



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

ITIL Service Capability Operational Support and Analysis

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**QUESTION 1**

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

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**QUESTION 2**

Which of the following is NOT an objective of Service Operation?

- A. Thorough testing, to ensure that services are designed to meet business needs
- B. To deliver and support IT Services
- C. To manage the technology used to deliver services
- D. To monitor the performance of technology and processes

Correct Answer: A

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**QUESTION 3**

Scenario

Brewster 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 the most effective option to address the issues identified from the

Staff Skills Analysis?

A. Organize a meeting with the managers of each IT department and form a Communication Plan. This plan will include all agreed methods, reasons and a list of personnel to be included for communications within the Operation departments. This plan will then be distributed to all staff, with a memo that will

include; A photograph of each IT staff member with job title.



Brief Job Description and explanation of their day to day activities.

In addition, make a proposal to the Business that a Release and Deployment Manager is needed, this role will not only take on the responsibility of implementing a formal Release and Deployment process but will, manage the build, test and deployment departments and will also ensure that there is a consistent communication route to the service desk on upcoming releases and organizing training/ knowledge updates and consultation with service desk staff on new or changed services.

B. Organize a meeting with the managers of each IT department and form a Communication Plan. This plan will include all agreed methods, reasons and a list of personnel to be included for communications within the Operation departments. This plan will then be distributed to all staff, with a memo that will include; A photograph of each IT staff member with job title Brief Job Description and explanation of their day to day activities In addition, ask for the service desk to be sent copies of the release schedule so they are informed of upcoming releases.

C. Recommend to the Business that a new staff training program needs to be implemented that will include one service desk member per week shadowing a member of staff in each of the Business Process areas to learn how they do things and what the business objectives are. In addition, request a weekly update from the build, test and deployment areas on any upcoming releases, including any relevant information that will enable the service desk staff to provide a better service to the customer.

D. No immediate action required. You will work on a new training and communication policy that will formalize the process of communication and knowledge transfer between departments. You will also recommend that the first ITSM process to be implemented will be a formalized Incident Management process to ensure that effective measurements and analysis is taking place and that there is monitoring of staff competency and skill.

Correct Answer: A

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#### QUESTION 4

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 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.

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

From the options below, which represents the best range ofmeasures for evaluating the success of Incident and ProblemManagement?

<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 5**

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 this 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, whose 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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