



# ITILSC-OSA<sup>Q&As</sup>

ITIL Service Capability Operational Support and Analysis

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**QUESTION 1**

Which of the following BEST describes the purpose of EventManagement?

- A. To detect events, make sense of them and determine the appropriate control action
- B. To monitor interactions and exceptions within the infrastructure
- C. To monitor and control the activities of technical staff
- D. To detect and escalate exceptions to normal service operation

Correct Answer: A

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**QUESTION 2**

Scenario

Vericom is a leading provider of government, business and consumertelecommunication 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.

Discussions have recently been held regarding the performance of the Incident and Problem Management. There has been some confusion among IT managers as to what metrics demonstrate the quality and performance of these two processes.

From the options below, which represents the best range of measures for evaluating the success of Incident and Problem Management?

<i>Incident Management</i>	<i>Problem Management</i>
<ul style="list-style-type: none"><li>• Percentage of incidents resolved at first contact</li><li>• The number of incidents recorded due to event correlation</li><li>• Number and percentage of incidents grouped by category</li><li>• Number of incidents incorrectly categorized</li><li>• Improved availability of services</li><li>• Customer satisfaction</li><li>• Number of incidents requiring a reset of access rights</li><li>• Average time second line groups to respond</li><li>• Percentage of calls that bypass first line (Service Desk)</li></ul>	<ul style="list-style-type: none"><li>• The number of problems grouped by status</li><li>• Improved delivery of capacity and performance, with fewer capacity related incidents</li><li>• The number of RFCs created by Problem Management</li><li>• The percentage of incidents resolved at first contact</li><li>• The average time to resolve incidents</li><li>• The average time to close problems</li><li>• Improved availability levels</li><li>• Improved detection of system events</li></ul>

A.



<i>Incident Management</i>	<i>Problem Management</i>
<ul style="list-style-type: none"><li>• Percentage of incidents resolved at first contact</li><li>• The number of incidents recorded due to event correlation</li><li>• Number and percentage of incidents grouped by category</li><li>• Number of incidents incorrectly categorized</li><li>• Customer satisfaction</li><li>• Number of incidents requiring a reset of access rights</li><li>• Average time second line groups to respond</li><li>• Percentage of calls that bypass first line (Service Desk)</li><li>• Resources used for managing incidents (grouped by priority)</li></ul>	<ul style="list-style-type: none"><li>• The number of problems grouped by status</li><li>• Improved availability levels</li><li>• The number of RFCs created by Problem Management</li><li>• The percentage of incidents resolved at first contact</li><li>• The average time to perform root cause analysis of problems</li><li>• The average time to resolve incidents</li><li>• The average time to close problems</li><li>• Reduced SLA breaches</li></ul>

B.





<i>Incident Management</i>	<i>Problem Management</i>
<ul style="list-style-type: none"><li>• The number of problems grouped by status</li><li>• The number of RFCs created by Problem Management</li><li>• The number of workarounds developed for Known Errors and incidents</li><li>• The percentage of incidents resolved at first contact</li><li>• The average time to resolve incidents</li><li>• The average time to close problems</li><li>• Customer satisfaction levels</li><li>• Average costs for solving problems</li><li>• Number and percentage of problems that were resolved within SLA limits</li><li>• The number of major problem reviews conducted</li></ul>	<ul style="list-style-type: none"><li>• Percentage of incidents resolved at first contact</li><li>• Average call time with no escalation</li><li>• Percentage of incidents resolved within agreed timeframes</li><li>• Average time to resolve incidents</li><li>• Number and percentage of incidents grouped by category</li><li>• Percentage of incidents incorrectly categorized</li><li>• Number of incidents linked to existing problem records</li><li>• Customer satisfaction</li><li>• Average time second line groups to respond</li><li>• Percentage of calls that bypass first line (Service Desk)</li><li>• Cost per incident</li><li>• Resources used for managing incidents (grouped by priority)</li></ul>

C.



