

**BCS THE CHARTERED INSTITUTE FOR IT**

BCS HIGHER EDUCATION QUALIFICATIONS  
BCS Level 6 Professional Graduate Diploma in IT

**COMPUTER SERVICES MANAGEMENT**

Monday 4<sup>th</sup> October 2021 – Morning

Time: THREE hours

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

**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 <b>NOT</b> allowed in this examination.
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**Section A**  
**Answer Section A questions in Answer Book A**

**A1.**

You are the Head of IT Services for an industrial organisation which employs four hundred people. Most of these employees are significant users of IT services and in most cases cannot carry out their tasks without networked information services being available. Despite having a well-qualified and professional support staff in place and a good service record you are aware that the service provided is not highly regarded by its customers.

- a) Describe **THREE** activities you would undertake in order to determine the core issues behind this dissatisfaction.  

**(15 marks)**
- b) For **ONE** of these activities, provide a typical report to your manager – showing how the evidence you have collected will be used to develop the service further.  

**(10 marks)**

**A2.**

The new Director of Services in your organisation is responsible for all the successful operation of all support services in the company, including Finance, Human Resources, IT Services and Logistics.

In her previous company she worked within a process-driven environment where service requirements and support activities were formally defined using a structured, standards-based approach. She is clearly surprised to find that these matters are dealt with less formally in her new company – with many decisions being solely based on personal discussions and informal arrangements.

She has asked you to lead a team which will introduce a more accountable structure – with the potential to become certified to an international standard for service management.

- a) Write an article for the company newsfeed which introduces the concept of a formally structured service environment. You should state any assumptions you make about the existing service environment or the organisation itself.  

**(10 marks)**
- b) Discuss **THREE** areas where you believe the organisation will need to take particular care in this cultural change. For each area, suggest a way in which the project team can help ensure the successful development of the process structure.  

**(15 marks)**

**A3.**

- a) Describe what is meant by the term “Service Level Agreement” (“SLA”) in the context of IT Service Management. Outline **FIVE** elements which should appear in such an agreement.  

**(15 marks)**
- b) Discuss the process by which you would negotiate and manage the Service Level Agreement for a managed desktop environment in a large legal firm.  

**(10 marks)**

**Section B**  
**Answer Section B questions in Answer Book B**

**B4.**

You are one of six project leaders in a small, specialised software house based in the UK which develops applications for central government. The Computer Science department of a local university has approached your company and asked that you employ an undergraduate student for a period of 9 months so that the student can gain experience of a commercial software development environment.

The Chairman of the software house is a graduate of the local university and is very keen to help. He has asked you to analyse the points to be considered.

- a) Write a memo to the Chairman outlining **THREE** potential risks and **THREE** potential benefits of employing the student.  
**(13 marks)**
- b) Devise a plan for the 9-month employment period, demonstrating clearly how these risks are managed and how the benefits to both the company and the student are maximised.  
**(12 marks)**

**B5.**

You are the IT Operations Manager for a company which employs several thousand people on a single site in a major city. Having developed – in association with colleagues from other parts of the business - a comprehensive business continuity plan (BCP) for the organisation you have proposed a full-scale test of the plan under realistic conditions. The operation would take place on a non-working day and would simulate one of the service loss scenarios which you believe is most likely to occur.

Members of the Board of the company are concerned that the cost of the test will be substantial and may interfere with normal business operations. They have, so far, refused to sanction the test event.

- a) Write a report to the Board highlighting **THREE** reasons why you think the test should go ahead. You should base your argument on the business needs of the organisation.  
**(15 marks)**
- b) Having read your report, the Board members have asked for more information regarding how the success of the test will be measured. Write a supplementary report describing how you intend to capture good quality information regarding the success, or otherwise, of the test.  
**(10 marks)**

**End of Examination**