



# 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

## 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.

Sally Robbins, who had previously managed the IT department's Service Desk, has now been assigned the role of Incident Manager. To assist in the implementation of the process, Sally has conducted a number of meetings with IT staff, customers, external suppliers and other relevant stakeholders to identify their requirements. Based on these discussions, Sally has created following impact definitions, which will be used in conjunction to the given urgency to determine the appropriate timescales and effort applied for response and resolution to recorded incidents.



**Urgency**

	High	Med	Low
High	1	2	3
Med	2	3	4
Low	3	4	5

Priority →

Impact Definition: Low Impact Affects a single user, preventing them from performing normal work functions A single, non-critical device

or peripheral is unavailable Medium Impact

Multiple users are affected, preventing them from performing normal work functions A regular business function is unavailable to part of a or organizational unit department

High Impact

A vital business function is unavailable to an entire department or company owned organization

Major Incident

A vital business function is unavailable to all Vision Media departments and company owned organizations

Example Incidents:

I. The IT manager of Vision Films detects that their dedicated Virtual Private Network linking them to Vision Media's corporate IT systems has failed. This has prevented users from accessing or modifying any file, document or system maintained by the centralized IT department of Vision Media.

II. The vice-president of the Finance and Administration department reports that her laptop keeps rebooting. She has an important report to complete for the Chief Executive Officer.

III. The president of Vision TV is unable to stream high-definition video from a regional office. He requires the regional office's WAN connection to be upgraded to a 14.4 M/bit wireless mobile network.

IV. A IT staff member is alerted to the failure of systems provided by Human Resources to all other departments and subcompanies to manage payments and leave for Vision Media employees (and those employed by organizations fully owned by Vision Media)

Which of the following responses provides the correct assignment of impact to the above incidents?



- A. High Impact
  - II. Medium Impact
  - III. Not an incident, should be a Request for Change
  - IV. Major Incident
  - B. High Impact
  - II. Low Impact
  - III. Not an incident, should be a Request for Change
  - IV. Major Incident
  - C. Major Incident
  - II. Medium Impact
  - III. High Impact
  - IV. Major Incident
  - D. High Impact
  - II. Low Impact
  - III. Medium Impact
  - IV. Major Incident
- Correct Answer: B
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### QUESTION 3

Operations Control refers to?

- A. The managers of the Event and Access Management Processes
- B. Overseeing the monitoring and escalating of IT operational events and activities
- C. The tools used to monitor the status of the IT Network
- D. The situation where the Service Desk manager is required to monitor the status of the infrastructure when Service Desk Operators are not available

Correct Answer: B

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### 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 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 5

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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