

**UNIVERSITY OF BOLTON**

**SCHOOL OF CREATIVE TECHNOLOGIES**

**BSC (HONS) COMPUTER NETWORKS AND SECURITY**

**SEMESTER ONE EXAMINATION 2019/20**

**OPERATIONS MANAGEMENT**

**MODULE NO: SEC6104**

Date: Monday 13<sup>th</sup> January 2020

Time: 10:00 – 12:00

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**INSTRUCTIONS TO CANDIDATES:**

There are **FOUR** questions on this paper.

**Section 1: COMPULSORY**

**Section 2: answer ANY TWO** questions. All questions carry equal marks.

ITIL 4 is an internationally recognised library of best practice and enables practitioners to look at IT Service Management through an end-to-end operating model for the creation, delivery and continual improvement of tech-enabled products and services.

This exam will test your understanding and ability to identify and critically assess situations where the application of service management strategies will address deficiencies and improve services and products within enterprise infrastructures.

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### **Case Study**



A large pharmaceutical company called 'Miracle Cure' has been in the news lately celebrating their tremendous success because of a new 'wonder' drug that they have developed. As a result of the success and after long deliberations, a few weeks ago the board decided to 'float' the company on the stock market. The company has seen exponential growth and profits have been soaring, making the new shareholders very happy. The costs associated with being a public company has necessitated looking to the future, with this in mind the company have reviewed the organisational structure and made some changes resulting in a cost saving of 10% - 15%.

The glaring exception has been the IT department which has seen costs rise by 30% across the company. The IT department is located at the central office in Connecticut, where minimal support is provided for company branches worldwide. In recent years branch managers have been given autonomy when hiring staff and managing the IT solutions. There has been a significant rise in the number of IT staff throughout the organisation and each branch operates its own staff and IT management strategy. The senior IT staff at headquarters have remained relatively unchanged over the years and it has been said that they have an 'Old School' attitude towards IT operations and management whatever that means and don't like outside interference. Unfortunately, that interference includes other departments within the company and consequently there has been very little interaction between the IT department and other divisions or departments.

**Case study continues over the page....**

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**Case study continued....**

All IT solutions have been developed 'in house' and in some cases using legacy software which has led to compatibility issues. The headquarter IT management team have been happy to let branches be self-sufficient and hire IT staff as required. Unfortunately, this has led to significant unrest as there is a distinct lack of communication, structure and direction from headquarters. Staff have mentioned that there is a clear lack of transparency which is something that will definitely need to be considered with the addition of regulatory requirements. Since the stock market flotation, the word 'Governance' has constantly been hurled about but there seems to be little understanding of exactly what the term means or its implications. There is also a consideration now that investors and shareholders will want to be kept informed of company developments. The board are aware of the costs associated with housing IT infrastructure in each of the branches and would like to make a saving there if possible. In the past company senior management have enthusiastically provided whatever was asked for to support the IT department either at headquarters or in the branches but in light of recent revelations they feel there needs to be some systemic changes within the IT department, looking at infrastructure and management development and communication processes, as the current costs are unsustainable. The company are looking to implement good practice across all departments and divisions. With the company now publicly owned security considerations must be taken into account.

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**Case study continued....**

With the accountability and responsibilities that accompany being a publicly owned organisation the board have decided to create a post for a CIO to overhaul the current IT operations and management and to consider future developments. An awareness has arisen that there needs to be a Service Management Solution devised to cater for existing IT operations and the changes that must be implemented

**END OF CASE STUDY**

**Section 1 – COMPULSORY**

1. As you assess the attached business case study, using the ITIL 4 framework, provide a critical analysis of the service management strategies that have underpinned recent developments in the management of services within enterprise infrastructures.

**(40 Marks)**

**END OF SECTION 1**

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**Section 2 - Answer ANY TWO questions**

2. ITIL 4 General Management Practices comprehensively address operations within an IT enterprise in regard to IT service management, identify and critically assess 3 of those practices and show how applying the service management strategies will make improvements in relation to the attached case study.

**(30 Marks)**

3. Calling on your knowledge of ITIL 4 as an internationally recognised library of best practice, identify and critically assess how the four dimensions of Service Management could be used to address both explicit and implicit problems within the attached case study.

**(30 Marks)**

4. After reviewing the attached case study and identifying any problems, provide a critical analysis of why change management is such an important factor in Service Management.

**(30 Marks)**

**END OF QUESTIONS**