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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.

With Vericom being a large organization (approximately 40 000 staff), some of the business units have developed their own internal IT departments to supplement the services provided by the centralized Information Technology Services (ITS) department. This has occurred due to the specialized needs and requirements for technology, specifically Verinet, VericomTV and Consumer Sales and Marketing.



While the decision has been made that this organizational structure is to remain in place, there has been identified issues relating to a lack of consistency in IT Service Management processes used by the different departments and unclear boundaries for the responsibilities of the various IT Service Desks. This has resulted in:

End users calling the wrong Service Desk, requiring the call to be redirected to the appropriate group

Inconsistency in the categorization and classification of service requests, incidents and problems, causing confusion and frustration when there are multiple IT departments involved

Known Errors being recorded internally within the various IT departments, which may in fact have a wider impact on the whole organization when these are not visible to everyone

Inconsistency in the Service Management systems and tools used for handling service requests, incidents, problems and Known Errors.

From the following responses, which BEST represents the approach you would take to overcome the issues described above?

A. You realize a coordinated approach is the best method, including: The development of the IT Service Desk to be the single point of contact for ALL end user (internal) queries. This will be performed over a 6 month period, to take account for any training and transfer of knowledge that needs to occur. This Service Desk will then escalate to the appropriate second line group (from any of the IT departments) as required. Develop consistency across all departments for categories and priority coding systems used for all service requests, incidents and problems. Build or purchase a consistent service management tool that will be used by all IT departments for managing incidents, problems, Known Errors and service requests. Holding regular review sessions involving staff from each of the IT departments to discuss current issues, recurring and potential problems future initiatives.

B. You realize a phased approach is the best method, including four phases: Phase 1 ? Build or purchase a service management tool that will be used by all IT departments for managing incidents, problems and service requests Phase 2 ? Standardize the use of ITIL processes used by the IT department across all IT departments at Vericom Phase 3 ? Deliver training and awareness sessions for staff regarding the importance of the processes and how they should be used. Phase 4 ? Review the success of the project and pass any lessons learnt onto future projects

C. You realize a coordinated approach is the best method, including: Developing a telephone system that will route calls to the appropriate Service Desk based on the user's input. This should also provide the capability for a Service Desk analyst to call them back during peak periods. Develop consistency in all the categories assigned to service requests, incidents and problems across all IT departments. Build or purchase a service management tool that will be used by all IT departments for managing incidents, problems, Known Errors and service requests Hold regular review sessions involving key staff from each of the IT departments to discuss current issues and potential problems.

D. You realize that improving the business awareness of IT is most important, and address the issues by: Identifying the training requirements of end users to improve their use of IT service Implement an online Service Catalogue for all IT Services, with self-help capabilities to log and track incidents, problems and service requests Assist Service Level Management in improving the visibility of the IT organization in general, and identify areas of customer satisfaction that need improving Build or purchase a service management tool that will be used by all IT departments and end users for managing incidents, problems, Known Errors and service requests

Correct Answer: A



QUESTION 2

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 3

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)

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Finance and Administration

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

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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.

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.
<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 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;">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 test applications prior to deployment into the production environment.• To efficiently respond to failures and diagnose and resolve any disruptions that occur.

C.



<p>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>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.
<p>IT Operations 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>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.

D.

Correct Answer: A

QUESTION 5



Functions are best described as?

- A. Self-Contained units of organizations
- B. Inter-related activities with a defined goal or output
- C. Closed loop control systems
- D. A team of IT staff who provide a single point of contact for all user communication

Correct Answer: B

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