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QUESTION 1

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.

As CIO, you decide to reorganize the Service Desk structure as a means to address the levels of service. You decide to use a follow the sun Service Desk. Which of the following descriptions do you present to the Business as your solution?

- A. By implementing a follow the sun SD, you use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You then ensure that SD staff are trained on all current services. You appoint 2 Super Users per Service Desk to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours.
- B. By implementing a follow the sun SD, you use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You then ensure that all SD staff are trained on all current services and able to provide an average of 60% 1st line support as a target you appoint 2 Super Users per location to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours
- C. By implementing a follow the sun SD, you will start by investigating if the current infrastructure is capable of supporting a global service desk, including use of VOIP technology (this is possible). You use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You decide to use English as the main language for all support. You then ensure that all SD staff are retrained on all current services and able to provide an average of 60% 1st line support as a target you appoint 2 Super Users per location to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours
- D. By implementing a follow the sun SD, location. You decide to keep local languages for SD. You use current data to determine minimum staffing requirements in each location to support its own location. You then ensure that all SD staff are retrained on local services and able to provide an average of 60% 1st line support as a target. You appoint 2 Super Service Desk Operators per location to act as a buffer and to assist the users.

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 levelsupport 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 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

Which of the following is NOT an example of a Service Request?

A. A user calls the Service Desk to order a toner cartridge

B. A user calls the Service Desk because they would like to change the functionality of an application.

C. A Manager submits a request for a new employee to be given access to an application

D. A user logs onto an internal web site to download a licensed copy of software from a list of approved options

Correct Answer: B

QUESTION 5

What is the difference between a Known Error and a Problem?

A. The underlying cause of a Known Error is known. The underlying cause of a Problem is not known



- B. A Known Error involves an error in the IT infrastructure, A
- C. Problem does not involve such an error.
- D. A Known Error always originates from an Incident. This is not always the case with a Problem
- E. With a Problem, the relevant Configuration Items have been identified. This is not the case with a Known Error.

Correct Answer: A

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