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THE BRITISH COMPUTER SOCIETY

THE BCS PROFESSIONAL EXAMINATION Advanced Diploma

COMPUTER SERVICES MANAGEMENT

17th April 2000 – 10:00a.m. – 1:00p.m.

Answer THREE questions out of FIVE. All questions carry equal marks.

Time: THREE hours.

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

1. Following some unpleasant revelations, it becomes clear that a number of powerful individuals in your organisation have lost confidence in the IT service which your group provides. They have stated their intention of removing their funding contribution from the IT group and in future buying IT services directly from a third party.
 - a) Discuss how such a breakdown of the customer/supplier relationship might have occurred, and how it could have been avoided. **(15 marks)**
 - b) Present a service improvement plan to the Board of the company which addresses the current situation. The plan should explain the advantages and disadvantages of outsourcing the IT function. **(10 marks)**

2. Your managing director has read that legislation affecting the use of computers and data has failed to meet modern requirements. He has asked you to brief him specifically on the Computer Misuse Act 1990 and you are required to write a report to:
 - a) Describe the main provisions of the Computer Misuse Act 1990 and explain the reasons why this legislation was introduced. **(15 marks)**
 - b) List two other Acts relevant to IT and the working environment and provide brief notes of their purpose. **(10 marks)**

3. The service development and service support groups are finding it increasingly difficult to recruit and retain staff with the appropriate skill sets. As the manager of the two groups you are increasingly concerned by this trend.
 - a) In a memorandum to the Chief Executive, discuss why you believe the problem exists and provide three policy options which could be used to resolve the situation. **(15 marks)**
 - b) Develop a detailed implementation plan for one of the options. The plan should include mechanisms for measuring the success, or otherwise, of the policy. **(10 marks)**

4. You work for a research and development organisation in a new 'high tech' industry. Traditionally, the organisation has been run as a strictly 9 to 5 operation - with no weekend or evening working being expected. The new Head of Research believes that, in order to take a lead role in the industry, the organisation needs all its support services to be available 24 hours a day, 365 days of the year.
- a) Produce a report for the Head of Research which details five areas of IT service operation that will need to be addressed in the changeover to the new regime. **(13 marks)**
 - b) Draft a discussion document which you can use to introduce the new situation to your staff. It should include a framework which you can use as a group to assess the impact on support policy. **(12 marks)**

5. You have been appointed the Computer Services Manager for a large mail order company. The organisation uses a mainframe computer for call centre staff to input orders during the day shift. The same computer is used for overnight batch processing and to assist the evening and night shift warehouse staff whose prime function is to pack and despatch the orders.

The overnight batch schedule has evolved over the years and is an unstructured combination of independent and dependent systems, although there is little operational documentation to support this. As a result of increased business, a serious capacity problem has arisen and the batch systems regularly overrun into the day shift. This has resulted in lost business as the call centre staff are unable to accept orders during the period of the overrun. Also, the night shift are required to work overtime as the daily despatches cannot be completed until the batch processing has finished. The Board is very concerned with this situation and have asked you to recommend a solution. Because the developers are working on a strategic Internet project, you have only limited access to this resource. Write a report to:

- a) Describe, with examples, how the overnight schedule may be examined and reorganised to increase the likelihood of all overnight processes completing before the day shift starts. **(12 marks)**
- b) Explain how the existing hardware could be enhanced to obtain a faster throughput for the overnight processes. **(8 marks)**
- c) Briefly discuss how Facilities Management could be used to overcome the capacity problems. **(5 marks)**