

BCS The Chartered Institute for IT

THE BCS PROFESSIONAL EXAMINATIONS BCS Level 6 Professional Graduate Diploma in IT

COMPUTER SERVICES MANAGEMENT

Tuesday 20th April 2010 - Afternoon

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

Time: THREE hours

Answer any Section A questions you attempt in Answer Book A

Answer any Section B questions you attempt in Answer Book B

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

Calculators are NOT allowed in this examination.

Section A

Answer Section A questions in Answer Book A

- A1. The medium sized business for which you work, as the IT Infrastructure Manager, has announced that it will be moving to new offices three months from now. The move will need to be divided into stages to ensure that the business, a specialised financial consultancy agency, continues to operate throughout the move.
- a) Write a report for the Managing Director of the company outlining three key risks to which the routine IT operations will be exposed during the move. You should state any assumptions that you make about the organisation or the logistics of the move.

(15 marks)

- b) For ONE of the routine IT operations you have described, produce a project plan to show how the risk can be managed and controlled.

(10 marks)

- A2. A financial audit report has identified that your company has continued to pay an expensive contract for the maintenance of server systems and disk arrays that were actually de-commissioned and removed from the building several years ago.

The Board has recently appointed you to the role of IT Services Manager and has asked you what actions you intend to take to prevent such expensive and embarrassing situations arising again in the future.

- a) Write a memo to the Board outlining the approach you intend to take in bringing matters under control. You should include details of three significant relationships with other organisational groups within the company essential to the success of your proposals.

(12 marks)

- b) For ONE of these relationships, write an operational document which can serve as a template for your staff in managing the relationship you have described.

(13 marks)

- A3. You are the Head of IT Services for an educational charity based in the UK. Your organisation, which employs about 300 people, has used an in-house developed electronic mail service since the charity was established in 1995.

Feedback from the users of the email service increasingly suggests that it is proving unreliable and therefore unpopular. Many members of staff now use their own ISP based email accounts to carry out work tasks - even when they are based in their office - as they claim that essential facilities are lacking in the organisation's own email system.

- a) Describe THREE risks which you believe this situation presents to the organisation.

(12 marks)

- b) Using the risks you have described, produce a project plan showing how you would formally approach and resolve the situation to the satisfaction of both the users and your Manager.

(13 marks)

Section B

Answer Section B questions in Answer Book B

- B4. The Chief Executive Officer of a medium-sized organisation is concerned with the high cost of the in-house IT services. He has recently attended two presentations: one by an organisation that provides a traditional outsourcing service and another which is a leading provider of cloud computing. Both presentations were impressive and he has asked you, an independent consultant, to help him understand the differences between the two approaches. Prepare a report which:

- a) contrasts the service provision, staffing and charging of the two alternative approaches.

(10 marks)

- b) provides advice on how the provision of IT services by an external provider could be managed.

(10 marks)

- c) recommends and describes the governance procedures that the company should contractually impose on the selected provider.

(5 marks)

- B5. You have recently been appointed Computer Services Manager for an organisation that has suffered badly as a result of the global recession. Although the company is now beginning to make profits, this has only been achieved by reducing staff levels and postponing all capital expenditure.

The computer services department has been particularly badly affected and there are a number of issues that require your urgent attention. Staffing levels have been reduced and there have been no pay rises, promotions or training. Staff are overworked and the end users are dissatisfied with the services provided. Also, to ensure continued support, a new DBMS software release is required next month. As DBMS software is used for the business-dependent systems, its failure would have catastrophic consequences.

The management has given you an insufficient budget to resolve these problems.

Discuss how you might approach all of the issues described above.

(25 marks)