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Exam ITILSC-OSA

ITIL Service Capability Operational Support and Analysis Exam

Version: 3.0

[Total Questions: 26]

Question No : 1

Scenario

Vericom is a leading provider of government, business and consumertelecommunication services, and is currently seeking ways in which toimprove its utilization of IT services to drive growth across its' multiplelines of business. One of the largest organizations in the UnitedKingdom, 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 retailoutlets)
- 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 infrastructureservices)

Due to the extensive scope of infrastructure deployed and largeemployee and customer base, Vericom continues to rely on legacysystems for some critical IT services; however this is seen as abarrier to future organizational growth and scalability of servicesoffered. The CIO of Vericom has also raised the concern that whileimprovements to the technology utilized is important, this also needsto be supported by quality IT Service Management practicesemployed by the various IT departments.

The project of improving the IT Service Management practicesemployed by Vericom has been outsourced to external consultantswho are aware of the major IT refresh that is going to be occurringover the next 24 months.

Refer to the scenario.

The Verinet business unit which provides internet services is currentlyfacing increased competition from other Internet Service Providersseeking to entice Verinet customers away with offerings such as freeVOIP (voice over internet protocol) and Naked DSL (unconditionedlocal loop). To combat this, Verinet wishes to develop a newmarketing campaign highlighting the high quality and availability ofservices offered.

Before this occurs, the Service Manager within Verinet (who haspreviously implemented ITIL in other organizations) hadrecommended implementing Event Management to assist in thecontinued ability for providing high quality, highly available internetservices to the UK population. She has been faced by someresistance, 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 Veritnetdirectors in describing the benefits of introducing Event Managementto Verinet?

A. The implementation of Event Management to complementexisting ITIL processes within Verinet will have a number ofsignificant benefits. The value to the business of implementingthe process is directly seen by the following benefits:
Improved speed for Incident and Problem Management foridentifying and analyzing the cause and potential effect
Improved ratio of used licenses against paid for licenses
Percentage re-use and redistribution of under-utilized assetsand resourcesImproved aliment between provided maintenance andbusiness support
Improvement in maintenance scheduling and management forCIs
B. The implementation of Event Management to complementexisting ITIL processes within Verinet will have a number ofsignificant benefits. The value to the business of implementingthe process is generally indirect, but would support anenhanced ability to provide high quality and high availabilityinternet services by:
Providing mechanisms for the early detection of incidents andproblems before they impact customers
Notify the appropriate staff of status changes or exceptionsthat so that they can respond quickly
Providing a basis for automated operations, increasingefficiency and allowing human resources within Verinet to bebetter utilized
Providing improved visibility as to the events and interactionsthat occur within the IT infrastructure
Providing performance and utilization information and trendsthat can be used for improved capacity planning and systemdesign
C. The implementation of Event Management to complementexisting ITIL processes within Verinet will have a number ofsignificant benefits. The value to the business of implementingthe process is generally indirect, but would support anenhanced ability to provide high quality and high availabilityinternet services by:
Providing mechanisms for the early detection of incidents andproblems before they impact customers
Developing capabilities for the monitoring of criticalcomponents of the IT infrastructure for disruptions or breachof utilization thresholds
Automating the notification of key staff when exception eventsoccur
Providing improved visibility as to the events and interactionsthat occur within the IT infrastructure
Reducing the time requirements of manual activitiesperformed by IT staff as part of preventative maintenance.
D. The implementation of Event Management to complementexisting ITIL processes within Verinet will have a number ofsignificant benefits. The value to the business of implementingthe process is directly seen by the following benefits:
Reduced SLA breaches

Reduced times required for diagnosis and root-cause analysisof 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 fewercapacity related incidents.

Answer: B

Question No : 2

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

A. Management support for using phase
Business support to ensure users use Service Desk as little aspossible
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

Answer: D

Question No : 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 grownconsistently over the years. They are now supplying toy storesnationwide and are considered to be the primary supplier of children'scollectable novelty erasers.

Brewster's IT department is relatively small (currently 15 staff) butefficient. They have recently employed an IT Manager in an attemptto improve the management of the infrastructure, as well as moreeffective use of resources and identification of areas for improvement.

The Brewster's management teams do not have a lot of ITknowledge. The newly appointed IT Manager is very ITIL focusedand wants to implement as many ITSM processes as is appropriatethere are currently no formal processes in place. On starting with thecompany the IT Manager completed an internal assessment of the ITinfrastructure – including staff skills analysis, and collated the resultsfrom 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, responsescompleted during the past 12 months show an increase incustomers who were unsatisfied with call waiting times whencontacting the service desk for help with online orders andrequests 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 abasic understanding of the business processes andobjectives. However, staff are not well informed of upcomingreleases of new or changed services and not given adequateinformation to relay to the customers.

✐ Staff added the following additional comments:

✐ "Communication between Service Operationdepartments has become inefficient - there aremeetings for the sake of meetings, but the importantinformation we need to know to do our day to day jobsis lacking"

✐ "I still don't know what half of the people do, that workin the IT department!"

Results from General IT Infrastructure assessment:

✐ Lack of event monitoring and planning

✐ Lack of input from Operational Support departments intoService Design

✐ Lack of skill and information sharing across the OperationalSupport 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 theissues 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 allcustomers, 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.

Answer: B

Question No : 4

Scenario

Vision Media is an international media organization, operating variouslines 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 iscomprised 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 newsprovider about the possible acquisition of their company. This wouldincrease the overall size of Vision Media by around 15%.

The Information Technology department acts as a Shared ServiceUnit, providing IT Services to all of sub-companies and departments,which complement some of the Internal Service Providers that alsoexist. The director of Information Technology has realized the need toimprove the quality of services offered by implementing ITIL, and hasdecided to do so using a phased approach. Some of the ServiceDesign and Service Transition processes have already beenimplemented, and they are now planning the implementation ofService Operation.

While the IT director does have tentative support from the otherdirectors and CEO, budgets for implementing the Service Operationprocesses have not been finalized, and still require a business caseto be formally submitted.

Refer to the exhibit.

The IT director is now considering the implementation of the ServiceOperation functions. However there seems to be overlap between thegoals and objectives for each of the functions, which is causing someconcern among staff involved in the project.

Which of the following responses BEST describes the objectives ofthe four Service Operation functions?

A)

Service Desk	Technical Management
• 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.	• 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.
IT Operations Management	**Application Management**
• 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.	• 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.

B)