<i>Incident Management</i>	<i>Problem Management</i>
<ul style="list-style-type: none"><li>• Percentage of incidents resolved at first contact</li><li>• Average call time with no escalation</li><li>• Percentage of incidents resolved within agreed timeframes</li><li>• Average time to resolve incidents</li><li>• Number and percentage of incidents grouped by category</li><li>• Percentage of incidents incorrectly categorized</li><li>• Number of incidents linked to existing problem records</li><li>• Customer satisfaction</li><li>• Average time second line groups to respond</li><li>• Percentage of calls that bypass first line (Service Desk)</li><li>• Cost per incident</li><li>• Resources used for managing incidents (grouped by priority)</li></ul>	<ul style="list-style-type: none"><li>• The number of problems grouped by status</li><li>• The number of RFCs created by Problem Management</li><li>• The number of workarounds developed for Known Errors and incidents</li><li>• The percentage of incidents resolved at first contact</li><li>• The average time to resolve incidents</li><li>• The average time to close problems</li><li>• Customer satisfaction levels</li><li>• Average costs for solving problems</li><li>• Number and percentage of problems that were resolved within SLA limits</li><li>• The number of major problem reviews conducted</li></ul>

D.

Correct Answer: D

### QUESTION 3

Scenario

NEB is a financial management company that specializes in lending money for substantial property investments. They have a large IT department that is currently using the following ITSM processes:

Service Level Management Availability Management IT Service Continuity Management Information Security Management Incident Management Problem Management.



Each of these processes have been implemented within the planned target time and are working effectively and efficiently. Staff have adapted to the changes in a very positive manner and see the benefits of using the ITIL framework.

Last Saturday, there was a security breach. A previous member of staff, who has left the company and joined a competitor organization, has been able to gain access to several client lending files. After initial investigation, it was found that access was not terminated when the staff member left the company. This has highlighted that there are insufficient processes in place to ensure access rights are terminated when staff leave the company, change roles etc and there is ongoing investigation to see how many other previous staff still have access to the system.

The business has requested immediate recommendations from the IT Manager, as to what can be done to ensure this situation does not happen again and how best to inform clients, with reference to the security breach.

Refer to the scenario.

Which of the following options is most suitable to deal with this situation?

A. Your first recommendation is to implement the Access Management process as soon as possible. You suggest that as the IT organization has already effectively and efficiently implemented six processes, they will be able to manage a well executed and fast implementation. This process will ensure that access is provided to those who are authorized to have it and will ensure access is restricted to those who are not. With regards to informing clients, you recommend that clients are not told of the situation as you feel it will be too damaging to the NEB reputation and will result in a catastrophic loss of clientele. You suggest that if clients are contacted by the competitor organization, they cannot prove that any information has been obtained via NEB files and (as there is now a plan to implement Access Management) NEB can confidently reassure clients that there is ample security and access management in place to ensure this situation could never arise.

B. Your first recommendation is to implement the Access Management process as soon as possible. You suggest that as the IT organization has already effectively and efficiently implemented six processes, they will be able to manage a well executed and fast implementation. As Access Management is the execution of the policies laid out within the Availability and Information Security Processes, the foundations are already laid. This process will ensure that access is provided to those who are authorized to have it and will ensure access is restricted to those who are not. To ensure alignment between the Business and IT, there will need to be integration with the Human Resources department to ensure there are consistent communications with regards to staff identity, start and end dates etc. With regards to informing clients of the breach, you suggest that the clients affected by the breach must be informed ASAP. You recommend a formal letter is sent from senior management to reassure clients that the situation is being taken seriously and what actions are taking place to ensure this never happens again. You are aware that this could damage the company's reputation, as security is a critical success factor, but feel that these specific clients must be informed by NEB ASAP, as there is a high risk they will be approached by the competitor organization.

C. Your first recommendation is to implement the Access Management process as soon as possible. This process will ensure that access is provided to those who are authorized to have it and will ensure access is restricted to those who are not. With regards to informing clients of the breach, you suggest that only the specifically affected clients are informed of the breach, via a formal letter sent from senior management to reassure clients that the situation is being taken seriously. You suggest that the tone and focus of the letter should emphasize the following points: There has been a 'minor' security breach fault of member of staff, who's employment has now been terminated. No data has been 'lost or changed'. Sufficient action has been taken to ensure this situation does not happen again and NEB would like to assure their clients that their security and continued confidence is of the highest importance.

