Bayot, July

SIA ASYNC QUESTIONNAIRES

Chapter 9.

1. What is the role of a project manager and a program manager?

A project manager is responsible for overseeing the planning, execution, and completion of a specific project within an organization. A program manager is responsible for managing multiple interdependent projects within a broader program.

2. What are the skills, knowledge, and abilities required to be a project manager?

Technical Expertise - Understanding of project management methodologies, tools, and techniques.

Leadership - Ability to lead and motivate teams, resolve conflicts, and foster collaboration.

Communication - Strong verbal and written communication skills to interact with team members, stakeholders, and executives.

3. Name five critical success factors and why they are important to the success of a project.

a. Decision-Making Process - A well-defined process minimizes scope issues and enhances productivity.
b. Project Scope Management - Managing scope prevents scope creep, ensuring project goals are met.
c. Teamwork - Effective teamwork fosters collaboration and ensures project progress.
d. Change Management - Proper communication and training ease resistance to change and facilitate project transition.
e. Executive Management Support - Executive commitment and involvement ensure project alignment with organizational goals.

4. What role can the company executives play in an implementation?

Company executives can play a vital role in an implementation by providing Executive Sponsorship: Communicating the project's importance and benefits to the organization.

5. What is “scope creep,” and why is it important to manage during an ERP implementation?

Scope creep refers to constant changes or additions to the project's scope, leading to missed deadlines and budget overruns. It's important to manage during an ERP implementation to maintain project focus on defined goals and objectives.

Chapter 10

1. Discuss the steps in business process reengineering?

- Preparation
- Define the "as is" process
- Map out "to be" processes
- Test and measure new processes
- Reevaluation

2. Why is BPR important in an ERP implementation?

It helps organizations identify inefficiencies and opportunities for improvement.

BPR aligns organizational processes with ERP system capabilities and best practices.

It ensures that ERP implementation efforts are focused on achieving strategic goals and delivering business value.

3. What does the organizational project management maturity model do for a company’s ERP implementation?

Assessing current project management maturity levels.

Identifying strengths and weaknesses in project management practices.

4. Briefly discuss the steps involved in OPM3?

1. Assessment: Evaluate the organization's project management maturity.
2. Planning: Develop strategies to enhance project management capabilities.
3. Execution: Implement improvements based on the plan.
4. Monitoring: Continuously assess progress and adjust strategies as needed.
5. Continuous Improvement: Integrate feedback to further enhance project management maturity over time.

5. Explain the role of the project management office in an ERP implementation.

Planning: Developing project plans and timelines.

Resource Management: Allocating resources efficiently.

Risk Management: Identifying and mitigating potential risks.

Communication: Facilitating communication among project stakeholders.

Quality Assurance: Ensuring project deliverables meet quality standards.

Monitoring Progress: Tracking project milestones and performance.

6. Why is change management critical to the success of a project from the beginning?

It helps prepare employees for organizational changes. It reduces resistance to change by addressing concerns and providing support.

7. What is usually the critical path of an ERP implementation? Why?

System configuration and customization.

Data migration and integration.

Training sessions for end-users.

Testing and quality assurance.

Go-live preparation and execution.

Identifying and prioritizing these tasks is essential because delays in critical path activities can impact the overall project timeline.

8. Briefly discuss the role of the cross-functional lead in an ERP implementation?

Facilitating collaboration between different departments and stakeholders involved in the project.

Chapter 11

1. What is outsourcing and why would a company choose to outsource?

Outsourcing is when a company hires another company to do some of its work instead of doing it themselves. This can include tasks like customer service or software development. Companies might choose to outsource to save money or because they don't have the skills in-house.

2. What are the advantages and disadvantages to outsourcing?

Advantages of outsourcing include saving money, accessing specialized skills, and focusing on core tasks. Disadvantages can include lack of control, cultural differences, and hidden costs.

3. Explain the key challenges in offshore outsourcing.

Offshore outsourcing involves hiring a company in another country to do the work. Challenges include language barriers, cultural differences, and loss of control over the process.

4. Briefly discuss the five best practices in outsourcing.

Best practices in outsourcing include careful vendor selection, clear communication, setting realistic expectations, establishing strong contracts, and maintaining a good relationship with the outsourcing partner.

5. What is SaaS and why is it considered as another outsourcing option?

Software as a Service (SaaS) is another outsourcing option where companies rent software from a provider instead of buying and installing it themselves. It's considered advantageous because it's flexible and accessible from anywhere, but there are also limitations like ongoing costs and potential loss of control over customization.

6. Briefly discuss the components of PAPA.

The components of PAPA (Privacy, Accuracy, Property rights, and Access principles) are essential ethical considerations for ERP implementation. Privacy ensures the protection of sensitive data, accuracy ensures the correctness of information, property rights protect intellectual property, and access principles dictate who can access what data.

