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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 ← Priority
	Low	3	4	5

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

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 3

Scenario

Vericom is a leading provider of government, business and consumertelecommunication 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.

Discussions have recently been held regarding the performance of the Incident and Problem Management. There has been some confusion among IT managers as to what metrics demonstrate the quality and performance of these two processes.

From the options below, which represents the best range of measures for evaluating the success of Incident and Problem Management?



<i>Incident Management</i>	<i>Problem Management</i>
<ul style="list-style-type: none">• Percentage of incidents resolved at first contact• The number of incidents recorded due to event correlation• Number and percentage of incidents grouped by category• Number of incidents incorrectly categorized• Improved availability of services• Customer satisfaction• Number of incidents requiring a reset of access rights• Average time second line groups to respond• Percentage of calls that bypass first line (Service Desk)	<ul style="list-style-type: none">• The number of problems grouped by status• Improved delivery of capacity and performance, with fewer capacity related incidents• The number of RFCs created by Problem Management• The percentage of incidents resolved at first contact• The average time to resolve incidents• The average time to close problems• Improved availability levels• Improved detection of system events

A.



<i>Incident Management</i>	<i>Problem Management</i>
<ul style="list-style-type: none">• Percentage of incidents resolved at first contact• The number of incidents recorded due to event correlation• Number and percentage of incidents grouped by category• Number of incidents incorrectly categorized• Customer satisfaction• Number of incidents requiring a reset of access rights• Average time second line groups to respond• Percentage of calls that bypass first line (Service Desk)• Resources used for managing incidents (grouped by priority)	<ul style="list-style-type: none">• The number of problems grouped by status• Improved availability levels• The number of RFCs created by Problem Management• The percentage of incidents resolved at first contact• The average time to perform root cause analysis of problems• The average time to resolve incidents• The average time to close problems• Reduced SLA breaches

B.



<i>Incident Management</i>	<i>Problem Management</i>
<ul style="list-style-type: none">• The number of problems grouped by status• The number of RFCs created by Problem Management• The number of workarounds developed for Known Errors and incidents• The percentage of incidents resolved at first contact• The average time to resolve incidents• The average time to close problems• Customer satisfaction levels• Average costs for solving problems• Number and percentage of problems that were resolved within SLA limits• The number of major problem reviews conducted	<ul style="list-style-type: none">• Percentage of incidents resolved at first contact• Average call time with no escalation• Percentage of incidents resolved within agreed timeframes• Average time to resolve incidents• Number and percentage of incidents grouped by category• Percentage of incidents incorrectly categorized• Number of incidents linked to existing problem records• Customer satisfaction• Average time second line groups to respond• Percentage of calls that bypass first line (Service Desk)• Cost per incident• Resources used for managing incidents (grouped by priority)

C.



<i>Incident Management</i>	<i>Problem Management</i>
<ul style="list-style-type: none"> Percentage of incidents resolved at first contact Average call time with no escalation Percentage of incidents resolved within agreed timeframes Average time to resolve incidents Number and percentage of incidents grouped by category Percentage of incidents incorrectly categorized Number of incidents linked to existing problem records Customer satisfaction Average time second line groups to respond Percentage of calls that bypass first line (Service Desk) Cost per incident Resources used for managing incidents (grouped by priority) 	<ul style="list-style-type: none"> The number of problems grouped by status The number of RFCs created by Problem Management The number of workarounds developed for Known Errors and incidents The percentage of incidents resolved at first contact The average time to resolve incidents The average time to close problems Customer satisfaction levels Average costs for solving problems Number and percentage of problems that were resolved within SLA limits The number of major problem reviews conducted

D.

Correct Answer: D

QUESTION 4

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.

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

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

Which of the following options would be most suitable to address the issues identified from the Customer Satisfaction Survey?

A. You decide that the first two ITSM processes that need to be implemented are Incident Management and Request Fulfillment. As this will enable formal management and coordination of the Service Desk, and ensure that Incidents and Service Requests are dealt with accordingly, enabling separate logging and monitoring and faster call response times. Send a formal memo to all customers, introducing yourself and your new role, thanking them for their valuable feedback and addressing the issues raised in the survey results and how you intend to resolve them.

B. You decide that the first two ITSM processes that need to be implemented are Incident Management and Request Fulfillment. As this will enable formal management and coordination of the Service Desk, and ensure that Incidents and Service Requests are dealt with accordingly, enabling separate logging and monitoring and faster call response times. In addition, you will ensure that the new Incident Manager will ensure the Service Desk is the single point of contact, as a first priority. This needs to be the focus over the next quarter to ensure that this policy is adopted ASAP, you will suggest reward options to ensure that staff and end users are in no doubt that this is an essential requirement supported by senior management. Send a formal memo to all customers, introducing yourself and your new role. Thanking them for their valuable feedback and addressing the issues raised in the survey results and how you intend to resolve them.

C. The results of this initial assessment are better than you had expected, you do not see any need to change things yet. You are not concerned with the additional comments as the general feedback is that customers are satisfied with the end to end service and that a 100% satisfaction is unrealistic. You will suggest to the Business that more staff is required for the Service Desk to ensure that call waiting times are reduced and that a more detailed and selective criteria is used as part of the selection process to ensure staff are at the correct skill level and competency.

D. The results of this initial assessment are better than you had expected, you do not see any need to change things yet. You will suggest to the Business that it will be beneficial to complete another initial assessment in one year, after the next Customer Satisfaction Survey is completed, to compare the satisfaction levels and, if required, identify areas for improvement at that stage.

Correct Answer: B