D. Your first recommendation is to implement the Access Management process as soon as possible. You suggest that as the IT organization has already effectively and efficiently implemented six processes, they will be able to manage a well executed and fast implementation. This process will ensure that access is provided to those who are authorized to have it and will ensure access is restricted to those who are not.

With regards to informing clients of the breach, you suggest that all clients need to be informed of the breach and the action being taken to ensure this does not happen again. You are aware that this could damage the company's reputation, but are concerned that if only the specifically affected clients are informed, word will spread and the entire client base will feel they have been kept out of the loop on such an important issue and further damage to NEB's



reputation will be felt.

Correct Answer: B

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#### QUESTION 4

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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#### QUESTION 5

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.

There is some confusion as to how the process of Access Management should be designed. In particular, there is debate as to how the process should be integrated into the overall approach of IT Service Management within Vision Media. The IT director has asked for submissions from some of her staff, describing how they think Access Management should be designed.

Which of the following submissions describes the most appropriate way in which to design and implement Access





Management within Vision Media?

A. The design of a quality Access Management process will need to consider the current state of IT Service Management that exists within the IT department, as well as the organizational requirements of Vision Media in general. This will require interfaces to be created with: Information Security Management: Which is responsible for the development and renewal of security policies, guidelines and procedures, which are then executed by Access Management Service Level Management: Which is responsible for defining the customer requirements for access to IT services Request Fulfillment: Access Management will often be triggered by Service Requests, taken by the Service Desk or submitted using automated and self-help mechanisms Change Management: Request for Changes (RFCs) will often involve modification of access rights Demand Management: Which will provide information as to the patterns of business that will generate requests for access. Outside the scope of IT Service Management, some of the interfaces that will also need to be created are: Human Resources: So that effective (and automated) communication exists to assist in the creation, modification, removal and audit of access rights. General: Direct requests from department managers Requests for enabling increased access for VIP staff

B. The design of an efficient Access Management process will need to account for the existing IT Service Management processes already implemented within the IT department, as well as the Human Resource requirements of Vision Media in general. This will require interfaces to be created with: Information Security Management: Which is responsible for the development and renewal of security policies, guidelines and procedures, which are then executed by Access Management Capacity Management: Which is responsible for the design of systems and infrastructure, which are in turn supported by Access Management Knowledge Management: Each Knowledge base will require various levels of access to be defined and enforced. Change Management: Request for Changes (RFCs) will often involve modification of access rights Demand Management: Which will provide information as to the patterns of business that will generate requests for access Outside the scope of IT Service Management, some of the interfaces that will also need to be created are: Legal Services: So that the Legal department can verify the request for access is appropriate and lawful. ?General: Direct requests from department managers Requests for enabling increased access for VIP staff

C. It is important that the implementation of Access Management considers a number of key interfaces with existing IT Service Management processes, as well as other business processes, to ensure success and satisfaction of its defined objectives. This includes: Information Security Management: Which is responsible for the development and renewal of security policies, guidelines and procedures, which are then executed by Access Management Availability Management: Which is responsible for the design of security systems and infrastructure, which are in turn supported by Access Management Request Fulfillment: Access Management will often be triggered by Service Requests, taken by the Service Desk or submitted using automated and self-help mechanisms Change Management: Request for Changes (RFCs) will often involve modification of access rights Configuration Management: Which can be used to record relationships between users and systems they can access. Outside the scope of IT Service Management, some of the interfaces that will also need to be created are: Human Resources: So that effective (and automated) communication exists to assist in the creation, modification, removal and audit of access rights. General: Direct requests from department managers Requests for enabling restricted access to contractors and external suppliers

D. Access Management will need to be implemented in isolation from existing IT Service Management processes already in place at Vision Media so that its integrity can be ensured. The only exception to this is Information Security Management, which is responsible for the development and renewal of security policies, guidelines and procedures. Access Management uses these as formal inputs, which are then executed accordingly.

Correct Answer: C

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