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Roll: 1110

Q1. Bright mouth 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?

Since Bright Mouth College is planning to move away from the local authority's payroll service and use an off-the-shelf package, the project would go through the following main stages:

1. **Initial Study:**
   First, the college needs to look at whether handling payroll in-house is really cheaper and more efficient than continuing with the current setup.
2. **Requirements Gathering:**
   The college should figure out exactly what features it needs from a payroll system—things like tax calculations, pay slips, bonuses, etc.
3. **Selecting a Package:**
   They would then compare available off-the-shelf payroll software and choose one that fits their needs and budget.
4. **Purchasing and Setup:**
   After buying the software, they'll need to install it and set it up according to the college's policies and structure.
5. **Data Migration:**
   All current payroll data (employee info, salary records, etc.) will have to be moved from the local authority's system to the new one.
6. **Testing the System:**
   They'd run some trial payrolls to make sure everything is working properly.
7. **Training Staff:**
   The people who'll be using the system must be trained so they know how to run payroll smoothly.
8. **Go Live:**
   Finally, they stop using the local authority's system and start using their own.
9. **Post-Go Live Review:**
   After the switch, they'll need to monitor everything for a while to catch any issues and make improvements.

How this differs from building software from scratch:
Using an off-the-shelf package is way faster and cheaper because the software is already made. There's no need for coding or full-scale development. The focus is more on choosing the right package, setting it up properly, and making sure it fits the college's needs. With custom

software, the project would be much longer and would involve designing, developing, testing, and maintaining the software from the ground up.

Q2. 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.

Throughout his day, Paul was dealing with several key management tasks:

- **Planning:**
  He drafted a staffing proposal based on the upcoming year's workload, which shows he was planning ahead for the team's needs.
- **Organizing:**
  When the programmer got into an accident, he quickly reorganized the team's workload to keep the important project on track.
- **Staffing:**
  He contacted the personnel manager to find a temporary replacement, which falls under staffing responsibilities.
- **Coordinating:**
  He made sure team roles were adjusted smoothly and that both projects could still move forward.
- **Controlling:**
  By deciding to delay the less urgent work and explaining the situation to the user, he was controlling how the change affected the project timeline.
- **Communicating:**
  He communicated with both the user and the personnel department, keeping everyone informed and involved.
- **Decision Making:**
  He made quick decisions about staff reallocation and project priorities.
- **Leading:**
  He guided the team through a sudden change, kept things calm, and ensured work continued without panic.