THE BRITISH COMPUTER SOCIETY

THE BCS PROFESSIONAL EXAMINATION
Professional Graduate Diploma

COMPUTER SERVICES MANAGEMENT

28th April 2005, 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 are the Head of Information Services for a knowledge based company employing 400 people at a single site on the edge of a major city.

     A recent information security audit, carried out by an external auditor, noted that the organisation appears not to have a coordinated approach to the physical security of its information systems.

     You have been asked by the Board of the company to build a project team to address this important issue.

     a)   Describe the membership and the structure of the project team you would put in place. Within your answer you should describe in detail your justification for the inclusion of the three most important members of the team.   **(10 marks)**

     b)   With reference to three specific areas of risk, chosen from your understanding of the physical security needs of an IS environment, show how the membership and structure of the project team would allow the key issues to be resolved.   **(15 marks)**

2.   An established insurance company decided to outsource all its computer services functions in order to save costs. The work was put out to tender and was won by Zeus FM, a major outsourcing company who promptly agreed a Service Level Agreement (SLA) with the insurance company. As an experienced Service Delivery Manager working for Zeus FM, you have been given responsibility for managing the transition to the outsourced service.

     Although the transition proceeds as planned, there is some resentment, as the users perceive that the level of service has deteriorated as a result of the outsourcing arrangement. Following an unplanned departmental move within the insurance company's office, Zeus FM charged for relocating computer equipment, an activity the in-house team would have performed free of charge. This was raised at the monthly Service Delivery meeting, where one of the executives angrily exclaimed, "Zeus FM has no idea of the concept of service". Three executives expressed agreement and promptly left the meeting; and relationships between Zeus FM and the insurer are now poor. This has come to the notice of the Chief Executive Officer (CEO) who has asked you for assistance in both understanding and resolving the issue.

     Produce a report for the CEO in which you:

     a)   Define, within the context of computer services, *service level management*.   **(5 marks)**

     b)   List and describe ten items which should be included in a Service Level Agreement.   **(10 marks)**

     c)   Explain how the various unplanned activities could be accommodated within a revised SLA with no extra cost to the insurance company.   **(10 marks)**

3. The sales organisation for which you work recently suffered a major loss of service when the server infrastructure supporting its Internet sales portal collapsed. On investigation, it appears that the launch of a special offer to customers coincided with a period of reduced capacity due to server software maintenance. The mismatch of supply and demand led to the collapse of the service. The organisation suffered substantial financial losses as a result of this incident, in addition to a considerable amount of bad publicity.

The Board has asked you to make a series of recommendations which would prevent the recurrence of such a problem.

a) In a memorandum to the Board, outline three key areas of the organisation which need to be changed in order to resolve the situation. **(12 marks)**

b) The Board has approved your proposals. Produce a project plan to show how these changes would be implemented, together with operational details of how the specific concerns would be addressed. **(13 marks)**

4. You are the Technical Services Manager of a large organisation that is planning to replace most of its legacy system with an enterprise systems solution. Responsibility for the development and implementation of the enterprise system has been given to a firm of management consultants and the project team consists of you and other in-house staff, plus contractors. On behalf of the computer services department you are to manage the provision of the hardware and software infrastructure for both project development and operational running.

All key staff have been asked to present their various roles at an initial project meeting. This has been arranged by the project manager so that each member of the project team understands the role of each member of the team.

Outline the main points you would include in the presentation to describe:

a) The role of the Technical Support Manager. **(9 marks)**

b) The degree of involvement that the computer services department needs in specifying, testing, accepting and implementing the developed application. **(10 marks)**

c) The short term impact which the development may have upon the computer services department and how you could provide the extra resources required. **(6 marks)**

5. Your organisation, a diverse business operating on sites in several cities, last upgraded its PC desktop hardware in order to avoid Year 2000 problems. Five years later, it is increasingly apparent that the hardware is failing to meet current needs, with reliability as well as performance being inadequate. To add to the urgency of hardware replacement, your key software supplier is ceasing support for the operating system you currently use – forcing an upgrade which cannot be supported on the current hardware.

You have been tasked with delivering a complete change in the desktop hardware and software environment over the next six months, while ensuring that the business of the organisation continues to operate successfully.

a) Write a report for your senior management discussing four key aspects of the project which must be addressed in order for the operation to be successful. **(13 marks)**

b) For one of the key aspects you have discussed, expand your report into a detailed series of activities – together with a description of why each activity is important. **(12 marks)**