ITILSC-OSA^{Q&As}

ITIL Service Capability Operational Support and Analysis

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QUESTION 1

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

A. Change Management

B. Incident Management

C. Problem Management

D. Service Level Management

Correct Answer: B

QUESTION 2

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 underutilized 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.

Correct Answer: B

QUESTION 3

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

QUESTION 4

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, 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 formalmeans of collecting data to identify service

improvement, other thancustomer surveys. These are very subjective and do not give abalanced picture

regarding quality of service. Through discussions with the Continual Service ImprovementManager, you

decide to start collecting a range of metrics to helpidentify 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 Averagetime to resolve incident Averagetime to escalate incident % of customer updates conducted within target times Customerfeedback AverageService Desk cost of handling incident

C. o % of calls answered by Service Desk Averagetime to escalate incident % of customer updates conducted within Service Deskhours Customerfeedback Averagecost of handling incident

D. % of calls answered by Service Desk Averagetime to resolve problems Averagetime to escalate problem % of customer updates conducted within Service Desktimes Customerfeedback Averagecost of handling problem

Correct Answer: B

QUESTION 5

Scenario

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

Film Production Television (production and delivery of their own channel in theUnited 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 inthe delivery of printed newspapers, as well as being thecentralized source of news information for all company ownedmedia 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.

The IT director is required to submit a business case to the board ofdirectors of Vision Media for the implementation of Service Operation.Which of the following responses is the BEST summary of thebenefits of implementing Service Operation (processes andfunctions), to be included in the business case?

A. As part of the ongoing Service Management initiative withinVision Media, the implementation of Service Operation is a vitalelement necessary to enable service quality and reduce theoverall expenditure on IT. This is because Service Operation isultimately where the designs and optimizations introduced by ITare supported, and from an IT perspective where the actual valueof IT Service Management is seen. Specific benefits delivered asa result of improved Service Operation includes: Increased effectiveness and efficiency in IT Service deliveryand 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 possibleacquisitions, the implementation of Service Operation is especiallyimportant to provide processes for reactively managing a growing enduser population and increased scope and complexity in ITinfrastructure utilized.

B. As part of the ongoing Service Management initiative withinVision Media, the implementation of Service Operation is avital element necessary to further improve service quality, andto realize the value of the previous projects already completed(refer Service Design and Service Transition projects). This isbecause Service Operation is ultimately where the designsand optimizations introduced by IT are executed andmeasured, and from a businessviewpoint where the actualvalue of IT is seen. Specific benefits delivered as a result ofimproved 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 possibleacquisitions, the implementation of Service Operation processes isespecially important to provide cost- effective capabilities formanaging a growing end user population and increased scope andcomplexity in IT infrastructure utilized.

C. As part of the ongoing Service Management initiative withinVision Media, the implementation of Service Operation is a vitalelement necessary to enable service quality and reduce theoverall expenditure on IT. This is because Service Operation isultimately where the designs and optimizations introduced by ITare deployed, and from a business perspective where the actualvalue of IT Service Management is seen. Specific benefitsdelivered 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 possibleacquisitions, the implementation of Service Operation is especiallyimportant to provide processes for reactively managing a growing enduser population and increased scope and complexity in ITinfrastructure utilized.

D. As part of the ongoing Service Management initiative withinVision Media, the implementation of Service Operation is a vitalelement necessary to achieve service quality and support theobjectives defined for the IT department. This is because ServiceOperation is ultimately where the designs and optimizationsintroduced by IT are supported, and from a business viewpointwhere the actual value of IT is seen. Specific benefits deliveredas a result of improved Service Operation includes: Increased effectiveness and efficiency in IT Service deliveryand 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 possibleacquisitions, the implementation of Service Operation is especiallyimportant to provide cost-effective processes for managing a growingend user population and increased scope and complexity in ITinfrastructure utilized.

Correct Answer: B

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