

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

ITIL Service Capability Operational Support and Analysis

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**QUESTION 1**

## 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, 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 2

### 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.

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?

<p style="text-align: center;"><b>Service Desk</b></p> <ul style="list-style-type: none"> <li>• To act as a single point of contact for all user incidents, requests and general communication.</li> <li>• To restore 'normal service operation' as quickly as possible in the case of disruption.</li> <li>• To improve user awareness of IT issues and to promote appropriate use of IT services and resources.</li> <li>• To assist the other IT functions by managing user communication and escalating incidents and requests using defined procedures.</li> </ul>	<p style="text-align: center;"><b>Technical Management</b></p> <ul style="list-style-type: none"> <li>• To design highly resilient, cost effective technical architectures.</li> <li>• To use adequate technical skills to maintain the technical infrastructure in optimum condition.</li> <li>• To use technical skills to speedily diagnose and resolve any technical failures that do occur.</li> <li>• To ensure resources are effectively trained and deployed to design, build, transition, operate and improve the technology to deliver and support IT Services.</li> </ul>
<p style="text-align: center;"><b>IT Operations Management</b></p> <ul style="list-style-type: none"> <li>• To maintain the 'status quo' to achieve stability of the organization's day to day processes and activities.</li> <li>• To monitor and identify potential improvements to achieve improved service at reduced costs, whilst maintaining stability.</li> <li>• To apply swift operational skills to diagnose and resolve any IT operations failures that occur.</li> <li>• To manage all physical IT environments, usually data centers, computer rooms and recovery sites.</li> </ul>	<p style="text-align: center;"><b>Application Management</b></p> <ul style="list-style-type: none"> <li>• To deliver new and modified applications that are well designed, interface with existing architectures, are resilient and cost-effective.</li> <li>• To ensure the functionality and performance requirements of the business are delivered in optimal fashion.</li> <li>• To use appropriate skills to maintain optimum availability of applications.</li> <li>• To assist in the decision whether to build or buy software that meets business requirements.</li> </ul>

A.



<p style="text-align: center;"><b>Service Desk</b></p> <ul style="list-style-type: none"> <li>• To act as a single point of contact for all IT incidents, requests, problems and general communication.</li> <li>• To restore services as quickly as possible in the case of disruption.</li> <li>• To improve user awareness of IT issues and to promote efficient use of IT services and resources.</li> <li>• To resolve incidents, problems and service requests using defined processes and procedures.</li> </ul>	<p style="text-align: center;"><b>Technical Management</b></p> <ul style="list-style-type: none"> <li>• To maintain the 'status quo' to achieve stability of the organization's IT services.</li> <li>• To identify potential improvements to achieve improved service at reduced costs, whilst optimizing stability.</li> <li>• To coordinate swift technical skills to diagnose and resolve any IT operations failures that occur.</li> <li>• To manage all physical IT environments, usually data centers, computer rooms and recovery sites.</li> </ul>
<p style="text-align: center;"><b>IT Operations Management</b></p> <ul style="list-style-type: none"> <li>• To build highly resilient, cost effective technical architectures.</li> <li>• To use adequate technical skills to maintain the technical infrastructure in optimum condition</li> <li>• To use technical skills to speedily diagnose and resolve any technical failures that do occur.</li> <li>• To test applications for identifying the potential impact on the production environment.</li> <li>• To contact users to advise when technical problems are resolved.</li> </ul>	<p style="text-align: center;"><b>Application Management</b></p> <ul style="list-style-type: none"> <li>• To build new and modified applications that are well designed, interface with existing architectures, are resilient and cost-effective.</li> <li>• To ensure the functionality and usability requirements of the business are delivered in optimal fashion.</li> <li>• To ensure resources are effectively trained and deployed to deliver and support IT Services.</li> <li>• To efficiently respond to failures and diagnose and resolve any disruptions that occur.</li> </ul>

B.

<p style="text-align: center;"><b>Service Desk</b></p> <ul style="list-style-type: none"> <li>• To act as a single point of contact for all customer incidents, requests and general communication.</li> <li>• To restore services as quickly as possible in the case of disruption.</li> <li>• To improve user awareness of IT issues and to promote efficient use of IT services and resources.</li> <li>• To assist the other IT functions by managing user communication and resolving incidents and requests using defined procedures.</li> </ul>	<p style="text-align: center;"><b>Technical Management</b></p> <ul style="list-style-type: none"> <li>• To build highly resilient, cost effective technical architectures.</li> <li>• To use adequate technical skills to maintain the technical infrastructure in optimum condition</li> <li>• To use technical skills to speedily diagnose and resolve any technical failures that do occur.</li> <li>• To ensure resources are effectively trained and deployed to deliver and support IT Services.</li> <li>• To contact users to advise when technical problems are resolved.</li> </ul>
<p style="text-align: center;"><b>IT Operations Management</b></p> <ul style="list-style-type: none"> <li>• To maintain the 'status quo' to achieve stability of the organization's day to day processes and activities</li> <li>• To identify potential improvements to achieve improved service at reduced costs, whilst optimizing stability.</li> <li>• To coordinate swift technical skills to diagnose and resolve any IT operations failures that occur.</li> <li>• To manage all physical IT environments, usually data centers, computer rooms and recovery sites.</li> </ul>	<p style="text-align: center;"><b>Application Management</b></p> <ul style="list-style-type: none"> <li>• To build new and modified applications that are well designed, interface with existing architectures, are resilient and cost-effective.</li> <li>• To ensure the functionality and usability requirements of the business are delivered in optimal fashion.</li> <li>• To test applications prior to deployment into the production environment.</li> <li>• To efficiently respond to failures and diagnose and resolve any disruptions that occur.</li> </ul>

C.



