THE HONG KONG POLYTECHNIC UNIVERSITY

DEPARTMENT OF COMPUTING

EXAMINATION

Course : MScIS – Outpost (Suzhou)

Subject : COMP5138 Services Science Management

Group : 206

Session : 2008 / 2009 Semester II

Date : 03 May 2009   Time : 09:00-13:00

Time Allowed: 4 Hours   Subject Lecturer: Franklin Leung / Eric Chu

This question paper has _____2_____ pages.

Instructions to Candidates:

This is an open book examination. There are totally **4** questions. You have to answer **ALL FOUR** questions. Please provide all your answers in the answer book.

Do not turn this page until you are told to do so!

Question 1 (25 marks)

1.1 Describe the characteristics of services in general and illustrate the characteristics with short examples. (10%)

1.2 What are the common strategies in managing the characteristics of services and how different functional units within an organization (or discipline of knowledge) could help in providing quality services? (15%)

Question 2 (25 marks)

2.1 Illustrate the concept service encounter with a customer going to a bank depositing money over a cashier counter. (10%)

2.2 What are the implications to different management functions over the service encounter? (8%)

2.3 What could be the role of IT management in terms of the above service encounters? (7%)

Question 3 (25 marks)

3.1 List the five aspects of service design to be considered in ITIL and briefly describe how you will design the capacity management service with respect to the five aspects. (9%)

3.2 For the issues listed below,
   I.   Classify them with respect to four categories: Service strategy, service design, service operation, service transition defined by ITIL.
   II. Further indicate the classified sub-category as below :
   III. Incident management, problem management, availability management, change management, release management, configuration management, service level management, capacity management, financial management
   IV. Describe briefly the recommended actions to address the issues

   List of issues:
   a. An upgrade of operating system is found to be incompatible with the current version of database. The system is "fall back" to previous version of operating system
   b. Outsourcing of data centre turns out to increase rather than decrease cost.
   c. Configuration change is carried out without proper authorization.
   d. Service desk staff just record the reported incident and then immediately refer to 2nd line support.

e. Due to problem troubleshooting, the system cannot be restored in a reasonable period.

f. IT department does not record the version of Microsoft Operating System used on desktop PCs.

g. A sudden increase in the transaction volume of an online securities trading system leads to shortage of disk space.

h. The users do not have to pay for IT services and a huge backlog of IT requests are pending for completion.

(16%)

Question 4 (25 marks)

4.1 (a) List the various delivery model options as described in ITIL (8%).

(b) Corresponding to the various delivery model options, recommend the most appropriate option for the following scenarios and briefly explain (8%)

    (i) The staff of a company lack the appropriate skills to implement a business re-engineering project.

    (ii) A company does not want to own the computer infrastructure for call centre services but it wants to run the operations with the internal resources.

4.2 Referring to the scenario below with the availability of individual components expressed in percentage ,

97%	99%	95%	96%
(host)	(network)	(server)	(workstation)
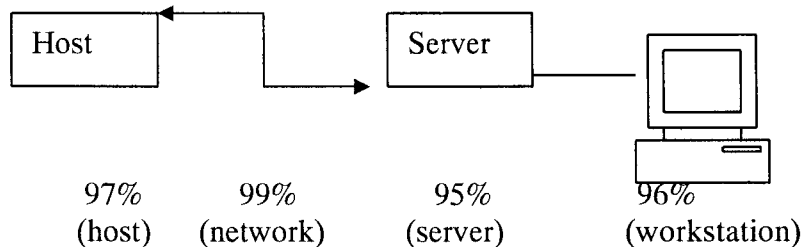
If the user requires >95% overall availability and the additional initial costs for setting high availability configuration (i.e primary with standby machine) are listed as below:

High availability configuration for host: 100,000
High availability configuration for network: 150,000
High availability configuration for server: 50,000

(a) What is the most cost effective configuration meeting the required availability requirement and what is the additional total cost for setting up such configuration? (6%)

(b) Besides the initial cost, what are other cost factors to be considered from the total cost of ownership perspective? (3%)

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