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Exam ITILSC-OSA

ITIL Service Capability Operational Support and Analysis Exam

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[Total Questions: 26]

Question No : 1

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.

The Verinet business unit which provides internet services is currently facing increased competition from other Internet Service Providers seeking to entice Verinet customers away with offerings such as free VOIP (voice over internet protocol) and Naked DSL (unconditioned local loop). To combat this, Verinet wishes to develop a new marketing campaign highlighting the high quality and availability of services offered.

Before this occurs, the Service Manager within Verinet (who has previously implemented ITIL in other organizations) had recommended implementing Event Management to assist in the continued ability for providing high quality, highly available internet services to the UK population. She has been faced by some resistance, 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 Verinet directors in describing the benefits of introducing Event Management to Verinet?

A. 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:

Improved speed for Incident and Problem Management for identifying and analyzing the cause and potential effect

Improved ratio of used licenses against paid for licenses

Percentage re-use and redistribution of under-utilized assets and resources

Improved alignment between provided maintenance and business support

Improvement in maintenance scheduling and management for CIs

B. 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 generally indirect, but would support an enhanced ability to provide high quality and high availability internet services by:

Providing mechanisms for the early detection of incidents and problems before they impact customers

Notify the appropriate staff of status changes or exceptions that so that they can respond quickly

Providing a basis for automated operations, increasing efficiency and allowing human resources within Verinet to be better utilized

Providing improved visibility as to the events and interactions that occur within the IT infrastructure

Providing performance and utilization information and trends that can be used for improved capacity planning and system design

C. 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 generally indirect, but would support an enhanced ability to provide high quality and high availability internet services by:

Providing mechanisms for the early detection of incidents and problems before they impact customers

Developing capabilities for the monitoring of critical components of the IT infrastructure for disruptions or breach of utilization thresholds

Automating the notification of key staff when exception events occur

Providing improved visibility as to the events and interactions that 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.

Answer: B

Question No : 2

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

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

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.

Answer: B

Question No : 4

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.

Exin ITILSC-OSA : Practice Test

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?

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 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.

B)