Q. Brightmouth College is a higher education institution which used to be managed by a local government authority but has now become autonomous. Its payroll is still administered by the local authority and pay slips and other output are produced in the local authority’s computer center. The authority now charges the college for this service. The college management are of the opinion that it would be cheaper to obtain an “off-the-shelf” payroll package and do the payroll processing themselves.

What would be the main stages of the project to convert to independent payroll processing by the college? Bearing in mind that an off-the-shelf package is to be used, how would this project differ from one where the software was to be written from scratch?





Q. Paul Duggan is the manager of a software development section. On Tuesday at 11 a.m. he hand his fellow section heads have a meeting with their group manager about the staffing requirements for the coming year. Paul has already drafted a document “bidding” for staff. This is based on the work planned for his section for the next year. The document is discussed at the meeting. At 2:00 pm Paul has a meeting with his senior staff about an important project his section is undertaking. One of the programming staff has just had a road accident and will be in hospital for some time. It is decided that the project can be kept on schedule by transferring another team member from less urgent work to this project. A temporary replacement is to be brought in to do the less urgent work, but this may take a week or so to arrange. Paul has to phone both the personnel manager about getting a replacement and the user for whom the less urgent work is being done explaining why it is likely to be delayed.

Identify which of the eight management responsibilities listed above Paul was responding to at different points during his day.