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ITIL Service Capability Operational Support and Analysis

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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.

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 2

Technical Management is NOT responsible for?

- A. Maintenance of the technical Infrastructure
- B. Documenting and maintaining the technical skills required to manage and support the IT Infrastructure
- C. Defining the Operational Level Agreements for the various technical teams
- D. Diagnosis of, and recovery from, technical failures

Correct Answer: C

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)

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 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 underutilized assetsand resources
Improved alimnt 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 activities performed by IT staff as part of preventative maintenance.

D. The implementation of Event Management to complement existing ITIL processes within Verinet will have a number of significant benefits. The value to the business of implementing the process is directly seen by the following benefits: Reduced SLA breaches Reduced times required for diagnosis and root-cause analysis of 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 fewer capacity related incidents.

Correct Answer: B

QUESTION 4

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 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

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 networks○ Employees have the right level of access○ Less likelihood of errors in data entry○ Ability to audit○ Ability to easily revoke access policies○ Maybe needed for regulatory compliance

A. B.

C.

D.



Request Fulfilment	Access Management
<p>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</p>	<p>You raise the following benefits:</p> <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
<p>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</p>	<p>You raise the following benefits:</p> <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 5

Scenario

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

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is comprised of the following companies and departments:

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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
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 aor 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 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

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