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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.

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.
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C.



<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 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.
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D.

Correct Answer: A

QUESTION 2



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 3

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.

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The main areas of concern are as follows:

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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 the most effective option to address the issues identified from the Staff Skills Analysis?

A. Organize a meeting with the managers of each IT department and form a Communication Plan. This plan will include



all agreed methods, reasons and a list of personnel to be included for communications within the Operation departments. This plan will then be distributed to all staff, with a memo that will

include; A photograph of each IT staff member with job title.

Brief Job Description and explanation of their day to day activities.

In addition, make a proposal to the Business that a Release and Deployment Manager is needed, this

role will not only take on the responsibility of implementing a formal Release and Deployment process

but will, manage the build, test and deployment departments and will also ensure that there is a

consistent communication route to the service desk on upcoming releases and organizing training/

knowledge updates and consultation with service desk staff on new or changed services.

B. Organize a meeting with the managers of each IT department and form a Communication Plan. This plan will include all agreed methods, reasons and a list of personnel to be included for communications within the Operation departments. This plan will then be distributed to all staff, with a memo that will include; A photograph of each IT staff member with job title Brief Job Description and explanation of their day to day activities In addition, ask for the service desk to be sent copies of the release schedule so they are informed of upcoming releases.

C. Recommend to the Business that a new staff training program needs to be implemented that will include one service desk member per week shadowing a member of staff in each of the Business Process areas to learn how they do things and what the business objectives are. In addition, request a weekly update from the build, test and deployment areas on any upcoming releases, including any relevant information that will enable the service desk staff to provide a better service to the customer.

D. No immediate action required. You will work on a new training and communication policy that will formalize the process of communication and knowledge transfer between departments. You will also recommend that the first ITSM process to be implemented will be a formalized Incident Management process to ensure that effective measurements and analysis is taking place and that there is monitoring of staff competency and skill.

Correct Answer: A

QUESTION 4

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.

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"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

QUESTION 5

Which ITIL process ensures that the IT Services are restored as soon as possible in the case of a malfunction?

- A. Change Management
- B. Incident Management
- C. Problem Management
- D. Service Level Management

Correct Answer: B

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