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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.

There is some confusion as to how the process of Access Management should be designed. In particular, there is debate as to how the process should be integrated into the overall approach of IT Service Management within Vision Media. The IT director has asked for submissions from some of her staff, describing how they think Access Management should be designed.

Which of the following submissions describes the most appropriate way in which to design and implement Access Management within Vision Media?

A. The design of a quality Access Management process will need to consider the current state of IT Service Management that exists within the IT department, as well as the organizational requirements of Vision Media in general. This will require interfaces to be created with: Information Security Management: Which is responsible for the development and renewal of security policies, guidelines and procedures, which are then executed by Access Management Service Level Management: Which is responsible for defining the customer requirements for access to IT services Request Fulfillment: Access Management will often be triggered by Service Requests, taken by the Service Desk or submitted using automated and self-help mechanisms Change Management: Request for Changes (RFCs) will often involve modification of access rights Demand Management: Which will provide information as to the patterns of business that will generate requests for access. Outside the scope of IT Service Management, some of the interfaces that will also need to be created are: Human Resources: So that effective (and automated) communication exists to assist in the creation, modification, removal and audit of access rights. General: Direct requests from department managers Requests for enabling increased access for VIP staff

B. The design of an efficient Access Management process will need to account for the existing IT Service Management processes already implemented within the IT department, as well as the Human Resource requirements of Vision Media in general. This will require interfaces to be created with: Information Security Management: Which is responsible for the development and renewal of security policies, guidelines and procedures, which are then executed by Access Management Capacity Management: Which is responsible for the design of systems and infrastructure, which are



in turn supported by Access Management Knowledge Management: Each Knowledge base will require various levels of access to be defined and enforced. Change Management: Request for Changes (RFCs) will often involve modification of access rights Demand Management: Which will provide information as to the patterns of business that will generate requests for access Outside the scope of IT Service Management, some of the interfaces that will also need to be created are: Legal Services: So that the Legal department can verify the request for access is appropriate and lawful. ?General: Direct requests from department managers Requests for enabling increased access for VIP staff

C. It is important that the implementation of Access Management considers a number of key interfaces with existing IT Service Management processes, as well as other business processes, to ensure success and satisfaction of its defined objectives. This includes: Information Security Management: Which is responsible for the development and renewal of security policies, guidelines and procedures, which are then executed by Access Management Availability Management: Which is responsible for the design of security systems and infrastructure, which are in turn supported by Access Management Request Fulfillment: Access Management will often be triggered by Service Requests, taken by the Service Desk or submitted using automated and self-help mechanisms Change Management: Request for Changes (RFCs) will often involve modification of access rights Configuration Management: Which can be used to record relationships between users and systems they can access. Outside the scope of IT Service Management, some of the interfaces that will also need to be created are: Human Resources: So that effective (and automated) communication exists to assist in the creation, modification, removal and audit of access rights. General: Direct requests from department managers Requests for enabling restricted access to contractors and external suppliers

D. Access Management will need to be implemented in isolation from existing IT Service Management processes already in place at VisionMedia so that its integrity can be ensured. The only exception to this is Information Security Management, which is responsible for the development and renewal of security policies, guidelines and procedures. Access Management uses these as formal inputs, which are then executed accordingly.

Correct Answer: C

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.



A.

Request Fulfilment	Access Management
You highlight that this new process will work well with the new SD setup as Request Fulfilment will provide quick and effective access to standard services, which business staff can use to improve their productivity, for the quality of business services and products. You stress that Request Fulfilment effectively reduces the bureaucracy involved in requesting and receiving access to existing or new services, therefore also reducing the cost of providing these services	You raise the following benefits: <ul style="list-style-type: none">Controlled access to servicesEmployees have the right level of accessLess likelihood of errors in data entryAbility to auditAbility to easily revoke access rightsMaybe needed for regulatory compliance

B.

Request Fulfilment	Access Management
You highlight that this new process will work well Incident Management as Request Fulfilment will provide quick and effective access to standard services, which business staff can use to improve their productivity, for the quality of business services and products. You stress that Request Fulfilment effectively reduces the waiting time for requesting and receiving access to existing or new services, therefore also reducing the complaints from users	You raise the following benefits: <ul style="list-style-type: none">Controlled access to networksEmployees have the right level of accessLess likelihood of errors in data entryAbility to auditAbility to easily revoke access policiesMaybe needed for regulatory compliance

A. B.

C.

D.



Request Fulfilment	Access Management
You highlight that this new process will work well with the new SD setup as Request Fulfilment will provide quick and effective access to standard services, which business staff can use to improve their productivity, for the quality of business services and products. You stress that Request Fulfilment effectively reduces the waiting time for requesting and receiving access to existing or new services, therefore also reducing the complaints from users	You raise the following benefits: <ul style="list-style-type: none">○ Controlled access to services○ Employees have the right level of access○ Less likelihood of errors in data entry○ Ability to audit○ Ability to easily revoke access rights○ Maybe needed for regulatory compliance

Request Fulfilment	Access Management
You highlight that this new process will work well Incident Management as Request Fulfilment will provide support standard services, which IT staff can use to improve their productivity, for the quality of business services and products. You stress that Request Fulfilment effectively reduces the waiting time for requesting and removing access to existing or new networks, therefore also reducing the complaints from users	You raise the following benefits: <ul style="list-style-type: none">○ Controlled access to networks○ Employees have the right create own access○ Less likelihood of errors in data entry○ Ability to audit○ Ability to easily revoke access policies○ Maybe needed for business compliance

Correct Answer: A

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

Through further investigation you identify that there is no formal means of collecting data to identify service improvement, other than customer surveys. These are very subjective and do not give a balanced picture regarding quality of service. Through discussions with the Continual Service Improvement Manager, you decide to start collecting a range of metrics to help identify service improvements.

Which metrics would be relevant to Service Desk?

- A. % of calls resolved by Service Desk Average time to identify incident Average time to escalate incident % of user updates conducted within target times Customer feedback Average Service Desk cost of handling incident
- B. % of calls resolved by Service Desk Average time to resolve incident Average time to escalate incident % of customer updates conducted within target times Customer feedback Average Service Desk cost of handling incident
- C. % of calls answered by Service Desk Average time to escalate incident % of customer updates conducted within Service Desk hours Customer feedback Average cost of handling incident
- D. % of calls answered by Service Desk Average time to resolve problems Average time to escalate problem % of customer updates conducted within Service Desk times Customer feedback Average cost of handling problem

Correct Answer: B

QUESTION 4

Scenario

Vision Media is an international media organization, operating various lines of business including:

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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 an 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 a



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 Mbit wireless mobile network.

IV. A IT staff member is alerted to the failure of systems provided by Human Resources to all other departments and subcompanies 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 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.

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 ITS 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 ITS 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