

SOLUTIONS MANUAL

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A GUIDE TO SERVICE DESK CONCEPTS

Service Desk and the IT Infrastructure Library

Third Edition

Donna Knapp

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Chapter 2

1. (1) Call centers make and receive telephone calls in high volumes. (2) Contact centers are call centers that uses technologies such as e-mail and the Web in addition to the telephone. (3) Help desks are single points of contact and typically handle only incidents. (4) Service desks are single points of contact and handle service requests and communications with customers as well as incidents.
2. Help desks typically have a narrower scope of responsibility than service desks and handle only incidents. Service desks handle service requests and communications with customers as well as incidents.
3. level
4. Who the service desk supports, what the service desk supports, and how it provides that support.
5. Employees understand their purpose and know how to contribute to the department's mission and the company's mission.
6. internal
7. By supplying competitively priced services that help the company's employees use technology to improve productivity and increase corporate profitability.
8. Ownership means tracking the incident to ensure that the customer is kept informed about the status of the incident, that the incident is resolved within the expected time frame, and that the customer is satisfied with the final resolution.
9. Training -- preparing and delivering programs as well as providing ad-hoc and one-on-one training. Network and system administration -- day-to-day activities such as setting up and maintaining user accounts. Request fulfillment -- handling service requests from IT users.

10. A request for information or advice, access to an IT service, or a standard change. Common service requests include answering questions such as “how to” questions, resetting a password, or providing equipment to a new employee.
11. An SLA is a written document that spells out the services the service desk will provide to the customer, the customer’s responsibilities, and how service performance is measured. Because SLAs are between internal partners, SLAs are agreements, not legally binding contracts.
12. (1) By increasing the effectiveness with which customers can use technology. (2) By reducing the time customers cannot use technology because of incidents or lack of information.
13. Because people are the most expensive component in a service desk and companies want to maximize their human resources.
14. external
15. (1) By ensuring customer experiences are positive. (2) By capturing and sharing feedback that enables the company to develop new and more desirable products and services.
16. Customer relationship management (CRM) involves using customer contact and relationship information to generate additional sales and increase levels of customer service and retention.
17. Deliver high quality products *and* superior customer support.
18. Its mission and scope of responsibilities.
19. (1) They don’t receive a high volume of calls. (2) They support products that are fairly stable and easy to use. (3) Customers have other ways to obtain support.
20. They can be severely affected when someone leaves the company or is out sick. They may find it difficult to provide training and don’t have the tools needed to capture knowledge and the information required to justify additional resources.

21. (1) You get to know your customers and tend to relate to them. (2) You get to perform a diversity of tasks. (3) You can develop a broad base of skills.
22. By product or by customer.
23. (1) You can work in a team setting. (2) There are usually opportunities for training and advancement. (3) You can specialize in a particular product or customer set. (4) You can choose to be a generalist and support a wide range of technologies and variety of customers.
24. (1) Single point of contact is more efficient and cost-effective; customers know whom to call; analysts develop higher skills levels and ability to resolve incidents. (2) Centralizing and formalizing the processes and tools used by the service desk reduces the inefficiencies and costs that can occur with a decentralized approach. (3) Having all incidents logged in a centralized manner makes it possible to identify trends more quickly and easily so that proactive steps can be taken to prevent incidents and questions.
25. By using sophisticated telephone systems and the Internet.
26. In an effort to provide a high level of service to customers with specific needs.
27. (1) Language. (2) Culture. (3) Legal issues. (4) Time-zone considerations.
28. This approach eliminates the need for customers to determine what service desk to call and enables the individual service desks to focus on their specific scope of responsibility.
29. Follow-the-sun is an approach that enables an organization to provide 24-hour coverage with each regional service desk working only during the usual business hours for its location
30. Triage involves determining a customer's need and routing him or her to the appropriate support group.

31. The budget items required to run the service desk are considered a cost (or expense) to the company.
32. It uses the company's actual cost to provide the services plus a reasonable profit margin.
33. (1) Companies realize that service desk is a critical but lack the ability or the desire to build and manage this function internally. (2) Some companies are unwilling to make the capital investment required to deliver competitive services. (3) Some companies want to deliver after-hours or multilingual services, or accommodate peak volumes without increasing staffing levels.
34. (1) Some companies believe that internal resources are better suited to understand and meet the needs of customers. (2) Some companies do not have a sufficiently high volume of services to warrant the cost of outsourcing. (3) Some companies have such high security concerns that they are unwilling to give a third party access to their company's customer data and records.
35. Suppliers use these records to create customer invoices and to measure employee performance.
36. By rigorously measure and manage their service provider's performance.
37. (1) Customer demand for faster service. (2) The desire to streamline processes by reducing handoffs. (3) A need to reduce costs.
38. (1) Proactive network monitoring, (2) remote support, (3) systems administration.