

THE BRITISH COMPUTER SOCIETY
THE BCS PROFESSIONAL EXAMINATION
Diploma

SERVICE MANAGEMENT

27th April 2005, 10.00 a.m.-12.00 p.m.
Answer FOUR questions out of SIX. All questions carry equal marks.
Time: TWO hours.

*The marks given in brackets are **indicative** of the weight given to each part of the question.*

1.
 - a) Explain FOUR reasons why the implementation of new technology often fails to deliver the expected results and is frequently due to a failure to adequately manage the change process. **(16 marks)**
 - b) In the context of major applications development projects, users usually develop unrealistic expectations. Briefly discuss THREE such expectations and provide a method to manage each expectation. **(9 marks)**

2. The Facilities Manager at the company for which you work has made the following statement:
“PC based servers do not need a dedicated machine room in the same way as the old mainframes and mini-computers did”.
 - a) Using THREE different examples, discuss the ways in which you agree or disagree with the statement. **(15 marks)**
 - b) For ONE of the examples you have given in a) above, write a memo to the Facilities Manager giving a reasoned account of why you agree or disagree with his statement. **(10 marks)**

3.
 - a) You are the IT director of a finance company with its head quarters located in London and regional offices in five separate UK cities. Currently the IT department is centralised and takes all decisions relating to IT services. Members of the board have raised concerns over the way the IT department is structured. The board has suggested that a more effective IT service could be provided if the current centralised structure is replaced. You have been asked to address the issue at the next board meeting. You also believe an improved IT service could be provided.

In preparation for the board meeting, identify TWO activities you would place under direct control of the IT department and TWO activities which could be devolved to each of the five regional offices. For each of the four activities, state the potential benefits to the business. **(16 marks)**
 - b) “End User Computing has transformed the way many end users use Information Technology today, compared with thirty years ago.”

Briefly discuss this statement in relation to the impact End User Computing has had in the work environment. **(9 marks)**

Turn over]

4. Electronic mail is a key element of business communication in many organisations.
- a) Discuss **THREE** areas of information security risk to which organisations are exposed when staff have free access to electronic mail across the Internet. **(15 marks)**
 - b) With reference to **ONE** of these areas, discuss how the risk to the organisation could be controlled and managed. **(10 marks)**
5. a) The traditional view of an organisation is that information flows through three levels of management i.e. strategic, tactical and operational.
- Discuss **EACH** of the three levels in relation to:
- i) the information required at each level **(8 marks)**
 - ii) the tasks carried out at each level **(8 marks)**
- b) Assume you are the managing director of the European division of a large USA software development company. As the person responsible for deciding where to locate the European software distribution centre for your organisation, identify **THREE** key issues you need to consider and explain why each one is important. **(9 marks)**
6. The organisation for which you work is seeking to replace a large number of its desktop computers, which no longer have sufficient processing performance for the main software packages used by all staff.
- a) Discuss **THREE** issues which will need to be addressed when selecting a replacement model of PC. **(12 marks)**
 - b) One option under consideration is to move from outright purchase of PCs to leasing. Write a memorandum to the Head of IT outlining **THREE** points which would need to be discussed before the decision is made. **(13 marks)**