error involves an error in the IT infrastructure, A
- C. Problem does not involve such an error.
- D. A Known Error always originates from an Incident. This is not always the case with a Problem
- E. With a Problem, the relevant Configuration Items have been identified. This is not the case with a Known Error.

Correct Answer: A

QUESTION 4

What is the best definition of an Incident Model?

- A. A type of incident involving an authorized Configuration Item (CI)
- B. The template used by Service Desk analysts to record incidents
- C. A set of pre-defined steps to be followed when dealing with a known type of incident
- D. An Incident that is easy is solved at first contact

Correct Answer: C

QUESTION 5

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.

The IT director is required to submit a business case to the board of directors of Vision Media for the implementation of Service Operation. Which of the following responses is the BEST summary of the benefits of implementing Service Operation (processes and functions), to be included in the business case?

A. As part of the ongoing Service Management initiative within Vision Media, the implementation of Service Operation is a vital element necessary to enable service quality and reduce the overall expenditure on IT. This is because Service Operation is ultimately where the designs and optimizations introduced by IT are supported, and from an IT perspective where the actual value of IT Service Management is seen. Specific benefits delivered as a result of improved Service Operation includes: Increased effectiveness and efficiency in IT Service delivery and support Reduced operational spending on IT Increased customer and user satisfaction of IT services Improved availability and performance of agreed IT services Given current plans for growth of Vision Media and possible acquisitions, the implementation of Service Operation is especially important to provide processes for reactively managing a growing end user population and increased scope and complexity in IT infrastructure utilized.

B. As part of the ongoing Service Management initiative within Vision Media, the implementation of Service Operation is a vital element necessary to further improve service quality, and to realize the value of the previous projects already completed (refer Service Design and Service Transition projects). This is because Service Operation is ultimately where the designs and optimizations introduced by IT are executed and measured, and from a business viewpoint where the actual value of IT is seen. Specific benefits delivered as a result of improved Service Operation includes: Increased effectiveness and efficiency in IT Service delivery and support Increased return on investments (ROI) into IT Increased value on investments (VOI) into IT Increased customer and user satisfaction of IT services Given current plans for growth of Vision Media and possible acquisitions, the implementation of Service Operation processes is especially important to provide cost-effective capabilities for managing a growing end user population and increased scope and complexity in IT infrastructure utilized.

C. As part of the ongoing Service Management initiative within Vision Media, the implementation of Service Operation is a vital element necessary to enable service quality and reduce the overall expenditure on IT. This is because Service Operation is ultimately where the designs and optimizations introduced by IT are deployed, and from a business perspective where the actual value of IT Service Management is seen. Specific benefits delivered as a result of improved Service Operation includes: Fewer disruptions to agreed IT services Reduced operational spending on IT Increased job satisfaction of IT staff Improved availability and performance of agreed IT services Given current plans for growth of Vision Media and possible acquisitions, the implementation of Service Operation is especially important to provide processes for reactively managing a growing end user population and increased scope and complexity in IT infrastructure utilized.

D. As part of the ongoing Service Management initiative within Vision Media, the implementation of Service Operation is a vital element necessary to achieve service quality and support the objectives defined for the IT department. This is because Service Operation is ultimately where the designs and optimizations introduced by IT are supported, and from a business viewpoint where the actual value of IT is seen. Specific benefits delivered as a result of improved Service Operation includes: Increased effectiveness and efficiency in IT Service delivery and support Increased return on investments (ROI) into IT Reduced operational spending on IT Increased customer and user satisfaction of IT services Given current plans for growth of Vision Media and possible acquisitions, the implementation of Service Operation is especially important to provide cost-effective processes for managing a growing end user population and increased scope and complexity in IT infrastructure utilized.

Correct Answer: B