THE BRITISH COMPUTER SOCIETY

THE BCS PROFESSIONAL EXAMINATION
Professional Graduate Diploma

COMPUTER SERVICES MANAGEMENT

28th April 2004, 10.00 a.m.-1.00 p.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. You have been recruited as the Computer Services Manager for a large organisation that has recently installed a large, mission-critical, client-server system. Since installation the response time, as observed by all end-users, has progressively declined and the in-house departments responsible for the development and operation of the new system are blaming each other. You have been asked to prepare a plan which will lead to the positive identification of the cause of the slow response.

    a) Briefly describe FIVE areas that should be investigated when considering poor end-user response times.
    (15 marks)
    b) Suggest how the response time problems could have been identified and resolved prior to the implementation.
    (10 marks)

2. The company for which you work, as the Computing Service Manager, has offices located in the centre of a major city. The Board is concerned that the area may be vulnerable to disruption from civil unrest or terrorist activity - the threat of which has been increasing in recent months.

    Although no specific threats have been made, the company wishes to review its policy on business continuity planning. As part of this review, you have been asked to prepare information which will be used in a report to the next meeting of the Board.

    a) Briefly describe FIVE areas of potential IT related risk to business continuity which you would wish to see considered in the report. **(15 marks)**

    b) For one of the areas you have described in *a)*, write a report-style analysis of the potential risk and how it could be addressed. You should include a discussion of the benefits and disadvantages that this approach would bring. **(10 marks)**

3. The Board members of a medium-sized company are deeply concerned with the high cost of the in-house IT services and have recently attended two presentations: one by an organisation that provides a traditional outsourcing service and another which is an application service provider. They were impressed by both presentations but need help to understand the differences between the two approaches. Prepare a memorandum for the Board which:

    a) contrasts the service provision, staffing and charging of the two alternative approaches. **(10 marks)**
    b) provides advice on establishing joint teams and committees which will be required to manage the IT services when these are provided by the outside organisation. **(10 marks)**
    c) recommends and describes the governance procedures that the company should contractually impose on the selected provider. **(5 marks)**

Turn over]

4. As the Director of Information Services you have been asked to justify the way in which staff are recruited to important IT posts within the company. You have been asked to produce a policy document which will be used as a basis for future recruitment.

a) Describe FIVE elements which you would include in the recruitment policy document. **(15 marks)**

b) For ONE of the policy elements you have described in *a)*, discuss in detail a situation in which failure to follow this policy could seriously damage the business of your company. **(10 marks)**

5. In recent discussions between the IT Director and the other Heads of Department of your company there has been criticism of the lack of communication between IT staff and the rest of the company. There is a feeling that IT staff are unwilling to get involved in discussions and to share information.

a) Describe THREE techniques that the IT department could use to improve communication with the rest of the

company. **(15 marks)**

b) Discuss in detail how you would introduce one of the techniques, described in *a)* into the organisation. Give a detailed plan of how you would implement the technique and the procedures you would use to measure the success or failure of the plan. **(10 marks)**