<p style="text-align: center;"><b>Service Desk</b></p> <ul style="list-style-type: none"> <li>• To act as a single point of contact for all IT incidents, requests, problems and general communication.</li> <li>• To restore services as quickly as possible in the case of disruption</li> <li>• To improve user awareness of IT issues and to promote efficient use of IT services and resources.</li> <li>• To resolve incidents, problems and service requests using defined processes and procedures.</li> </ul>	<p style="text-align: center;"><b>Technical Management</b></p> <ul style="list-style-type: none"> <li>• To build highly resilient, cost effective technical architectures.</li> <li>• To use adequate technical skills to maintain the technical infrastructure in optimum condition</li> <li>• To use technical skills to speedily diagnose and resolve any technical failures that do occur.</li> <li>• To test applications for identifying the potential impact on the production environment</li> <li>• To contact users to advise when technical problems are resolved.</li> </ul>
<p style="text-align: center;"><b>IT Operations Management</b></p> <ul style="list-style-type: none"> <li>• To maintain the 'status quo' to achieve stability of the organization's IT services.</li> <li>• To identify potential improvements to achieve improved service at reduced costs, whilst optimizing stability.</li> <li>• To coordinate swift technical skills to diagnose and resolve any IT operations failures that occur.</li> <li>• To manage all physical IT environments, usually data centers, computer rooms and recovery sites.</li> </ul>	<p style="text-align: center;"><b>Application Management</b></p> <ul style="list-style-type: none"> <li>• To build new and modified applications that are well designed, interface with existing architectures, are resilient and cost-effective.</li> <li>• To ensure the functionality and usability requirements of the business are delivered in optimal fashion.</li> <li>• To ensure resources are effectively trained and deployed to deliver and support IT Services.</li> <li>• To efficiently respond to failures and diagnose and resolve any disruptions that occur.</li> </ul>

D.

Correct Answer: A

**QUESTION 3**

### Scenario

You are the CIO of a large stockbroking firm, based in Hong Kong. Recently this company has acquired two other major firms in London and New York. Total Company staff now exceeds 800 people. Each Firm currently has their own Service Desk.

Hong Kong has 10 SD staff to 400 employees, with 6 2nd level support staff London has 3 SD staff to 140 employees with 3 2nd level support staff New York has 5 SD staff to 250 employees with 5 2nd level support staff With this new merger comes new support issues. Complaints are coming in to say that there is an imbalance with ratio of IT support staff to users, Service Desks in London and New York are having trouble knowing and supporting new systems which has resulted in users calling Hong Kong Service Desk. This has resulted in higher resolution times and an inability to get through to the service desk The Business is not happy with the current situation.

Refer to the scenario.

As CIO, you decide to reorganize the Service Desk structure as a means to address the levels of service. You decide to use a follow the sun Service Desk. Which of the following descriptions do you present to the Business as your solution?

- A. By implementing a follow the sun SD, you use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You then ensure that SD staff are trained on all current services. You appoint 2 Super Users per Service Desk to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours.
- B. By implementing a follow the sun SD, you use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You then ensure that all SD staff are trained on all current services and able to provide an average of 60% 1st line support as a target you appoint 2 Super Users per location to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours
- C. By implementing a follow the sun SD, you will start by investigating if the current infrastructure is capable of supporting a global service desk, including use of VOIP technology (this is possible). You use current data to determine minimum staffing requirements in each location to support its own location and the expected support levels in other locations. You decide to use English as the main language for all support. You then ensure that all SD staff are retrained on all current services and able to provide an average of 60% 1st line support as a target you appoint 2 Super Users per location to act as a buffer and to assist the users. You set up SD schedule based on usage and work hours
- D. By implementing a follow the sun SD, location. You decide to keep local languages for SD. You use current data to determine minimum staffing requirements in each location to support its own location. You then ensure that all SD staff are retrained on local services and able to provide an average of 60% 1st line support as a target. You appoint 2 Super Service Desk Operators per location to act as a buffer and to assist the users.

Correct Answer: C

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### QUESTION 4

Technical Management is NOT responsible for?

- A. Maintenance of the technical Infrastructure
- B. Documenting and maintaining the technical skills required to manage and support the IT Infrastructure
- C. Defining the Operational Level Agreements for the various technical teams
- D. Diagnosis of, and recovery from, technical failures

Correct Answer: C

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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 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 VisionMedia 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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