7. What are the components of a good information technology security plan?

A good information technology security plan should include components such as access control, data encryption, regular system updates and patches, employee training on security best practices, intrusion detection systems, disaster recovery protocols, and regular security audits.

8. With ERP implementations why would an auditor get involved?

An auditor may get involved in ERP implementations to ensure compliance with regulatory requirements such as the Sarbanes–Oxley Act. Auditors verify the integrity of financial information, assess internal controls, and ensure that the system meets legal standards.

9. Why is the Sarbanes–Oxley Act important to investors?

The Sarbanes–Oxley Act is important to investors because it enhances corporate governance and financial transparency. It aims to prevent accounting fraud and protect investors by requiring companies to maintain accurate financial records, establish internal controls, and undergo external audits.

10. What should a disaster recovery and business continuity plan include and who should be involved?

A disaster recovery and business continuity plan should include procedures for data backup and recovery, alternative communication methods, designated emergency response teams, off-site backup locations, and regular testing of the plan. Key stakeholders such as IT personnel, management, and relevant department heads should be involved in developing and implementing the plan.

Chapter 12

1. What are the motivations for an organization to have a good supply chain management (SCM) system?

A good SCM system helps a company save money, work better, and make customers happier by managing how things move around - like products, services, and information - in its supply chain.

2. Define SCM in your own words.

SCM is like the conductor of an orchestra, ensuring that all parts of a company's supply chain work together smoothly.

3. List the four drivers of SCM and how they impact the system’s responsiveness.

The four drivers of SCM are facilities, inventory, transportation, and information. Facilities refer to where products are made or stored; inventory is the stock of goods a company holds; transportation moves products between different stages of the supply chain; and information connects everything by providing data and analysis. These drivers impact responsiveness by influencing how quickly and effectively a company can meet customer demand.

4. What are the major types of SCM software?

The major types of SCM software are planning applications and execution applications. Planning applications use algorithms to determine the best way to fill orders, while execution applications track the physical status of goods and manage materials and financial information involving all parties in the supply chain.

5. Briefly describe the SCM processes.

Supply chain management involves many processes and procedures for efficient chain management. These will now be examined.

6. Why is SCM implementation critical for the success of e-Business?

or online businesses to do well, they really need SCM. It helps them team up with other businesses, shop online for what they need from suppliers, and send orders to customers quickly and smoothly. So, a good SCM system is essential for online business success.

7. What are the major components of e-SCM?

The main parts of e-SCM are managing relationships with partners, handling procurement online, and making sure orders get delivered smoothly to customers.

8. What is e-procurement?

E-procurement is when companies buy stuff they need online from suppliers instead of in-person or through traditional methods.

9. How should organizations design SCM systems? Stand alone or collaborative?

Organizations should design SCM systems together with their partners, not alone. It's better to use standard technology rather than fancy stuff.

10. What are the elements and benefits of SCM integration?

SCM integration is like fitting all the parts together nicely. It makes companies collaborate better with partners, save cash, and keep customers smiling by controlling how things flow in the supply chain.

Chapter 13

1. Why is it necessary for an organization to have a good customer relationship management (CRM) system?

A good CRM system is important for a company because it helps them keep customers happy and satisfied, which leads to more business and growth.

2. Define the role of CRM in your own words.

CRM is like a smart tool that helps a company keep track of customers and make them feel special by understanding their needs and preferences.

3. What are the key differences between today's CRM and the early generation of CRMs?

Today's CRM systems are much more advanced than the older ones. They not only collect customer data but also analyze it to improve customer experiences and company profits.

4. How does CRM impact the company's bottom line or performance?

CRM can boost a company's profits by helping them understand customers better, which leads to more sales and loyal customers who keep coming back.

5. What are the major types of CRM?

The main types of CRM are operational, analytical, and collaborative. Operational CRM helps with sales and marketing, analytical CRM analyzes customer data, and collaborative CRM improves communication with customers through various channels like email and phone.

6. Briefly describe the customer relationship processes.

Customer relationship processes involve capturing and maintaining customer needs, improving relationships based on customer experiences, and integrating marketing, sales, and support activities.

7. What are the major components of CRM?

The major components of CRM include campaign management, sales management, service management, complaint management, market research, loyalty management, lead management, customer profiling, and feedback management.

8. What is hosted CRM?

Hosted CRM refers to CRM software hosted by an external provider and accessed via the internet. It offers scalability and cost-effectiveness, as users pay a subscription fee per month per user, without the need for extensive in-house IT infrastructure.

9. How should organizations design CRM systems?

Organizations should design CRM systems by aligning them with corporate goals, involving cross-functional teams, implementing step-by-step with buy-in from users and management, and customizing solutions to meet specific business needs.

10. List the major CRM vendors by their target market.

Major CRM vendors by target market include Siebel, Vantive, Clarify, and Oracle for large enterprises; Servicesoft, Onyx, Pivotal, Remedy, and Applix for midsize firms; and Goldmine, Multiactive, and SalesLogix for small companies.